FEATURE ARTICLE
‘RELATIONSHIPS’
BY JOE ABRAHAM

WHAT MAKES RELATIONSHIPS WORK
BY Ken Keis

7 RULES FOR THE ‘PETER PAN’ GENERATION TO FIND A LOVE THAT LASTS
BY MARTIN GOODYER

HOLISTIC SECTION:
FOOD: A SECRET RELATIONSHIP
by Dawn Campbell

RELATIONSHIP COACHING IN THE WORK ENVIRONMENT
by Malcolm Nicholson

“Conflict Coaching: An Essential Tool for Every Coach’s Tool Kit”
by Dr Justine Huxley

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Welcome to yet another exciting edition of the International Coaching News (iCN) online magazine! The theme for this edition is Relationship Coaching, and before you think this may not be for you, I assure you it is not what you might think it is!

This edition is rich in content on a variety of related topics such as personal relationships, business relationships, mentoring, mediation, dealing with difficult people, conflict management, even parenting. The ICN is proud to have collaborated with several renowned internationalcolumnists, expert coaches and best-selling authors to provide insights on relationship coaching.

In this edition’s feature article, simply entitled ‘Relationships,’ Joe Abraham provides an interesting perspective on ‘Entrepreneurial DNA’ and how the qualities of famous business leaders are actually inherent in each of us. Ken Keis never ceases to amaze me with yet another interesting piece of research on ‘What makes relationships work.’ Another noteworthy article is from one of our regular contributors Martin Goodyer where he discusses the “7 Rules for the ‘Peter Pan’ Generation to find a love that lasts” and it serves as a good reminder of generational differences in relationship building. “Relationship Coaching in the Work Environment” by Malcolm Nicholson, is a well-researched piece, drawing on the work of Jung and Covey. In the coaching tools section, “Conflict Coaching: An Essential Tool for Every Coach’s Tool Kit” by Dr Justine Huxley provides a helpful model on helping a client address conflict, while Dawn Campbell, who always exceeds our expectations in the holistic section, writes an interesting piece on Food: A Secret Relationship. I have to mention some great new writers whose work we’ve selected for this edition is quite extraordinary – Robert Holmes, Dr Jelena Goranovic, Alan Wilson, Alex Khrapov, Jevon Dangeli – to mention but a few. They have taken some really interesting perspectives, and have certainly expanded my thinking on various topics! That’s not to say everyone else hasn’t. You really have contributed to a fantastic edition and we thank you for sharing your insights with us.

We are also excited to share with you our Polish mini magazine as a subset of this edition. Our exponential growth in and interest from our readers in Poland has been phenomenal so we thought it only fair to produce something exclusively for you!

Just like all our other editions, this edition is not just an interesting read, but it provides you with helpful coaching tools, personal development ideas and professional development techniques. We have recently launched the ICN Directory which enables you access to some of the world’s best coaches and training companies, http://directory.international-coaching-news.net/ and if you are a coach and would like to register with us, you can also do so using the link provided. The ICN team encourages you to contribute to making the magazine a highly interactive forum. You can do this either by commenting on articles in the forums section on our website www.international-coaching-news.net/forums/ (including leaving comments or asking our journalists questions), or you can also contribute by submitting an article for publication in subsequent editions. Simply log-on to www.international-coaching-news.net/write-for-ICN/ and provide us with your details.

We appreciate your support and look forward to collaboratively working with you in building an even better and richer International Coaching News online magazine in 2014!

With best wishes

Leeann

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*Message from our Division Head – Leeann C. Naidoo*
## TABLE OF CONTENTS

**SECTION: PERSONAL RELATIONSHIPS**

<table>
<thead>
<tr>
<th>Page</th>
<th>Title</th>
<th>Author(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>09</td>
<td>How Brain Gender Affects Relationship Coaching</td>
<td>Robert Holmes</td>
</tr>
<tr>
<td>12</td>
<td>Working with a Spouse: Lots of Fun or a Recipe for Disaster?</td>
<td>Dr. Jelena Nesic Goranovic</td>
</tr>
<tr>
<td>14</td>
<td>Every Moment of Every Day!</td>
<td>Barbara J. Cormack</td>
</tr>
<tr>
<td>17</td>
<td>7 Rules for the ‘Peter Pan’ Generation to Find a Love that Lasts</td>
<td>Martin Goodyer</td>
</tr>
<tr>
<td>20</td>
<td>Relationship Coaching</td>
<td>Ashutosh Tewari</td>
</tr>
<tr>
<td>24</td>
<td>Breakthrough Research on What Makes Relationships Work</td>
<td>Ken Keis</td>
</tr>
<tr>
<td>29</td>
<td>Self-Perception &amp; ‘The Relationship to Self’</td>
<td>Scott Hardie</td>
</tr>
<tr>
<td>30</td>
<td>Marriage Coaching and Active Listening</td>
<td>Alan &amp; Autumn Ray</td>
</tr>
<tr>
<td>34</td>
<td>How to recognise the difference, get out there, have fun and be seen!</td>
<td>Jen Gash</td>
</tr>
<tr>
<td>38</td>
<td>Recreating Romance</td>
<td>Samantha Krajina</td>
</tr>
<tr>
<td>40</td>
<td>My Relationship with Myself: The Most Essential Personal Relationship</td>
<td>Zornitsa Stefanova</td>
</tr>
<tr>
<td>41</td>
<td>Food: A Secret Relationship</td>
<td>Dawn Campbell</td>
</tr>
</tbody>
</table>

**SECTION: HOLISTIC**

<table>
<thead>
<tr>
<th>Page</th>
<th>Title</th>
<th>Author(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>43</td>
<td>Conflict Coaching: An Essential Tool for Every Coach’s Tool Kit</td>
<td>Dr Justine Huxley</td>
</tr>
<tr>
<td>49</td>
<td>Coaching Business Start Ups the Most Common, Number One Trap to Avoid</td>
<td>Alex Khrapov</td>
</tr>
<tr>
<td>51</td>
<td>Parents are Changing Our Society from the Inside Out</td>
<td>Alan Wilson</td>
</tr>
<tr>
<td>54</td>
<td>Relationship Coaching in the Work Environment</td>
<td>Malcolm Nicholson</td>
</tr>
<tr>
<td>56</td>
<td>Relationships - Where Are You Pointing Your Clients?</td>
<td>Piers Thurston</td>
</tr>
<tr>
<td>58</td>
<td>Friendship Group Dynamics - 8 Signs that are Telling you Enough is Enough</td>
<td>Paula Jones</td>
</tr>
<tr>
<td>61</td>
<td>How to Deal with Difficult People and Improve your Relationship</td>
<td>Jevon Dangeli</td>
</tr>
<tr>
<td>64</td>
<td>The Importance of Commitment and How to Be Committed</td>
<td>Anne M. Bachrach</td>
</tr>
<tr>
<td>66</td>
<td>Coaching for Mediation</td>
<td>Fabrizia Ingenito</td>
</tr>
<tr>
<td>69</td>
<td>Skills of a Multicultural Mentor</td>
<td>David Clutterbuck</td>
</tr>
</tbody>
</table>

**SECTION: WORK & BUSINESS RELATIONSHIP**

<table>
<thead>
<tr>
<th>Page</th>
<th>Title</th>
<th>Author(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>58</td>
<td>Relationship Coaching in the Work Environment</td>
<td>Malcolm Nicholson</td>
</tr>
<tr>
<td>61</td>
<td>Relationships - Where Are You Pointing Your Clients?</td>
<td>Piers Thurston</td>
</tr>
<tr>
<td>64</td>
<td>How to Deal with Difficult People and Improve your Relationship</td>
<td>Jevon Dangeli</td>
</tr>
<tr>
<td>66</td>
<td>The Importance of Commitment and How to Be Committed</td>
<td>Anne M. Bachrach</td>
</tr>
<tr>
<td>69</td>
<td>Coaching for Mediation</td>
<td>Fabrizia Ingenito</td>
</tr>
<tr>
<td>70</td>
<td>Skills of a Multicultural Mentor</td>
<td>David Clutterbuck</td>
</tr>
<tr>
<td>74</td>
<td>A Nő szerepe az Új Korban</td>
<td>Zsuzsa Balint</td>
</tr>
</tbody>
</table>

**SECTION: HUNGARIAN**

<table>
<thead>
<tr>
<th>Page</th>
<th>Title</th>
<th>Author(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>74</td>
<td>An Interview with Mabel Katz</td>
<td>Fabrizia Ingenito</td>
</tr>
</tbody>
</table>

**FEATURE ARTICLE**

<table>
<thead>
<tr>
<th>Page</th>
<th>Title</th>
<th>Author(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>38</td>
<td>How to recognise the difference, get out there, have fun and be seen!</td>
<td>Jen Gash</td>
</tr>
<tr>
<td>40</td>
<td>Recreating Romance</td>
<td>Samantha Krajina</td>
</tr>
<tr>
<td>41</td>
<td>My Relationship with Myself: The Most Essential Personal Relationship</td>
<td>Zornitsa Stefanova</td>
</tr>
<tr>
<td>43</td>
<td>Food: A Secret Relationship</td>
<td>Dawn Campbell</td>
</tr>
</tbody>
</table>

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SECTION: PERSONAL RELATIONSHIPS

How Brain Gender Affects Relationship Coaching
Robert Holmes (Australia)

Have you ever observed that one client appears to be very responsive to your coaching, and another is very reserved? They both get great outcomes, but one of them comes across as a kind of resistance. It surprises you when, after the coaching, they say how profound it was – yet you never saw that reflected in their conduct at the time. You are probably engaging a person with an M-brain – a male defined neuronal structure. It is profoundly altering their experience of coaching – and your experience of them!

Thirty years of research across two continents has finally settled it. Drs Anne Moir and Louann Brizendine have spent 30 years researching the differences between men and women, publishing their results in “Brainsex” and “The Male Brain” respectively. Biological sex (male/female) is combined with mental gender (M-brain/F-brain) to create a spectrum of clients who all respond to coaching differently.

Men and women are genetically different. In every cell: women have two X chromosomes and men have an X and a Y. That second X gives a woman’s eyes ten times the observable colours. Her skin is ten times as sensitive. Through every phase of life the male experience and perception, processing of information and emotional journey is fundamentally different from the female.

Beyond biology, the neurochemistry is a second layer that alters reality. In week 8 and week 26 the foetus is soaked either in oestrogen & progesterone or it is soaked in testosterone, MIS & DHEA. This deeply alters the brain structure and circuitry of the child, according to the amount and length of exposure. This is especially true for the male brain, which is flooded with testosterone regularly. The human brain changes structurally, chemically and logically all the way through life. It is “plastic”: contouring, forming and reworking itself.

An M-brain is very goal directed, hierarchically aware, less emotional, single minded, drives physical response more rapidly, can think in three dimensions with ease, uses fewer words, looks for actions and outcomes and doesn’t do empathy well. An F-brain is a very relationship oriented, group aware, emotional, multi-minded, drives cognitive responses more rapidly, can think in networks with ease, uses more words, looks for connection and does empathy well.

Alan and Barbara Pease published a very helpful piece of research around brain gender and sexual orientation in “Why Men Don’t Listen and Women Can’t Read Maps.” Their research created a spectrum from female gender, female brain (on the far left) through to male gender male brain (on the far right). There are women on the scale from 180-165 who have an M-brain and there are men on the scale from 165-150 who have an F-brain.

M-brain and F-brain differ in at least 20 ways (cell biology, Neuro-receptor response, blood behaviour, muscle development, neurochemistry etc.). Let’s take a walk through just six that profoundly affect relationship coaching, with my best coaching tips in italics:

1. Linguistics

X-Y chromosome males do not have an area in their brains specifically dedicated to speech. They have physically more restricted hearing, blocking out higher tonality. A coach may need to get him to look at you before you communicate. Point to a diagram, direct attention throughout the session.

X-X chromosome females have a specific area in the left front hemisphere and mid right hemisphere that is dedicated to speech. They have physically more restricted hearing, blocking out higher tonality. A coach may need to get him to look at you before you communicate. Point to a diagram, direct attention throughout the session.

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2. Verbiage
Without the linguistic area, M-brain is less inclined to learn a deep and rich vocabulary. The average M-brain keeps a database of 35,000 words, and employs 5,500-8,500 words per day (plus extensive non-verbal and sign queues as well). Use verbal mirroring by using their words and language to build rapport with them.

F-brain stores an average of 50,000 words, and employs 5,500-8,500 words per day (plus extensive non-verbal and sign queues as well). Use verbal mirroring by using their words and language to build rapport with them.

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3. Visual perception

 Vasopressin primes M-brain to perceive things negatively - boredom will be read as anger, hostility or offensiveness and will respond accordingly. The M-brain client may spark more easily or jump to conclusions. Stay focused, present, attentive and engaged with your M-brain client. Explain your behaviour if the client misreads you.

Oxytocin primes F-brain to perceive things positively - boredom will be read as listening, care or passiveness. The F-brain believes, rightly or wrongly, that you are interested, even when you are not. Check your conclusions with the client out loud.

4. Emotion and problem solving

When M-brain is faced with a problem or distress the mirror neuron system (MNS) activates to acquire and recognise the target. The temporal parietal junction (TPJ) then activates the cognitive emotional centre to fix the problem. Testosterone and vasopressin switch off facial muscular response so as to show no weakness. If you pose your M-brain client with a problem they will appear to switch of – but they are coming up with a solution.

When F-brain is faced with a similar issue the MNS switches on and stays on – emoting, empathising and remaining connected. Oestrogen and oxytocin then switches on facial response system - magnifying and mirroring what is being observed in others. This is perceived as highly engaged. Your F-brain client may simply want to be heard, and understood, not solved or fixed.

5. Social symmetry

M-brain is cognitively aware of social standing, hierarchy and position in the pack. It tracks and finds the alpha position and then decides to fight, submit or flee to that person. Check your position in relation to your client. You should be at least socially equal to your client, and not in a subordinate position, or they will not listen to you.

F-brain is not consciously aware of the concept of hierarchy or alpha. It tracks social connection and group belonging. Your F-brain client needs to feel they belong in this relationship, that it is not cold. Rapport building is imperative.

6. Fear

M-brain registers fear more strongly in the brain stem and amygdala. Fight, flight or freeze are more palatable. Under threat the amygdala takes over the decision making process. It will respond more biologically - rapidly. Remove overt threat and use confrontation (and why questions) sparingly.

F-brain registers fear more like general anxiety, allowing continued self control with the higher function frontal lobes (cognitive decision making). Avoid overwhelming the client with a bombardment of questions. The amygdala becomes flooded and decision making stalls. Hystera, distraction and overwhelm strategies follow.

Summary

Men and women have different physiology, different cellular genetics and as they are formed in the womb, each is given a gestation bath of chemicals to androgenise (M-brain) or oestrogenise (F-brain) the baby. As a result, there is a spectrum of physically female, F-brain through to physically male, M-brain clients. Each is experiencing life very differently. Coaching should understand these nuances, in order to work with the individual more effectively.

About the Author


Visit www.coachingforleaders.co.uk/time-to-think for more information or book online at EventBrite - Time to Think - Aylesbury
Working with a Spouse: Lots of Fun or a Recipe for Disaster?
Dr Jelena Nesic Goranovic (United Kingdom)

After two years of running a coaching & development company with her husband Nikola, Jelena shares the highs and the lows of working with a spouse.

We are a very creative team as we have our different strengths which complement each other and each of us is solely responsible for a different part of the business although we also often advise and support each other. On the other hand, it’s a bit of a disaster too, as we sometimes get frustrated with each other - we’d probably be much more polite and kind to co-workers we’re not related to! But, as most other couples who work together know all too well, the biggest problem is that we just can’t switch off: the Sunday morning coffee or a trip to the pub for a pint or two in the evening almost inevitably lead to work-related conversations.

As stress management specialists and psychology/coaching professionals, we are usually the last people to implement effective strategies for conflict and stress resolution in our own lives (guilty as charged!). In our defence, though, think about all those excellent carpenters, electricians etc. whose own houses are a permanent building project! However, we recently started designing proper weekly timetables where we schedule not only our individual and joint work commitments, but also all of the following:

1. Our weekly business progress meeting where we take stock of the previous week’s work, discuss business development plan and set targets (this meeting has a 2 hour limit which forces us to be very efficient and remain focussed on the topic of business).

2. Set social media time as a separate category of work activities. Social media work feels more time consuming than useful but it seems to be essential for any modern-day business. Setting a 30 minute per day limit (or two blocks of 20 minutes, one in the morning and one in the afternoon) for posting links, tweeting, etc. prevents us from slipping into random internet surfing and checking out Facebook photo albums of friends who aren’t really friends but we kind of know them from that road trip 20 years ago...

3. Time with the children: knowing that our working day will end at a certain time (i.e. when they come home from school/nursery) also forces us to focus on our work and helps us meet our daily targets. Besides... kids will grow up and leave home before we know it so we shouldn’t miss the opportunity to spend some quality (and also the not-so-quality) time with them!

4. Plan some social activities apart from each other: go for coffee or a night out, regular hobby/class with a friend, etc. Apart from making us work more efficiently in order to complete our work in the allocated time so that we’re free to meet your friends, this also gives us more things to talk about when we are together (see 5. below).

5. And, finally... Set aside time for just the two of us and plan to do interesting stuff. Go out on a date: check out the latest theatre production, go to a gig, a restaurant or to see a movie... we are really spoilt for choice here in Brighton (and Hove, of course)! Spending time together with friends - dinner parties, drinks, coffee - also falls into the ‘time for us’ category. Take up a hobby or do a sport together. Let’s face it, if all we ever do when we’re together and without kids is work, then no wonder we don’t have any other topics to discuss on those rare occasions when we do have a free moment together. The more activities we have as a couple outside work, the more things we’ll have to talk about. Also, making plans for our ‘couple’ time will additionally force us to work more efficiently during our scheduled working time.

It’s all about the balance...

We found that during these ‘OFF’ periods (family or couple time) we simply need to switch off our mobile phones: no email, phone calls, social media etc. Yes, availability is one of the crucial pre-requisites for running any successful business but, ultimately, having a successful life is all about balancing your professional and personal needs. Being without a mobile phone for a few hours a couple of times per week is not going to harm the business (in our line of work it’s completely acceptable to answer an email or a voicemail a couple of hours later) but it is certainly making a huge difference to the quality of our non-professional relationship.

Walking along the beach, holding hands, discussing the shape of clouds and the design of our Mediterranean dream home (once the children grow up and we can be just a couple again), is what we used to do long before we embarked on our joint business venture and if we stopped doing it, we just wouldn’t be the people we always were.

That’s another point about being truly successful: your business/career plans have to fit in with your personal inclinations and goals. If not, you will find yourself in a constant struggle to reconcile the two and the feelings of fulfilment and content will remain elusive.
Remembering that research shows that 70% of the thoughts that each person has can be negative, which means that your ‘normal’ relationship with yourself is built on a negative support system. If someone were to walk up to you and ask you to climb to the summit of Kilimanjaro tomorrow, what would you say? According to research and my experience of working as a coach, your immediate thought would be ‘I can’t do that!’ Whether you can climb Mount Kilimanjaro or not, it’s that immediate thought that has an impact on your decision.

STOP!
Ask yourself ‘what’s stopping me climbing Mount Kilimanjaro?’

Unknowingly over time you have conditioned your mind to respond automatically without conscious thought. You have set your own expectations based on what you’ve experienced in the past or know from what has been and is now around you.

‘We tend to live up to our expectations’
Earl Nightingale (1921 – 1989)

What would happen if rather than think or say ‘I can’t do that’, you were to think or say ‘OK, although I’m not in Tanzania and I am very unfit, I can do this; maybe not tomorrow!’

How would you start to think if you took yourself to the top of Kilimanjaro and looking out over the top of the world? What would the view be like? What inspiration would you say? According to research and my experience of working as a coach, your immediate thought would be ‘I can’t do that!’ Whether you can climb Mount Kilimanjaro or not, it’s that immediate thought that has an impact on your decision.

Changing your relationship with yourself starts with becoming consciously aware of how you are talking to yourself. It’s about being consciously aware of what you say each time you think about something, talk to yourself, or automatically and naturally respond to a question.

There are a number of ways in which you can help your client change their relationship with themselves and one very powerful exercise is using the reflection exercise. Every time your client is consciously aware of a negative thought or response to a question, then ask them to capture that thought or response in their journal exactly as they heard the thought or made the response. In a quiet moment either then or later, ask them to convert what was written down into a positive statement. If your client were to do this every time they became aware of a negative thought or response, their automatic and natural thinking will start to change!

‘You become what you think about.’
Earl Nightingale (1921 – 1989)

When you are working with your clients and you are listening at a Universal Level to what they are saying, what are you hearing? Are your clients in the 70% automatic and natural negative thought relationship with themselves? How can you help them change this to becoming a person who has an automatic and natural positive relationship with themselves?

‘The mind moves in the direction of our currently dominant thoughts’.
Earl Nightingale (1921 – 1989)

Every Moment of Every Day!
Barbara J. Cormack
(France)

Relationships are in everything that you do! Whether the relationship is with yourself, someone very close to you or some you don’t know, each relationship comes with its own characteristics.

What is a relationship? It is said to be a connection between two people, but this definition does not recognize the relationship you have with yourself. Your most important relationship is the one you have within you, or in other words the relationship you have with yourself. In other relationships, the depth of the relationship, the closeness of the relationship, the characteristics, and the emotion of the relationship will be determined by the type of relationship. It is not often that we think about the relationship we have with ourselves. As a coach it is important that this relationship is something that you are aware of.

“The most profound relationship we will ever have is the one with ourselves.”
Shirley MacLaine

You are with yourself every moment of every day. As a coach your relationship with yourself is more important than your relationship with anyone else. This is the same for your client.

In my recent article ‘Universal Communication’ I talked about your Unconscious Mind and your Conscious Mind; and how these relate to Universal Communication. Today let’s focus a little more on how the relationship between you and your mind works! By understanding this within yourself, you will be able to understand it within your client. In this article and over the next range of articles grow your understanding of how you can help your client with their own internal and personal relationship.

Often you will hear this called ‘self-talk’. All this is, is the relationship you have within yourself or in other words the relationship between you and your mind. One of the fundamentals of coaching is that coaches are non-judgmental, yet often you will allow judgements of yourself and others around you float through your mind and influence you. In coaching it’s this judgement or these judgements that can sabotage a goal or a task or one step towards achieving the goal.

“If you think you do a thing or you think you can’t do a thing, you are right!”
Henry Ford

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These seven rules are hierarchical. One builds on the next and will not deliver the desired results unless it has the proper foundation of what has gone before. So as soon as one fails, then it's time to stop and move on. Here lies the problem because in most cases, people 'want' the relationship to work. It can feel counter-intuitive to apply these rules and turn your back on something that feels like it might have potential. However, I urge you to do it. Letting go early is painful, but it is far more painful and costly to have to cut it loose later on. Following these rules will force you to make the most of something that's good and save you from yourself when it's not.

Never Compromise Chemistry

Chemistry is the feeling you get when you really 'fancy' somebody. It cannot be faked. It's either there or it's not. Rule number one is simple; no chemistry equals no future. It is of course possible to gradually develop deep and meaningful feelings, but that will never produce the tummy butterflies and wobbly knees that accompany real honest to goodness chemistry. Chemistry is nature's way of telling you that 'this person' could be a good match for you. The reason you will feel like touching and kissing each other is that the human body has concentrated your sensory neurons in your finger tips and your lips. You are like a biological computer instantly processing the chemicals you have touched and tasted. You have an on board 'mainframe' that will quickly tell you if the chemistry of your potential partner is a reasonable potential match. It should set off warning signals if their DNA is too close to yours or if there's some other biological reason for you not to 'breed'.

Ignore Chemistry at your peril. A bad chemical match if ignored can easily be forgotten if there's plenty of other evidence suggests that you should be together. Perhaps you can't help feeling close to this person and so overlook the lack of chemistry, only to later discover they're a cousin you'd never met before; or worse. Chemistry happens for a reason so take note of what it tells you and if it's not there then move on.

Check Compatibility

Love at first sight is rarely enough for the long haul. With good health a person in their twenties today can reasonably expect to live for another seventy or eighty years. That means any life-partner they have committed to now will be with them for longer than it's possible to imagine. However, do not let that put you off. The truth is that each stage in life is a unique experience and
sharing it with another person can be a joy and fabulous pleasure. Think of life as a ten course banquet as opposed to tent courses of the same food. The latter would be boring and tedious, but the former is something you will WANT to share. Yet making the right choice of ‘banquet’ partner is an important decision. There’s as much joy in comparing the current course to the one’s that went before as there is in simply enjoying what’s on your plate. Life is a feast to be shared. That’s why checking for compatibility is something that has to happen early on.

Get a friend to figure out with you your ultimate ‘deal-breakers’; the things that would make it impossible for you to live with someone. You need to be clear and specific. It’s unlikely that there will be too many, so don’t tell your ‘dislikes’ with your genuine ‘walk-away’ issues. Come up with questions tell you what you need to know, but be careful; if it’s a ‘must’ for you that your life-partner loves dogs, then asking “Do you like dogs?” won’t tell you what you need to know. A ‘yes’ could simply be telling you what you want to hear, or a ‘no’ that they just never had a dog. A much better question might be “What’s your experience with dogs?” and then take it from there. If it’s clear that you’re not compatible, walk away and don’t look back. Be careful not to make excuses or pretend that ‘love’ will see you through, or a ‘no’ that they just never had a dog. A ‘yes’ could simply be telling you what you want to hear, or a ‘no’ that they just never had a dog. A ‘yes’ could simply be telling you what you want to hear, or a ‘no’ that they just never had a dog. A ‘yes’ could simply be telling you what you want to hear, or a ‘no’ that they just never had a dog. A ‘yes’ could simply be telling you what you want to hear, or a ‘no’ that they just never had a dog. A ‘yes’ could simply be telling you what you want to hear, or a ‘no’ that they just never had a dog.

**Share Secrets**

Close friends share secrets. This person is being ‘interviewed’ to become your closest friend. Therefore now is as good a time as any to see how he or she responds to secret sharing. Remember, you will only get to this stage if you have successfully negotiated rules one and two. That means you already know you have ‘chemistry’ and are as sure as you can be that you’ve at least got a shot at being compatible. Sharing a secret is telling them that you trust and value them. Research has shown that secret sharing is a powerful and rapid way of securing friendship. The test here is the willingness of your partner to reciprocate. You must lead the way by sharing your secret. If he or she places as much trust and value in you as you are demonstrating in them, then they will share too.

It is important to make sure you are clear about your expectations; let your partner know that you want to share things that you wouldn’t share with just anyone. It’s hard NOT to infer that you are expecting the same from them so it should happen naturally. It’s not a test of their perceptive abilities; it’s a test of willingness to trust.

If there is a reticence to share; and don’t forget we are not necessarily talking about big secrets, it can be about sharing anything, then the question you need to ask yourself is “If not today, then when?” The chances are that if there’s no willingness now then there will always be a problem. If there is, then this one probably isn’t THE one.

**Stroke Success**

Everyone has an ego and it can be good for a new relationship to have it stroked. The trick is to stroke it at the right time and in the right way. Too early and it’ll either be perceived as insincere or lead to arrogance. Too late and it might be seen as a belated attempt to make up lost ground and still might be perceived as insincere. Identifying success and then recognising it by being openly positive is to treat your partner like an adult. Adults who are friends take delight in metaphorically slapping each other on the back; we want our friends to know we know they’re ‘good at stuff’. Yet in many romantic relationships, particularly in the early stages, partners play amateur politics. Instead of acting like an adult they act like children and see personal success as some kind of competition. It’s as if acknowledging their partner is really good at something is to infer that they themselves are inferior. To test if the potential to have an adult relationship. In a potentially successful relationship, you are likely to have your stroking reciprocated. In a relationship that’s destined to be mired in childish game playing, you won’t.

**Roll Out Rules**

One of the worst things that can happen in a budding relationship is for the goalposts to move without you being told, then they will or won’t tell you. If you don’t know what success looks like, sounds, tastes, feels and even smells like. How do you know if you are on track if you haven’t agreed the rules that you are both happy with. You will both have your own rules, even if they’re not articulated or even if you have never thought about them. They are there. However, they often only get identified when they are broken; and that would be a terrible shame if you’ve made it this far only to fall at this hurdle because of a lack of clarity.

Getting past this rule is not as simple as drawing up a set of do’s and don’ts. The difficulty here is not only getting clear, but getting agreement. The test here is whether or not you’re willing to compromise if compromise is going to be possible in your future relationship. This is not about compromise and communication; testing your ability to communicate is not something to be put off; all relationships are founded on being able to talk.

Rules are important and have consequences. When you have clarified them it makes any rule breaking less confusing; as with the law of the land, ignorance is not an excuse. If you and your partner can’t agree them now then it’s unlikely that agreeing them will get any easier. When you work out the inevitable consequence of living with unclear rules then you are likely to conclude that it’s better to call it a day right now.

**Demonstrate Value**

Times will get tough, probably sooner than you imagined. There are some interesting biological effects of falling in love. Nature does its best to ensure that a ‘mating couple’ are helped to propagate the species; men experience increased levels of the female hormone oestrogen when they have a potential mate. This means that for a while they are more caring and less likely to be aggressive. Women experience an increase in the male hormone testosterone; it makes them more sexually aggressive and outwardly confident. However, this doesn’t last long. It varies, but normally after about 12 weeks the levels will have gone back to normal. This explains why so many whirlwind romances end in tears or holiday romances in young foreign islands. They haven’t identified if they have the potential to have an adult relationship. In a potentially successful relationship, you are likely to have your stroking reciprocated. In a relationship that’s destined to be mired in childish game playing, you won’t.

**Align Your Purpose**

If you really want to get something right, you act ‘on purpose’. Your relationship is the same. It’s not necessary or even desirable to know what your ultimate goals are at the age of twenty or thirty, however you will have a general sense of the purpose of your life. If you have surely not then figure it out because if you and your partner end up with very different life purposes and don’t find out until you’ve been together for a while, one or both of you will be very disappointed with life. Be careful not to move this rule up the agenda. There can be a tendency for some people to want to talk to any prospective partner about their ‘purpose’ before they’ve even established if they’ve got any chemistry. Don’t do it. At best it will waste your time because you won’t get a clear response and at worse you’ll scare off someone who might have had potential.

Martin Goodyer
Author of ‘How to be a Great Coach’ www.how2b.pro
This is the first in a series of articles covering the work of UK’s leading personal coaches; he has spent thousands of hours helping people of all ages and backgrounds make positive changes for the better. Here he gives his advice on how to avoid wasting your time and effort on relationships that probably don’t have a future. Here are his 7 rules to help generation ‘Y’ find a love that lasts
Relationship Coaching
Ashutosh Tewari (India)

The Titanic was a ship which was built not to sink. However, even its engineering marvel did not help it from sinking. An iceberg hit did not prevent its steel structure from splitting into two and thereafter, sinking to the ocean floor. All but a few sank with the Titanic.

Relationships too, are like the Titanic. It’s a ship of relations. It’s an algorithm which keeps those in relationship together. It’s governed by certain laws and rules which all on board the ship have to understand, follow and execute. Any violation of these rules is likely to sink the ship. There is a set of rules which are related to the ship’s design. Another set of rules relates to the laws of the waves and buoyancy etc. Both the rules of the ship and the waves have to be followed by the occupants of the ship to keep the ship afloat or a relationship alive.

Who is involved in a Relationship?

As per Eastern philosophy, it’s very interesting to know that there are four people involved in any relationship. The physical man or woman and their respective yin or yang. The Hindus and the Buddhists talk of Shiva & Shakti and the Twin Flame respectively. Each one of us has a twin. Thus, a male will have his twin as a female or yin in him. Similarly, a female will have a male twin or yang inside her. Shiva depicts the masculine principle (yang) and Shakti (yin) determines the feminine principle. It’s important to understand that as a male, I will have many feminine virtues and similarly a female, will be endowed with many masculine virtues. Thus, any relationship will involve the physical male and female and their respective yins and yangs.

How does a Relationship develop?

We will evaluate a relationship between a man and a woman. These could be a husband-wife, brother-sister or employer-employee. We all know that a man will identify with a girl/woman as a sister or a wife based on the social conditioning which starts right from childhood. Therefore, a child from birth onwards begins his/her identification of the other as Mummy or Daddy or Grandpa or Grandma or sister, brother or aunty. Through a continuum of inputs the mind is conditioned to understand, identify and thereby relate and behave with the other person. Also associated with this is the conditioned behaviour that is expected while dealing with the other. Hence, one’s behaviour with the mother, sister, father, teacher, boss is supposed to be different but within the conditioned social norm of society as ingrained since childhood. The second important variable in any relationship is the biological or genetic input. Therefore, a man will relate and behave in a particular manner while a woman will do it differently based on her biological and genetic inputs. These two together forge a matrix of handling relationships with the other person. Hence, what we normally understand about relationships stems from the conditioned mind and their biological or genetic inputs (taken together) interacting with the same two variables in the other person.

The first contact

The first contact with the other person in a relationship is the contact between the conditioned minds of the two persons as also their genetic blueprints interacting with each other. Therefore, when the first contact takes place it’s the opposite biological blueprints which meet each other, ie.the boy meeting the girl. This is followed by the conditioned mind of the boy meeting the conditioned mind of the girl. This evokes an emotional response and chemistry takes place between the two. Depending on the degree of the emotional intensity the relationship will develop. Hence, most initial contacts are shallow and lack maturity and depth. They stem from emotional reaction/response. It’s like the two poles of a magnet trying to attract each other. Most love affairs start like this. The boy and girl are attracted to each other and then try to impress each other as per the conditioned response of their minds as a function of the prevailing societal norms.

The setting down in Relationship

Taking the example further, if the boy and the girl get married then it’s interesting to explore how their relationship develops further. As one grows into marriage, the yin of the boy and the yang of the girl surface. This is the real test of any relationship. The masculine qualities of the girl map the man she has married and the female virtues of the man similarly scan his wife. This is a time critical function and takes place silently. Both husband and wife do not realise that this mutual mapping is taking place continuously. Thereafter, the results of this mapping are evaluated with the ‘image’ already stored in the conditioned mind. The ‘balance’ in any relationship will depend on this matching. If the results are in synch with the image then the relationship lasts and may not last if the resultant mapping does not match the image. For example, if the image of the man is that of loyalty, then any infidelity on part of the man is taken as an aberration by the wife’s yang processor in relation/reference to the conditioned mind’s image of her ‘man’. This differential leads to acrimony and may lead to a divorce. The same logic applies to all other qualities of the image. Hence, essentially all relationships are initially trying to do an image scan or mapping of the other person. When most of the qualities have been mapped and are in synch with the mental image then a harmonious relationship develops. This is not to say that relations won’t last if the mapping is not synchronous. This is only to highlight the process of mapping by imaging or visualisation.

The Pillars of Relationship - The Foundation

Let us as Coaches now examine the pillars on which the foundation of any relationship will be built. There can be any number of virtues which can fill the list, however, the salient ones are:

- Love
- Trust
- Integrity
- Sharing
- Honesty
- Communication
- Sex
- Understanding
- Motivations
- Money
- Children and elders
- Health, wealth and abundance
- God and Self

Depending on an individual’s mental conditioning, genetics and yin/yang he/she will respond differently/uniquely to these virtues. While, all of these elements are necessary for balance in any relationship the more important ones are that of love, trust and understanding. Many a challenges can be overcome by healing and tending a relationship on these three pillars.
Coaching Questions

There are many ways to handle relationship coaching. I find that there is nothing better than asking significant and pointed questions. Coaches must encourage their clients to ask questions of their partner. This will keep subjectivity to a minimum and will throw light on actionable areas. A random list of questions that can be part of this process is listed below. These are just a starter and can be tailored to suit the language, background specifics etc.

- What do I say that makes you the most uncomfortable when we are alone together?
- What do I say that makes you the most uncomfortable when we are together in public?
- What are you tolerating about how we speak with each other?
- What should I never say to you, even in anger or frustration?
- What will I have to say or do to get your attention when I’ve not been able to?
- What is going to set you off?
- What do you do when you feel hurt by me?
- How will I be able to be forgiven when I’ve done something that really hurts you?
- What will ruin our relationship?
- Which of my weaknesses have you totally accepted and no longer have a problem with?
- Who do I remind you of? Is that okay?
- What are concerns you have about my emotional state or personality?
- What habits do I have that are upsetting you?
- What are the early warning signs that our relationship is in trouble?
- How will we know if our relationship is over?

Evaluating Relationships

One can draw up thousands of questions and still may not arrive at answers. The key to success in a relationship is commitment and understanding. If one is continuously evaluating the other partner then when will one leave the relationship? It’s more to do with living your commitment and experiencing love. There is so much more to a relationship than personal stand offs, points of view or difference of opinion. Any relationship is an opportunity to live your purpose. The purpose may be in form of the children one brings up or sharing each other’s pain in times of problems. It could also be as diverse as buying gifts for each other or pooling incomes to buy a new car. As long as there is a continuum of love, sharing and trust any relationship will blossom. No relationship should be mortgaged to the size of the waist or the need to assuage the ego.

Talk and Listen - Coach’s Role

Nations have gone to war when channels of communications break down. Couples have taken to divorce when they stop talking and listening. There is no situation which cannot be handled as long as the two people are ready to talk and listen to each other directly or through a coach. Hence, Coaches have a very important role to play here. They not only help two people patch up, they also help in keeping the fabric of our society from tearing apart. As a coach, I help people see and feel beyond their conditioned minds. I help people come face to face with their inner yin/yang principles which are largely unknown to them. I help them see their inner design and help them take decisions accordingly.

Hence, by careful ‘watch’ and good ‘navigation skills’ any Titanic of relationship can be prevented from sinking.

About the Author

Ashutosh is a Personal Transformation and Master Spirit Life Coach from India. He applies the Principles of Eastern Philosophy to understand the inner design of his clients and provides tailor made answers to his clients.

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Success is Not just for CEO’s.

Learning and sharing with other like minded professionals in my industry is invaluable.—Michael H. Vice President at a financial company.

Growing my print business in a fast changing world could not have been done without my A team, my trusted peers.—Jim G. Owner a print company.

With a demanding business and travel schedule eVirtual Roundtables was the only solution for me to participate regularly with other CEO’s.—Sandra T. CEO of global software solutions company.

eVirtual Roundtables allowed the executive team to collaborate with peers globally to learn more about the culture and business climate in countries we are considering for product expansion.—Tim W. CEO of a cooking systems manufacturing company.

eVirtual Roundtables opened up the growth benefits of Peer groups for our emerging leaders in our fast growing company.—Tina M. Vice President of HR for healthcare company.

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Breakthrough Research on What Makes Relationships Work

Ken Keis (Canada)

Relationship: The state of being related or interrelated; the relation connecting or binding participants in a relationship; a state of affairs existing between those having relations or dealings

Most of what is taught about making a personal relationship work is wrong!

Once in a while, you come across individuals who can back up their opinions and claims with real examples and research to support their comments. Recently we were introduced to the work of Dr. John Gottman of Seattle. For 30 years, he and his team of researchers have conducted in-depth “Love Lab” studies of relationships.

The findings might surprise you.

A pleasant affirmation is that much of Dr. Gottman’s work is supported by the CRG approach, models, and assessments. We will not have enough space to go into all the details of his findings but here are some of the highlights.

Before we go to the positive behaviours that build a relationship, let’s review what predicts separation or divorce—with over 90% accuracy.

All relationships—successful and unsuccessful—have conflicts and disagreements, but what happens in successful relationships?

• In their conversations and their conflict discussions, people in successful relationships on average had 5 times more positive comments than negative comments.

A significant discovery was made during the research team’s lab work: Many individuals, during heated arguments and discussions, had their pulse rates go way over 100 beats per minute. It was also confirmed that once your pulse rate goes over 95 beats per minute—during an argument—you are no longer able to be rational in your conduct or comments.

It becomes a biophysical condition where your system is flooded with adrenaline and other hormones. Your body believes it is in danger and must protect itself at all costs. In other words, it is impossible to safely continue the discussion under these circumstances. Unless you can instantly calm yourself down, you need a Time Out.

As many of you know, one of the most dangerous situations that law enforcement can experience is a highly charged domestic dispute—the individuals involved are no longer able to be rational, due to their heightened physical state. This explains why—during times of raised pulse rates—we say and do things we normally would not and for which we feel remorse later on.

It was also discovered that anger itself is not a predictor of separation unless the four behaviours are part of your anger.

Conflict resolution processes DO NOT work unless an environment of friendship is present!

That’s right. All the communication skills and conflict resolution processes will not work unless a spirit of friendship exists in the relationship. We all have witnessed or been part of a disagreement where skilled individuals failed miserably in the communication process. It must be noted that successful relationships also have conflict but the individuals are able to get past their issues because of their positive friendship bank account.

What factors contribute to friendship in a relationship?

• First, know thy partner. This means you are sincerely interested and in aware of your partner’s dreams, goals, aspirations, and frustrations. You are familiar with his or her friends, interests, gifts, and talents and the general condition of all aspects of your partner’s life. Be sure your knowledge is current and up to date—not a perspective that is years old.

• Second, you actively show fondness and admiration toward your partner. This includes micro-moments of thankfulness, affection, and respect. Merely thinking these feelings does not count. Why? Building your friendship bank account occurs when a deposit is made. That requires an active role on your part.

• Third, you move toward your partner rather than turn away. The research reveals that our lives are really a manifestation of all the mundane and insignificant moments that add up to create either a positive or a negative relationship.

Turning toward means that when your partner engages you—bids for your attention—with any type of interaction, you respond.

Let’s say your partner makes a comment about an article in the local paper. You say, “That’s nice.” You have turned toward and responded to your partner, albeit in a casual manner. But, during that exchange, if you continued doing what you were doing (and you were not being mean- spirited) and you offered no response, that would be turning away, which causes a negative effect on the friendship bank account.

What is interesting from the research is that you simply need to turn toward, regardless of the level of exchange, to produce a profound and positive deposit into your friendship bank account.

When your friendship bank account is not in the positive, individuals are negatively charged. The outcome is that you can and will have a chip on your shoulder, causing seemingly inconsequential items to become a Third World War. Statements like “just get over it” or “be more positive about the relationship” don’t work because the friendship bank account is empty. The result is that you are on edge and take things personally when your partner mentions items of concern to him or her.

• Finally, you can’t fix or change your partner. For years, CRG has been teaching Personal Style and that each of us is born and nurtured toward a unique perspective in our life. What Gottman verified in his research is that 88% of ALL relationship differences and conflict points are unsolvable and perpetual.

Now for some other interesting facts

I want everyone reading this to get this point: No matter how long or hard you try, the majority of your conflict points are NEVER going away. Why? Because we are all different; that is not going to change.

Building credibility and friendship with our partners means accepting our differences and making adjustments for them. One of the most difficult concepts CRG teaches is the ability to suspend our judgment toward others when their conduct is different than what we think is appropriate.

Now that does not mean we should not be accountable and aware of our own behaviour. We have been created
with a specific personal style, gifts, and talents. To deny them is to do a disservice to ourselves and others. But when your partner is different, happiness is developing the ability to embrace the differences and not get caught in a project to “change your partner.”

There is much more about this topic we could cover here, but this will get you started. To assist you to know thyself and thy partner, and to serve your coaching clients we suggest CRG resources. You can be sure these resources will enhance your coaching results and impact while personally contributing positively toward your emotional and friendship bank accounts.

To understand your client’s or partner’s uniqueness and perspective, complete the Personal Style Indicator, Values Preference Indicator, Self-Worth Inventory, and Stress Indicator and Health Planner.

To help you on your journey, we are recommending my book Why Aren’t You More Like Me? Discover the Secrets to Understanding Yourself and Others.

**ACTION STEPS**

**Relationship Strategies for Challenging the Status Quo and Myths**

1. Communication skills and conflict resolution skills on their own will not be enough to build a successful relationship.
2. Successful relationships had 5 times as many positive comments as negative events.
3. “Failing relationships” simply had to have slightly more negative-to-positive comments to be headed toward a downward spiral.
4. These four behaviours predict with 90% accuracy the potential for separation or divorce.
   a. Criticism
   b. Defensiveness
   c. Contempt
   d. Stonewalling
5. If your heart rate exceeds 95 beats per minute as a result of a conflict with your partner, your body is flooded with hormones that will disable your ability to reason and your ability to engage in a conflict resolution process. You must take a Time Out and calm down before you continue the communication process.
6. For conflict to be repairable, you must have a positive friendship bank account. The three things that contribute to a deposit in your partner’s friendship account are as follows.
   a. You know your partner and his or her life very well—the dreams, values, doubts, friends, aspirations, and other details. Are you up to date?
   b. You show fondness, respect, and admiration toward your partner.
   c. You move toward your partner (respond)—not away (ignore)—when he or she bids for your attention on anything. These are tiny yet profound moments in our day-to-day life.
7. If you do not have a positive emotional friendship account, you are likely to be negatively charged in the relationship. This means seemingly minor items will set you off because you have a chip on your shoulder. Willpower or positive thinking will not correct your attitude. Only a positive friendship account will suffice.
8. Almost 70% of all relationship conflict issues are perpetual and will never be corrected. The reality is that your partner is different than you are; you will never change him or her. For 35 years, CRG has been teaching this aspect of our personalities through the Personal Style Indicator. Accepting differences in others, while suspending your negative judgments toward these differences, is critical to any relationship success. This information is foundational to ANY and EVERY coaching engagement and client.
9. You’ll need processes and resources to guide your clients (or you and your partner) so we recommend Ken’s book Why Aren’t You More Like Me? Discover the Secrets to Understanding Yourself and Others which will help you understand more about style and how you can use it to improve your client’s life, relations and interactions with others. Additional resources (assessments) include the Values Preference Indicator, Self-Worth Inventory, and Stress Indicator and Health Planner all provide needed perspective for you and anyone with whom you have a relationship including your coaching, training, consulting and counselling clients.
10. Successful relationships take work. You also need the right information. It is clear from the research that simply wanting to do better is not enough. You need to know what really works and how to get where you want to be. Use this information to achieve that goal.

**Purpose!**

Note: CRG and ICN have partnered to provide you access to CRG’s Holistic Assessment System. CRG was founded in 1979 to address the concerns CRG had—and still has—with assessments like DiSC, MBTI, True Colors, Insights and others. CRG started with the Personal Style Indicator, one of the first multi theory-based style tools, now available in 12 languages. Our track record is that 80% of professionals switch to CRG assessments once they learn the differences above the others.

The purpose of the more than 100 items in CRG’s Holistic Assessment System is to provide you, the professional—internally or externally—the resources you need to benchmark key indicators in several areas. CRG has built a comprehensive solution for you—for personality, sales, leadership, values, stress and wellness, self-worth, learning and instructional styles, business, entrepreneurship, job fit and compatibility, communications, team-building, purpose, and more.

Because CRG tools are all self-scored and self-interpreted, you are not required to attend Certification before engaging them. It is, however, highly recommended that you attend the CRG Assessment Systems Certification Workshop. Why? Training using concepts from other assessments will hinder the proper use of CRG assessments. CRG’s 3-Day Workshop takes place in Vancouver, Canada—and you have the option of hosting an event at your location. The Certification qualifies for 30 IIC or ICF CE Credits.

To learn more about how CRG can support your coaching process and business, go to http://www.crgleader.com/home?partner=icnmag.

Ken Keis, MBA, President of CRG, is considered a global authority on the way assessment strategies increase and multiply your success rate. In 25 years, he has conducted more than 3000 presentations and 10,000 hours of consulting and coaching. Author of Why Aren’t You More Like Me? Discover the Secrets to Understanding Yourself and Others, Ken has co-created CRG’s proprietary development models and written over 3.5 million words of content for 40 business training programs and 400+ articles. Ken’s expertise includes assisting individuals, families, teams, and organizations to realize their full potential to live On Purpose!

Contact Ken at 604 852-0566 or info@crgleader.com. www.crgleader.com/home?partner=icnmag
Many years ago, at an unknown date and time, the old adage of, ‘if you don’t love yourself, how can you expect anyone else to love you’ came into existence. Though the years and generations have passed, this phrase, perhaps, has never been truer. Our excessive global desire to be more connected; more quickly and more validated by more means, by more people and via more news, have created a polarised, and a largely incongruent monster within humanity.

Within my fields of work that intersect Speech Pathology & Mental Health; NLP, Clinical Hypnotherapy & Coaching; and Neuroscience it is becoming increasingly more evident that people want others to be more patient, more kind, more chilled-out, and more love-based on their expression, and yet these same individuals are deeply struggling to express these things toward themselves.

While the scripts of life within people, and their development of issues such as body image, bullying, self-confidence, substance-fuelled violence are of growing concern and highly publicised, when looking deeper, the core of these issues resonate at the point of self-perception and relationship-to-self.

Our journey via the ‘Emotional Intelligence’ generation has come to an end, or perhaps it has evolved. Balance within ourselves, applying a strategic and simultaneous vision of possibility of now, and consideration of the next step is now required, and the field of Neuroscience is paving the path of new knowledge that will allow humanity to further evolve if and as required.
Ultimate Plan for Self

1. Engineer an Optimal Physical Self & Environment
   - Decide on releasing all addictions; replace them with health based strategies
   - Observe yourself, people, and conversations within your circles of influence; and question yourself in regard to repeat offences that are incongruent to your mental and emotional wellbeing – make changes without obligation
   - Write down 5 things you love to do. Decide on doing 1 thing every day or few days to lift the natural state of joy your self experiences.
   - If you are a parent, as you model the love of self, within your life, and all that you do, your children will unconsciously model this too.

2. Build a Self-Profile, shaping, moulding and transforming self as required.
   - Note your past emotional triggers, the emotions you experienced, the people involved, and what you were learning at the time.
   - Decide on new strategic pathways to manage and transform these moments in your life as you would like them to be experienced.
   - Create the path to being neutral and calm; where emotion is ONLY utilised in an ACTIVE manner, rather than previously known reactivity.
   - Decide to build thought-based awareness. Identify all things that irritate; annoy or frustrate you, and are triggering your SHADOWS. In 2014, the Shadow part of the Self is the number one block to human contentment.

3. Execute a daily routine for self-maintenance.
   - Life has moments of opportunity and possibility to grow beyond obstacles, collisions and challenges. If you require support, please ask! Within the www. coachingmbs.com we have many processes to support and transform emotional and mind-states that are not serving you, and build presence, stillness, contentment, relaxation, and motivation for life. If you are searching for a process and are yet to find it, please email us at admin@coachingmbs.com

4. Experience
   - Deeply immerse yourself in the joy of that which you choose to experience

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**Marriage Coaching and Active Listening**

**The Most Difficult Component of Effective Relationship Coaching**

*Alan & Autumn Ray (United States)*

Marriage coaching is niche coaching in that the client is really the relationship. It is more complicated than individual coaching because it involves an intimate relationship where misunderstandings push emotional hot buttons and make effective communication much more difficult. Effective marriage coaches are both relationship/communication educators as well as traditional coaches. Let’s take a look at how quickly communication can breakdown in a marriage.

**The Issue**

It has been a long, hard day for Rick and it is good to be home at last. He walks in the door and exclaims, “What a day. I’m starving. What’s for dinner?”

Jane is tired and frazzled. Two-year-old Mikey has been fussy all day and Jane is surprised that Rick is home so early. She looks at the clock and mutters to herself, “Where did the day go?”

Not seeing Jane in the kitchen or hearing a cheery “Welcome home!” Rick asks louder, “What’s for dinner?”

Jane yells back, “That’s not what I asked! What’s for dinner?” Jane yells, “I don’t know. Can’t you find something for yourself?”

Rick yells, “I’m always finding something for myself. I’m sick and tired of finding ‘something for myself.’ I wish you would get it together.”

Mikey begins crying as Jane finishes changing his diaper. She picks him up trying to comfort him and starts down the hall. “Rick, I just hate it when you come home and start demanding dinner. You are always upsetting little Mikey with your yelling and . . .”

Before Jane can finish, Rick cuts her off. “I was not yelling, I simply asked, ‘What’s for dinner’ and you started making excuses about . . .”

Now it’s Jane’s turn to cut Rick off. “Excuses? Excuses? I’m sick and tired of finding ‘something for myself.’ I wish you would get it together.”

Jane yells, “I’m always finding something for myself. I’m sick and tired of finding ‘something for myself.’ I wish you would get it together.”

“I was not yelling, I simply asked, ‘What’s for dinner?’”

“The quick answer is different expectations. We each have expectations that are largely unspoken and change with the circumstances of life. That is normal. What is the real cause of the problem? Could it be that our communication skills are not robust enough to create the understanding that is essential for communication to be effective? We all want to be understood, especially by those closest to us. The problem is that couples often do not know how to listen and talk to have effective communication.

**Discussion**

It should be no surprise that couples have difficulties communicating. While there are speech and public speaking classes and Toastmasters provides additional training on how to speak effectively, almost all focus on making formal presentations to large groups. There is virtually no training on interpersonal communications, and effective listening is simply assumed.

Marriage coaches are a combination of marriage educators and coaches. Rick and Jane obviously do not have the skills they need, so their coaches have to teach the skills and then help them apply the skills to get different results. Specifically these skills are speaking using “I” statements and actively listening.

Another aspect of being marriage coaches is helping couples to reframe their thinking around their relationship. When couples are working together as a team, they are able to communicate more effectively and accomplish more than when they are working at cross-purposes. Consequently, coaches will often phrase their questions around what is best for the team or marriage. Let us see how this works.

When we raise our voice or yell at our spouse, we are being harsh and that is likely to generate a similar response. “I” statements are an effective way to avoid being “harsh.” Once Rick becomes more skilled in using “I” statements, he might say something like, “Honey, I am disappointed that dinner isn’t ready because I am very hungry tonight” rather than “That’s not what I asked! What’s for dinner?”
Similarly, active listening is a key skill for de-escalating conflict and is taught to customer service reps. If Jane were more skilled in active listening and understood her job is to listen for understanding, she will be more likely to respond with something like, “Rick, I understand that you are hungry and expected dinner when you got home. Did I get that right?” Assuming that she got it right, asking “Is there more?” insures that she has all the information that both she and Rick need to decide together what to do next. Once Rick acknowledges there is no more, Jane can become the speaker and share her perspective, which insures that all the factors are on the table for consideration. We often find when the listener has all the facts, there is no compelling need to share his or her perspective. The couple can proceed to identify options and move to action.

Effective active listening accomplishes many elements that are essential for effective communication. Active listening:

• Provides the information necessary to create win-win solutions
• Dissipates angry feelings
• Eliminates misunderstanding
• Clarifies the facts
• Signals you care enough to want to understand
• Clarifies the facts
• Provides the information necessary to create effective solutions

So what is active listening? As coaches, we know active listening is the fifth core competency identified by the International Coaching Federation (ICF). The ICF definition of active listening for a coach also works pretty well for a teammate. Active listening is the “ability to focus completely on what the client (spouse) is saying and is not saying, to understand the meaning of what is said in the context of the client’s (spouse’s) desires, and to support client (spouse) self-expression.” When we practice the following 15 behaviours, we are being good active listeners.

1. Listening without criticizing.
2. Listening without prejudging.
3. Listening without becoming defensive.
4. Listening without giving advice unless I am asked.
5. Listening without thinking about my reply.
6. Letting my spouse complete his/her sentences.
7. Letting my spouse finish before stating my view
8. Trying to understand my spouse’s feelings.
9. Looking at my spouse while I listen.
10. Giving my full attention when my spouse speaks.
11. Trying to understand my spouse’s viewpoint.
12. Looking for my spouse’s non-verbal messages.
13. Repeating back my understanding of both content and feelings.

Solution
Our experience as coaches indicates that probably a few of these listening behaviours are more important to aspouse than the others are. Consequently, the coach can ask each spouseto identify which behaviours would make the biggest difference to him or her. Then it is a relatively simple matter to implement this behavior to improve communication.

Now the sad fact is that at some point spouses will forget to be a good listener. Marriage coaches know this and help couples create mutual accountability for implementing changed behaviour. For example, a coach might ask, “How would you like to be encouraged to be a better listener when your spouse feels like you are not practicing the active listening skills you agreed upon?”

Spouses get to choose how they would like to be reminded when they fall back into old communication habits. For the authors, something like, “Honey, I really like it when we use our active listening skills” works pretty well, but those are our words. Spouses get to create their own reminder and then give it to their spouse on a 3x5 card, because the spouse is unlikely to remember them.

While effective active listening is not a panacea for all relationship problems, it does provide a means to ensure that spouses feel understood and have the information needed to create win-win solutions that will strengthen their marriage.

Authors
Alan and Autumn Ray were married in 1970 and are the founding directors of MarriageTeam, a 501(c) (3) non-profit dedicated to empowering couples for winning marriages. MarriageTeam trains Christian coach couples and places pre-marital and married couples with coaches for 6 to 12 weeks of skill building and coaching. Alan has a Master of Science in Counseling and Human Development and Autumn has a Bachelor of Science in General Studies with Social Work emphasis. They co-authored Rick and Jane Learn to Listen and Talk that illustrates how marriage coaches help couples learn and apply improved communication skills and have all but completed the second book in the series, Rick and Jane Learn to Conquer Anger, which is scheduled to be released in the fall. Together they are a certified Marriage Enrichment leader couple, Seminar Directors for PREPARE ENRICH, and skilled trainers. Alan and Autumn have two children and a grandson. You can contact them at all@marriageteam.org.
SECTION: FEATURE ARTICLE
RELATIONSHIPS
Joe Abraham (USA)

One of my favourite sayings [author unknown] goes as follows.

“The best thing about business is people. The worst thing about business is people.”

Unless you have been living under a rock, you’ll find yourself nodding in agreement. Relationships can be the most energizing (and) draining areas in life and business. From family and business associates - to friends and foes - relationships surround us.

But in late 2008, I got to have my A-Ha moment - building and fixing relationships. I could buy a small island for the amount of money I've invested or lost in the cause.

Yet others use it to homeschool their kids or work in a great social enterprise. We spend billions of dollars a year finding, building and fixing relationships. I could buy a small island for the amount of money I've invested or lost in the cause.

Looking back, most of those 10 years have gone well. Sure, they've had some ups and downs but all-in-all they've had a good partnership.

Jim, on the other hand, is still reeling from the setbacks of 2008 and 2009. He was the one answering calls when vendors wanted to get paid - and clients were slow-paying - or not paying at all. He was the one laying awake at night wondering how to make payroll - and if layoffs were a better solution than keeping staff. As Jim watches his favourite news channel every evening, his uneasiness grows as he thinks through the impact geo-politics, the weather and terrorism could have on the economy.

“But long will they stay this way?” "Shouldn't we be stocking cash away and running lean - preparing for the next rainy day?" Tom would have nothing of the conversation. "What do you mean stocking away cash?" he says. "Our customers want us to bring in new materials, innovative technologies, bigger stuff.

“Sure, things are picking up” Jim says. “But how long will they stay this way?” ‘’Shouldn’t we be stocking cash away and running lean - preparing for the next rainy day?’” Tom replies. “Of course our clients will order. And if they don’t, I'll find 100 more who will! This is our time to grow. We can’t seem willing to spend more than customers of past years.

Jim and Tom are business partners. Jim is the operational one of the duo. Tom is the rainmaker. They run a reasonably successful exhibit design company. They've been partners for almost 10 years.

The core engine that drives famous entrepreneurs like Sir Richard Branson, Bill Gates, Donald Trump and the late Steve Jobs is inside you and me. Researchers have studied entrepreneurial behaviour and they agree there are key traits of "entrepreneurs" including things like idea generation, passion, future focus, independence and persistence.

Sure, some of us have higher concentrations of these traits than others - but when pushed - every one of us can get highly entrepreneurial. If your family hadn’t eaten a meal in 3 days, you’d figure out how to get them some food. That’s entrepreneurial thinking. You have the DNA. So does every person you’re in a relationship with.

With that as the foundation, let me share with you what I’ve learned about Entrepreneurial DNA. It comes in 4 distinct forms or “characters”.

Character 1: Builder
Character 2: Opportunist
Character 3: Specialist
Character 4: Innovator

Picture them as characters in an act, coming on stage and going off stage at various points in your life. When Builder is on stage, the Innovator tends to go off. When the Opportunist is front-and-centre, the Specialist retreats.

These DNAs drive the decisions we make. So when my Builder DNA is high, I make a different set of decisions than when my Innovator is high. When my “O” (Opportunist) is activated, I make different (yet very predictable) choices.

That’s the really interesting part. The fact that the choices and decisions are predictable.

All you and I need to do is figure out which DNA is active in a person we are in relationship with and what that DNA is predisposed to do. Armed with those 2 pieces of information we truly are better positioned to master relationships.

Let me give you a story to demonstrate how this plays out.

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Tom is getting more and more energized by the day. His prospecting activities are picking up steam. His pipeline time is shortening. Buyers are making decisions faster than a couple of years ago - and they are open to new and innovative ways to do trade show exhibits. To Tom, this means big dollars - and great growth. An opportunity to make up for lost time - and start making the kind of money he really wants to make.

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wait any longer.”

What you are observing is a conversation that happens a thousand times a day around the world. It happens between business partners. It happens between spouses. Teenagers have similar debates with their parents.

95% of the time when this conversation starts, it ends with tension. One party - typically the more vocal or credible one - closes the books on the discussion - and it ends.

For now.

It always seems to come back though. The duo seems to find themselves in a similar conversation multiple times a month or year. A Simple - Yet Powerful Solution

What if someone could pull Jim and Tom aside before, during or after this recent interaction and help them see the following.

Jim is showing all the key traits of Specialist DNA. It is a behavioral profile that activates in individuals who are typically the experts of our world. Individuals who go through years of schooling, apprenticeship or on-the-job training to develop a skill. When this DNA activates, it makes an individual analytical in decision making. It drives them to be relatively risk averse. They measure success based on their personal income - and make most decisions through the lens of reputation. When faced with a decision, Specialist DNA asks “how will this decision impact my/or our reputation?” If there is even the slightest risk to reputation, Specialist DNA retracts.

Tom, on the other hand, is showing the exact opposite DNA - that of the Opportunist. This profile activates in individuals who are typically rainmakers and natural born promoters. They love selling people on anything from a product to buy - to a restaurant to frequent. Opportunist DNA drives an individual to be highly optimistic. They want to make as much money as fast as possible. The sky is always blue - even if they just got struck by lightning.

Interestingly enough, the strengths of Jim’s Specialist DNA are the weaknesses of Tom’s Opportunist DNA - and vice versa. Jim’s “the sky is going to fall” approach can come in handy when it comes to avoiding risk in business. But it can also hold the company back from making timely decisions that result in greater revenues and profits. Jim’s pre-wired tendency to struggle with prospecting and new business generation - a Specialist DNA trait is offset by Tom’s rainmaker capacity - which comes standard with Opportunist DNA.

When you start to peel the layers of the onion of these 4 DNA’s, you unpack tremendous insight into how to better manage relationships. When you can see someone through the lens of how they are wired entrepreneurially, you gain much more insight than a personality analysis can provide. You get insight into how they made decisions - and what core decision lens they see the world through.

You’ll find yourself seeing everyone around you as Builder, Opportunist, Specialist or Innovator - and adjusting your message and interaction with them accordingly. Doing so will allow you to enter into - and foster - richer relationships.

You can start the journey by discovering your own entrepreneurial DNA by taking the free BOSI Assessment HERE.

Keep it entrepreneurial!

About the Author - Joe Abraham

A professional entrepreneur with multiple exits under his belt, Joe is now founder of BOSI Global - operating partner to privately held companies.

Winner of numerous awards for his impact on global entrepreneurship, Joe is author of Entrepreneurial DNA (McGraw Hill 2011) - recently selected by Entrepreneur Magazine as one of the top 14 books every entrepreneur must read in 2014. In 2008, he developed the BOSI methodology - now used around the globe as the gold standard behavioural assessment for business owners and their teams. He has been featured on Fox News, CNN, ABC, CBS and the Wall Street Journal as subject matter expert in small business, entrepreneurship and free enterprise.

In 2008 serial entrepreneur and award-winning business advisor Joe Abraham discovered BOSI - a behavioral quadrant that segments entrepreneurs based on pre-wired tendencies.

His research with over 1,000 company owners uncovered 4 distinct Entrepreneurial DNA - Builder, Opportunist, Specialist and Innovator.

These DNA, although present in every business owner, appear in varying levels and drive every business decision the entrepreneur makes - from purchasing decisions and growth strategy to employee selection and management.

“For centuries the assumption has been that all entrepreneurs are wired the same. That the strategy (and advice) that works for one entrepreneur all work for every entrepreneur. That mindset is flawed - and extremely dangerous. It is the leading cause of frustration and failure for businesses small and large.”

Abraham says.

Entrepreneurs aren’t all the same.

Have you noticed that some entrepreneurs seem gifted in prospecting - while others find prospecting harder than pushing a bowling ball through a garden hose?

Have you scrutinized your head wondering why one pracitioner struggles to keep alive a single location business while another builds a global brand in the same industry?

Abraham’s research - now adopted around the world - removes the mystery. It uses a 10-question assessment to identify one’s Primary and Secondary DNA - and reports one’s predisposed strengths, weaknesses and tendencies in business.

Today, professors at business schools in the USA, Europe and Asia are conducting ongoing research on the BOSI Quadrant and web platform bizconfounderslab.com are using it to match business partners that will best complement each other.

“When an individual understands their Entrepreneurial DNA and begins to filter people, strategy and solutions customized to that DNA - outstanding results are achieved.” Says Abraham.

BOSI is transforming high-growth companies

The BOSI Methodology is also being used to transform owner-operated companies across the globe operating from locations in North and South America, Asia Pacific (including Australia) and Europe.

The current portfolio - projected to be valued at over $500 million by 2018 represents just a small fraction of BOSI’s global vision to transform the lives and businesses of entrepreneurs around the world.

BOSI Founder, Joe Abraham

Using BOSI to grow your advisory practice

BOSI Certified Advisors around the world report higher quality lead generation, faster sales cycles and longer-term engagements within 60 days of deploying the BOSI Methodology. “This means less time selling and more time serving clients - while delivering superior results.”

Says Abraham.

Despite being a fantastic resource for business, the BOSI Assessment is also a short and fun tool that gives you immediate insight into your personal traits, motivations, strengths and weaknesses.

With over 40,000 entrepreneurs assessed, a TED talk that has earned critical acclaim, the book Entrepreneurial DNA endorsed by the likes of Seth Godin, BNI’s founder Alan Women and vintage CEO Randall Peterson, BOSI is truly receiving international acclaim.

You can take the assessment here and also view Joe Abraham’s TED talk on the BOSI methodology.

At its core though, BOSI isn’t just about an assessment. Abraham adds ‘BOSI is about building companies - and transforming the lives and businesses of entrepreneurs around the world. We don’t talk about building companies. We do it every day.”

If you have a verifiable track record as a business advisor, you may qualify to be a BOSI Certified Partner. Start the journey by taking the BOSI Assessment yourself.
There is so much great advice for coaches out there: get a website, be active on social media, write articles, develop expertise, develop online products, but if you are not careful, this can result in a life spent on the phone, mobile and computer… or like me, all three. It can also lead to isolation, an achyback and grumpiness! I could spend 8 hours a day, chained to the computer, headset and phone to the left, mobile to the right: Twitter – tick, Linked In - tick, Facebook – tick, emails – tick, type new blog – tick, tinker with website and upload blog – tick, work on virtual product – tick, shout at hosting company – tick, eat a banana – tick, calls with coaching client – tick, back to the computer –tick, Twitter again – tick, end of day – tick. Repeat.

The virtual world is here to stay – that’s for sure, but did you know that there are real people out there: get a website, be active on social media, get involved with clubs, groups and have real hobbies. Not all of them are into the Internet and spend their lives online! Perhaps as you read this you might be thinking yes and I go to networking events to meet them - that’s how I meet real people, people who are real potential clients, not just other business owners who want to sell you their stuff. If you want a working life outside of a digital existence, you need to step away from the computer regularly.

Having experienced “online burnout” several times since becoming a coach, I decided to get into the community more, embrace my strengths, interests and values and really “meet” the people I wanted to work with. For me, these values and strengths include fun, community, co-creation, social intelligence and creativity. Embracing all of these, especially the fun and creative elements resulted in the development of coaching “style” parties for home, school and work. Yes, I now play coaching games with grown-ups over a bottle of wine, teams at work, who wish there was wine and sometimes with school kids, minus the wine.

It has opened so many doors, ones that previously remained shut. As well as earning money from running the parties, it has led to paid speaking opportunities, invitations to run team away days and to run business networking sessions and, more importantly, enabled me to build a tribe of interested, engaged, “real” people around me!

Marketing is all about relationships with people. There is huge power in providing a low pressure, personal experience of coaching to people in a way that they find easy to access and fun. Even better if it provides a chance for people to catch up with friends, learn something new and refreshing in a way which can be incorporated into busy schedules. After all the parties, I am always staggered by the shifts people make just in 2 hours and often people email me months later and say “you know that party you ran, well, you wouldn’t believe what has happened since…”

From that initial idea of running parties involving coaching activities, I spent several years developing a range of completely unique tools and approaches, all embedded in best practice, all based on repeatable methods. Discovery Party in its current form was born - a business for coaches, which helps them build a tribe of real people about them, whilst they get paid to market themselves. An ethical business based on collaboration, co-creation and acommunity of coaches working together.

I still do online stuff, but it’s mostly about building Discovery Party for others to use – it’s now a licensed product for coaches. I will not deny that I still sometimes get fed up working on the computer, but knowing that I have regular events to run which are fun, spreading the word about coaching, marketing what I do and bringing in money and opportunity, more than makes up for it.

It’s also been really helpful to have a novel identity when I do network: “I run Discovery Parties”. “Oh what’s that then?” A great conversation has started and it’s much easier to frame what I do and generate interest. I also find it easier to write content and after each party I naturally have lovely photos and testimonials which are vibrant and alive! People really like the playful and creative approach but also seems to come out effortlessly as they relax and play. I now get to play whilst I work– it’s completely changed my working life.

About the Author
As a Creativity Coach, Artist and Occupational Therapist, Jenn brings humour, diversity and creativity to all she does. Jenn weaves her background in Occupational Science with Creativity Coaching to produce a unique approach to coaching and business. Unlocking her own creativity, led to the development of Discovery Party - a highly unique business for coaches.

Through Discovery Party and its unique system and tools, coaches can build a tribe of interested, engaged people, meet real coaching clients and find new opportunities so that coaches can have fun and get paid along the way!

You can find out more at www.buildacoachingtribe.com and www.mydiscoveryparty.com
Recreating Romance

Samantha Krajina (Australia)

Ideally, when women think of romance, they think of the knight in shining armour bearing roses and chocolates. When you think about it, it is a very high expectation set of men and an immense pressure to get it right. When men think of romance, they think of escaping from the ordinary and focusing on the passion between them.

However, romance need not be the sole responsibility of the man in the relationship, but is ultimately the responsibility of both. Nor should it feel like a burden or an unrewarded effort to put romance on the priority list in a relationship.

All relationships rely on intimacy and romance to keep it alive and prevent falling into the routine of solely day-to-day living. Very few couples find it difficult sharing romantic experiences with their partner early on in the relationship, however as time goes on, the energy and creative ideas tend to wear thin and can be discouraging. So, how do we recreate that honeymoon young love that sparked the connection?

The good news is that relationships are not a result, expectation set of men and an immense pressure to get it right. When men think of romance, they think of chocolates. When you think about it, it is a very high expectation set of men and an immense pressure to get it right. When men think of romance, they think of the knight in shining armour bearing roses and chocolates. When you think about it, it is a very high expectation set of men and an immense pressure to get it right. When men think of romance, they think of escaping from the ordinary and focusing on the passion between them.

Especially for women, when she feels that her man has actually listened to her and taken notice of the things she loves or loves to do, and initiates it himself is extremely attractive and surprisingly pleasing. It is no different for men, either. When we want to romance our partner, it is extremely important to know what they like, as it is not always the same as what we would like. All of those little things that mean so much to us as women, that our men don’t always notice or understand their value, are because the things that mean a lot to them can be quite different. Ladies, don’t be surprised or resist the reality that of escaping from the ordinary and focusing on the passion between them.

The good news is that relationships are not a result, nor are they an event where what you have created is the end product. With a little love and attention, it is an evolving organism where it can continue to grow and be fulfilling.

Love is constant; Passion needs recharging!

To start off with, think about all of the excuses you can come up with as to why it may be too much effort, and all of the reasons why you do not think it will work in your relationship. Maybe you are too busy with work, the kids have sport and school commitments, or you just can’t find the time… Great, now jump in your partners shoes and have a look. From a glance, how important are those barriers and can be discouraging. So, how do we recreate that honeymoon young love that sparked the connection with our partner? How can we inject romance and excitement into a comfortable relationship?

The good news is that relationships are not a result, nor are they an event where what you have created is the end product. With a little love and attention, it is an evolving organism where it can continue to grow and be fulfilling.

When your partner is happy because of something you did, how does it make you feel? Do you really know what makes them the happiest, and when was the last time you went out of your way to make them feel that way? Think about that special something they love – may it be an experience, a product, an event, a place… whatever it may be, find a creative way to show them that you know what they like and you can put your preferences aside to please them.

Especially for women, when she feels that her man has actually listened to her and taken notice of the things she loves or loves to do, and initiates it himself is extremely attractive and surprisingly pleasing. It is no different for men, either. When we want to romance our partner, it is extremely important to know what they like, as it is not always the same as what we would like. All of those little things that mean so much to us as women, that our men don’t always notice or understand their value, are because the things that mean a lot to them can be quite different. Ladies, don’t be surprised or resist the reality that

My Relationship with Myself: The Most Essential Personal Relationship

Zornitsa Stefanova (Bulgaria)

My relationship with myself, everyone’s relationship with himself – the most wonderful, challenging, fulfilling, and powerful and far too often the most disregarded personal relationship of all.

Some years ago I became aware that it is of utmost importance for me as a coach to be aligned – my conscious self with my inner and my higher self in order to connect with the person/s in front of me.

Yesterday I had an enlightening session with a new client of mine. It was as if I was channelling some messages. At the end of the session my client looked intrigued and told me I had been asking her the questions to which she had “seen” the answers in her imagination. She had felt as if she were “heard”and “understood”at a deeper level. I felt complete and fulfilled because she was energised to make some important steps in the field of relationships, including her relationships with her parents and with money.

After the session I took time to consider what I did in order to connect with my client in such a wonderful way. I realised it was the same thing I usually do when I feel fulfilled, happy, completed. I just connect with myself. Following my breathing in and out, bringing the light, meditating, practicing yoga, tai chi, just sitting comfortably… I guess I have tons of ways for doing this (everyone has their own) I feel aligned, in harmony with myself and as part of the whole that is everywhere. When some 6 – 7 years ago I started paying closer attention to my heart’s wishes, to my intuition, I started looking for ways to become more and more aware of them, of me. At the beginning it was hard and challenging for me. I knew there was something there, but it was somehow evasive, veiled… I was seeing the path and somehow loosing it… And I practiced. And I practised, I practised every day with discipline, relentlessly, persistently.

Presently it is much easier – I can get there in a few seconds or in a fragment of a second. And when I’m one with myself, when I relate to my values, intuition, needs, wishes, interests, I’m ready to be one with the client. Then miracles may happen. People just open themselves, share, trust, believe, act. When I’m aligned with myself I know I coach at 100% and I serve people 100% to be more their true selves. I’m thankful.

Take a little time for yourself everyday. Connect, love, accept, respect and honour yourself. All personal relationships have two people involved. One of them is always you yourself.

About the Author

Zornitsa Stefanova is a professional Life and Executive Coach, APC (IIC&M). She is passionate about coaching as a tool for transformational changes in people leading to more fulfilling, balanced, and meaningful life. She helps her clients in Bulgaria, USA, Spain, Lithuania, Slovakia, Germany, and Russia reach their personal potential, be even more successful as business and community leaders.
Food: A Secret Relationship
Dawn Campbell (France)

“Food is the most widely abused anti-anxiety drug.” - Bill Phillips

A preoccupation with food can become a fatal attraction. Compulsive eaters dig graves with their teeth while anorexics starve themselves to death.

If you are being consumed by this secret relationship, take heart, there is light at the end of the tunnel. When you finally commit to breaking free of this toxic relationship (and you will when you’re ready), you’ll be free to make healthier choices.

This destructive relationship is exhausting. Sufferers need to reach rock bottom to hear their internal voice screaming enough!

Q. What’s your inner voice telling you?
A.

What constitutes disordered eating?
“Unhealthy dietary habits top the list as the worst and most common.” - Natural Hygiene Society

eating disorders are medical illnesses with complex psychological and biological causes that typically manifest as:
1. Anorexia nervosa deliberately maintaining weight below the norm.
2. Bulimia nervosa controlling weight by binging and purging.
4. Abnormal attitudes miss-using food as a reward or punishment.

Q. What is the name of your hunger?
A.

How many people are suffering?

Secret relationships with food are one of the last taboos. There are no qualified world-wide statistics due to secretive eating varying from night eating syndrome, to full blown disorders. By definition guesstimates only include people who’ve disclosed their secretive habits.

1 in 3 women and 1 in 5 men are reported to suffer and 90+% of the population is at some point unhappy about weight / body image. Overeating is more prevalent than under eating. Today, the stress of being judged successful means career professionals are now suffering as are ever younger children.

Q. Whose support do you need to save you from yourself?
A.

Why it’s not your fault?

“Eating disorders are responsible for more loss of life than any other type of psychiatric condition, one in five sufferers die.” - Lancet 2001

• Eating disorders know no bounds. They don’t adhere to class, race, wealth, status, religion or gender. The misery of disordered eating does not discriminate.
• Research provides no single cause; it arises due to a mixture of biological, social and psychological issues.
• The origins of disordered eating stem from puberty; not fitting in; trauma; abuse; over-protection; negative self-esteem; media; culture; stress and pressure at university, careers, relationships.

Contributory factors over the last 40 years include but are not limited to:

SECTION: HOLISTIC
Natural food is real, it is rainbow coloured, packed with micronutrients; carbohydrates, fat, protein, micronutrients, vitamins, minerals, antioxidants and phyttonutrients. They are appealing to the eye, nose, touch test and makes our mouth water.

Eating ripe, seasonal, local foods make us feel satisfied hence the term ‘good mood’ food. They energise us making us feel connected and grounded because they feed our mind, body and soul.

Fast Food does not come faster than this, it requires little or no preparation! This is an intuitive eating and eliminates the need to count calories because Mother Nature’s foods are nutritionally balanced and perfectly packaged to meet all our needs.

Q. What % of your groceries fall into the 5Ps and natural foods category?
A. When perfection rather than food is the real issue

“Those with addictive personalities have higher levels of dopamine in their brains, which causes them to turn to certain substances for comfort.” - Professor David Nutt

People with addictive personalities tend to have certain common traits; they are often successful, yet suffer low self-esteem and high levels of stress. They tend to be intelligent, impulsive, creative, funny, impatient, sensitive but prone to feeling anxious, angry and fearful.

They avoid or find confrontation difficult yet are self-critical perfectionists. Their moods oscillate and their controlling attitude comes across as aggressive. They dislike authority and appear arrogant. Their self-destructive compulsive behaviours mean they struggle to ‘fit in’.

Q. What aren’t you coping with that your secret relationship with food is hiding?
A. How to interpret the signs

“Dealing with physiological causes means psychological causes are easier to address.” - Harvey Diamond

A few potential signs:

- Obsessing about body weight, shape or size.
- Controlling who eats what, when and where.
- Yo-yo dieting / transitions to ever stricter regimes.
- Excessive use internal cleanses / detoxing regimes.
- Knows the calorie content of everything and constantly weighs food or self.
- Pre-occupied with food morning, noon and night, i.e. grazes.
- Withdrawn and lethargic, or over exercises.
- Changes in physical appearance or behaviour, i.e. avoiding eating in public.
- Appears shaky/ faint or behaves agitated / defensive.
- Suffers bowel related issues / bloated stomach.
- Eats fast and consumes large amounts of foods.
- Has a limited food choice.
- Dental issues.

Q. Which signs resonate with you and why?
A. What’s your story?

“All addictions turn from pleasure to dependency.” - Anthony Giddens

Treat yourself to a new journal specifically dedicated to unravel your individual relationship with food. Working through the questions below honestly and intuitively will create an understanding of the complexity of your situation. This self-analysis will awaken your consciousness about how your past contributed to your present situation.

- Which inner you are you constantly battling with, a fat or a thin person?
- How many years have you been hungry?
- What rules / rituals do you have about food?
- What is your definition of diet?
- Which foods occupy your mind the most?
- What’s your first and last daily thought?
- What are your biggest fears around food?
- How do you typically celebrate or reward yourself?
- How satisfied are you with your weight and body shape?
- What has to happen for you to be happier, healthier, sexier more confident?
- What area of your life is ‘on hold’ until you achieve your ideal weight / body shape?
- How does weighing yourself influence your mood?
- How many times a day do you eat in-between meals?
- Which is true for you, food is associated with pleasure, pain, other?
- How does food make you feel? Satisfied, relaxed, upset?
- What foods do you have emotional attachments to and why?
- How judgmental are you about your food habits?
- What’s your attitude when you fall off the wagon and how do you get back on track?
- How does food as a coping mechanism work for you?
- What are your top food triggers and how did they originate?
- What are your good mood / bad mood foods?
- How would you describe your portion control?
- What are you not expressing when you self-sabotage with food?
- What are the payoffs to changing and not changing your food habits?
- What’s sabotaging you from being your ideal
Which solutions?

“Addiction to food is the same as addiction to morphine, just as dangerous and just as hard to withdraw from.” - Herbert Shelton

There is growing awareness of holistic therapies that work for people committed to being free of disordered eating. Accessibility to a wide-ranging choice of supportive treatments also helps us establish and maintain healthier diets and lifestyle habits.

Examples include but are not limited to:

- Thought Field Therapy (of which Emotional Freedom Technique is a derivative of)
- Neuro-Linguistic Programming (NLP)
- Cognitive Behavioural Therapy
- Group Therapy / Workshops
- Coaching & Mentoring
- Inner Child Therapy
- Magnet Therapy
- Hypnotherapy
- Acupuncture
- Reflexology
- Kinesiology

Q. When will you implement solutions?
A.

When food’s your drug of choice

“It’s amazing how pervasive food it. Every second commercial offers food. Every second TV episode involves a meal. You can’t walk ten feet without seeing or smelling food.” - Adam Scott

Food is the obvious choice to have a secret relationship with. It’s legal, highly accessible and it’s an inexpensive habit to fund.

Children learn early in life that the only thing they can control is what goes in and out of their bodies. Therefore, food becomes a useful controller. Growing up we discover that comfort eating helps us deal with difficult emotions, challenging people and problematic situations.

However, the obstacle with disordered eating compared to other compulsive behaviours lies in the fact that we have to eat to live. There is no escaping its presence unlike other addictions (drugs, alcohol etc.) whereby circumstances are improved by changing the environment. Someone suffering with a food addiction has their six senses (mind, eyes, ears, nose, taste, touch) stimulated 24/7 and it’s torture!

Q. How does food help control your situation?
A.

Why eat when without hunger?

“All addictions begin as psychological to tranquilise anxiety.” - R Callahan

Whatever the situation, there is always a ‘payoff’. If there wasn’t, we’d move out of our own way and think, do or say something different. Therefore, it’s useful to get clear about your motives around food.

It’s only when improved payoffs are identified as being greater than existing payoffs that transformation occurs. Your secret relationship with food may also be more about you being addicted to the ritual of seeking pleasure or pain rather than the food itself.

Q. What payoffs does disordered eating give you?
A.

When the prognosis is ‘one day at a time’

“A useful thing I was told when entering treatment was ‘I wasn’t a person trying to become good. I was a sick person trying to get well.'” - Darren Littlejohn

The longer the compulsion remains untreated, the harder and longer it takes to recover. Additionally, the health consequences become more serious.

When you have identified your ‘triggers’, think how you could respond differently in the future to ensure a healthier outcome (after all the definition of madness is repeating something yet expecting a different outcome).

Q. How would you rate your relationship with food AND where would you like to be?
A.

Where to now?

“We’re all looking for personal freedom to freely express ourselves. 1st we have to master self-awareness, 2nd master transformation, 3rd master intent.” - Don Miguel Ruiz

You are where you are today because of your experiences, without them, you wouldn’t be you so celebrate that. Learning to accept yourself exactly as you are is an important part of your recovery.

To successful rebuild physical and emotional health, diet needs to be supported by the health promoting lifestyle habits. All you have to do is be willing to change one meal at a time; choose wisely and become addicted to life instead of food.

Final word goes to Julia Cameron “when we alter our relationship with food; we alter our relationship that has been enduring, intimate and intense, giving it up inevitably means a period of withdrawal. The complexity of which will determine your recovery.

Q. Which healthier habits will eliminate self-sabotage?
A.

Where to now?

“...in the search for the heart of an animal; through the search for freedom, for peace, for understanding and for love. We find a will to work, to read, to achieve.” - Julia Cameron

Q. How will your attitude / behaviour differ hereon in?
A.
Passionate about results?

How would it feel to have your own branded and customized cloud based coaching room where you see all of your clients goals and progress in one place? How much easier would it be for your clients to succeed with a fully integrated coaching, vision board, goal setting and time management system with built in reminders emailed straight to you and to them?

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- Affiliate links for your website or social media
- Full set of facilitator notes and user guides for editing and personal branding of your coaching room
- Client dashboard
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SECTION: COACH TOOLS

Conflict Coaching: An Essential Tool for Every Coach’s Tool Kit
Dr Justine Huxley (United Kingdom)

None of us enjoy conflict. It’s uncomfortable. Most of us attempt to resolve it as fast as possible, or run away at top speed. Sadly, this means we miss out on a wealth of potential for development, learning, intimacy and spiritual growth.

Approached in the right way, conflict is a treasure trove of opportunities for learning about ourselves, about life and about other people. It is a particular opportunity within our close relationships. Through working consciously with conflict we can increase our self-awareness, learn to walk in other people’s shoes and understand what makes them tick, grow in maturity and experience deepening intimacy with the people around us.

So how can we begin to tap into this potential? How can we learn to survive the tension and stress of disagreement and division?

This is where coaching can lend a truly magical ingredient.

Conflict can be very distressing. When we feel threatened, we can react in many unhelpful ways. We can lose our tempers and hurt the people we care about. We can withdraw and damage our relationships in other ways. Or we can contract inwardly and feel disempowered and stuck in ourselves.

The first thing a coach can provide is a simple accompaniment through a difficult situation. Listening, support, space to think things through – all these simple things can make a big difference to how intelligently we can work through the challenges. But coaches can also do a lot more. And as conflict is an unavoidable part of life – whether in the workplace, family, or community – it makes sense to have some strong and versatile tools in our toolkit.

At St Ethelburga’s Centre for Reconciliation & Peace, we have developed a model which is structured yet flexible, and involves both traditional coaching and also building capacity and new skills in our clients. Our model draws on the work of Jones and Brinkert’s ‘comprehensive conflict coaching’ which has 5 stages. We have adapted this for our environment and expanded to include more skills and techniques (such as role playing courageous conversations, and understanding our conflict resilience profile) but also to include an emphasis on the opportunity presented by conflict.

So here’s an overview of the stages, which will give you a sense of some of your options as a coach.

1. In the first stage, we simply listen to the conflict story, without judgement, avoiding taking sides inwardly or making inner decisions about who might be right or wrong. We try to listen with the ears of non-duality – recognising the many perspectives present and avoiding being drawn into the drama by our client. We witness the situation, with empathy, but with an attitude of what the Buddhists call ‘beginners mind’ – an openness that is about not knowing the answers, not rescuing, not wanting even to help – just a willingness to be present. This quality of listening is subtle, not always easy to achieve, but very important, and can enable deep change in and of itself.

2. Then we invite our client to expand the story. Including elements of the story they may have been shy to talk about (perhaps mistakes or destructive acts on their own part), describing the effect it has had on them, and who else is involved in the wider picture. An important element of this stage (called ‘expanding the story’) is to invite the client to think about the perspective of the other party, or of bystanders. How would the other party describe what has happened? What might be going on for them?

3. We then begin to dig deeper into the underlying dynamics of the disagreement, using four different lenses. These are identity, power, emotion and opportunity. Threats to our identity - our values and our sense of self – are often what cause the heat in a conflict. These need to be unpacked and examined. We can also hazard a guess at what aspects of the identity of the other party might be threatened, and this can help to build empathy and understanding. Knowing where our own sense of self is involved and that of the other person, can bring much understanding and reward. Looked at from the perspective of spiritual growth or personal development, sometimes a conflict can also be life’s way of inviting us to shed an outdated attachment or free ourselves from an aspect of our parental or cultural conditioning. Or it could be a means to get in touch with what is most important to us and to value it and stand up for it. As a coach,
So next time you or one of your clients experience conflict, why not turn it into an opportunity to transform conflict from an unwanted stress into a rich journey of shared growth. It is not your job to make that judgement, but simply to help the client dig into the rich seam of identities that will be underlying the surface issues. The lenses of power and emotion can also reveal a deep wealth of information about what is really going on within the unfolding outer situation. Consciously choosing to tap into these opportunities for learning and evolution can also change the way we see a conflict completely. We may suddenly see that what appears to be an unwanted and painful problem, can actually be a unique gift, which used in the right way, can help us step into a new landscape or new more authentic way of being. This gentle invitation to our client to seek the opportunity within the difficulty can change a relationship full of arguments, into a journey of mutual discovery and even joy.

Having delved deep into the underlying dynamics, we are then ready to support our clients to think about what he or she would like to see happen. What is the ideal outcome to this situation? And what will it take to get us there?

Having given the client space to define that, we can then change gear, and see what tools and skills might be needed to give our client the best chance of getting that ideal outcome. Here we become more like translators and facilitators, rather than traditional coaches. We can offer a conflict resilience profiling tool and look at a map of our strengths and weaknesses in dealing with conflict. We can explore habitual styles of response in a conflict and look at how to step out of a comfort zone and try new kinds of responses. We can present ideas about good communication skills, or teach the subtle art of negotiation and offer time to practice these new skills. We can help our clients to prepare for raising a difficult issue and role play different scenarios. We can share anger management methods and techniques for processing strong emotion. This can take an exploratory self-development route, or a highly practical means to achieve a desired result, depending on your client’s needs and style of approach.

So, having defined the desired outcome, devised a strategy and skilled up our client to put it into action, we are there at the end of a phone call and in subsequent meetings, to give support through the stages of transformation, and to reflect on what worked and why, and to digest the learning and change that emerges.

Within the context of a workplace conflict, this can quite simply resolve the situation well and enable everyone to move on in a more creative way. In the context of a marriage or love relationship, the effects can go much further. When we live in close proximity with another person, sharing our life with them, however good a match we have made and however happy we are, disagreement will be unavoidable. If we have the commitment to approach conflict form with an understanding of its potential, and we have the skills and the support to approach it consciously, there is no end to the depth of intimacy and understanding we can achieve. As a coach, offering this framework to clients with relationship issues can generate a real shift. It can even open up new worlds and change conflict from unwanted stress into a rich journey of shared growth. It is also very rewarding as a coach.

4. Having delved deep into the underlying dynamics, we are then ready to support our clients to think about what he or she would like to see happen. What is the ideal outcome to this situation? And what will it take to get us there?

5. Having given the client space to define that, we can then change gear, and see what tools and skills might be needed to give our client the best chance of getting that ideal outcome. Here we become more like translators and facilitators, rather than traditional coaches. We can offer a conflict resilience profiling tool and look at a map of our strengths and weaknesses in dealing with conflict. We can explore habitual styles of response in a conflict and look at how to step out of a comfort zone and try new kinds of responses. We can present ideas about good communication skills, or teach the subtle art of negotiation and offer time to practice these new skills. We can help our clients to prepare for raising a difficult issue and role play different scenarios. We can share anger management methods and techniques for processing strong emotion. This can take an exploratory self-development route, or a highly practical means to achieve a desired result, depending on your client’s needs and style of approach.

Coaching Business Start Ups
The Number One Trap to Avoid
Alex Khrapov (Switzerland)

There are many reasons why the coaching profession is so attractive. Few careers allow you to be totally mobile, modern technology allows you to work with clients across the globe. As a coach you can set your own fees and gain control of your financial independence. You can choose your own clients and work with them wherever and whenever you want to. There are so many markets that need coaches: individuals, companies, groups, teams in multiple variations and many areas of business and self-development. However, the idea of an open market where you can work with any type of client can be the downfall of many coaching school graduates. Let’s see how the majority of coaching courses’ graduates get themselves trapped in a set of beliefs that often prevents them from business success.

Development of Confusion

1. Theoretical Concept Of Coaching
Take a look at theoretical fundamentals of coaching. Usually it is very clearly articulated what coaching is not. Every certified coach will tell you without hesitation that a coach is not a - therapist, mentor, consultant, advisor, trainer ... but very few will clearly articulate what a coach really is.

And here comes a simple question: how are you going to sell something which you cannot even properly define? Let us take a look at definition of coaching from two the most respectful sources : ICF and CA.

“The ICF defines coaching as partnering with clients in a thought-provoking and creative process that inspires them to maximise their personal and professional potential.”

“A collaborative solution-focused, results-orientated and systematic process in which the coach facilitates the enhancement of work performance, life experience, self-directed learning and personal growth of the coachee.” is a CA definition of coaching.

Do those definitions help a newbie coach to articulate his or her services and “sell” it to potential clients? Well you can judge it for yourself. Try to market “partnering process” or “collaborative process” where the partner does not provide expertise, advice, does not train, consult or help with some therapy or mentoring support. I assure you - it will not be easy!

Am I criticising definitions of coaching? Absolutely not. I am professional coach. I love coaching and honestly believe it is one of the extremely powerful methods to facilitate a change. I am pointing out that the way coaching is defined does not make it easy to sell at all.

2. Coaching Training Courses
Coaching education is a multibillion dollar business. In order to sell their services some of the schools sell the promise of golden opportunities to earn your fortune working with anyone from any background or business. It brings thousands of people who are unsatisfied with their current professions into coaching schools to have a share in this amazing business opportunity. “You mean that I can coach a CEO of a company or a parent with a family communication problem? Or any business owner who struggles with health issues and I don’t need any expertise or knowledge in any of those areas? I can coach anyone who wants to achieve any particular goal? Awesome!”

The idea of training someone so they can coach anyone to reach a particular goal works very well for coaching schools, whose goal is to attract students. However the reality is a little different.

The Consequences
As you can see practically every student of a Coaching Certification Course goes through mental conditioning which comes from two sources or roots. As a result majority of graduates have following beliefs:

1. “As a coach, I do not provide solutions and I do not provide expertise. I believe my client is the biggest expert in his life and in his problems. My job is to help him or her to find their own solution”.

2. “I can coach anyone and the less I know about my client’s area of expertise - the better. The less familiar I am with his or her area, the easier it is for me to stay unbiased and not impose my own opinions, which is the essence of the coaching approach”.

These are logically decent ideas, aren’t they? These beliefs are in line with the coaching method...
and everything is perfectly fine when one coach communicates those ideas to another coach, but let’s check what happens when you “test” it and try to “sell” it in an open market.

The Trap

When we have a problem we are more engaged emotionally than logically. Think about it, all our life we seek help from professionals and specialists. Would you hire a Spanish teacher if he is not fluent in Spanish or a football trainer who cannot play football? It doesn’t make sense does it? Will you listen if that trainer tells you - “I cannot play football but I use special method called “coaching,” which allows me to help you reach your goal and become a great football player!” Would you listen?

You could argue that my simplified example of skill building is not the prime purpose of coaching and can be done better through training, teaching etc. But this is exactly the point. Our Clients are trained all their life to seek help from professionals when they have a problem.

The core of any business relationship is trust and credibility. You cannot turn a prospective client into a real paying client unless you establish a high level of credibility and expertise. Can you imagine what happens with your credibility if you tell your potential client: “I do not know much about ... but coaching will help you. I am not providing solutions to your problem but I am good coach ...”. So as a result the very same message which works well to attract people into coaching schools stops graduates of those schools succeeding in business.  I’m not judging any coaching school’s sales strategies. My point is that as long as you, as a Coach believe the message and allow it to control your actions and communications with clients, your business is at risk.

Why would your client hire someone who is not an expert in their area of difficulty? It doesn’t make sense. As soon as they realise you have no extensive, deep knowledge and expertise in their particular specific problem, there will be no business transaction. It’s as simple as that. Your client doesn’t know or care about coaching concepts or ideas. His only concern is to resolve his problem, and this concern is so high that he is willing to pay you to help him to resolve it.

The above examples might be an exaggeration but one way or another in many more subtle forms this is what happens when coaching school graduates attempt to make their first steps in business. This is the reason why so many coaches feel awkward offering their services. They can not articulate what exactly they are offering: ... partnering process?... collaborative process? There is a natural mismatch of what their client is looking for and what newbie coach offers.

Quite an interesting fact that if you have not had the proper coaching training you obviously do not have ideas about “not providing expertise” and automatically will be in a more advantageous position in the market. Unfortunately those untrained individuals call themselves as coaches and that fact create real market confusion.

Breaking out of the trap.

Now when we investigated the roots and consequences of the problem, the solution became quite clear:

We need to accept the position of our potential customer and drop attempts to implant our own ideas into his or her head.

There may be exceptions where your potential client has been already highly educated and very familiar with the concept of coaching and embraces the same ideas. The corporate world for example is familiar with coaching methods but even there, top management usually prefer to hire coaches who are highly competent and familiar with the type of business they are about to serve. It just makes more sense, doesn’t it?

So if you are up to make real business today, be on the same page with your today’s potential client. Forget for a while that “you are not an expert”, choose your area of expertise, choose your niche, position yourself as an expert, build your reputation and credibility, gain trust and then ... apply your coaching skills to full power! Isn’t that what you really want? ... to help people?

By the way, the ice is breaking. If you check CA “Coaching Defined” page you can find several other definitions of coaching and one of those:

Speciality/Niche Coaching

“As for personal coaching, but the coach is an expert in addressing one particular aspect of a person’s life e.g. stress, career, or the coach is focused on enhancing a particular section of the population e.g. doctors, youths.”

Alex Khrapov

PCC, MT ASTD

www.headwaycoachinggroup.com/blog

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Coaching has already transformed corporates and businesses. With our Parent Champion Programme, parents from ‘dysfunctional’ families in deprived areas are becoming natural and intuitive coaches, generating sustainable transformations, in only 16 weeks of 2 hours a week.

But we had to challenge the following beliefs to prove the model:
1. You cannot coach anyone that doesn’t want to be coached.
2. You cannot create massive change without the client paying for the coaching.
3. You cannot create sustainable change in anyone without those 2 criteria being in place.

This is how it happened

It started in 2002 when I discovered the power of life coaching to create self empowerment, and identified my passion to holistically develop millions of children, especially although I had no idea how to go about it, at that time.

I started working with ‘under achieving’ children; helping them to set goals and then buoyed with the success, progressed to young people. The Youth Club was in a very deprived area and there I discovered every child with a problem had a parent with a bigger problem.

I then went to the US to train to become a Parent Coach and returned to be a Parenting Tutor for my local Adult Education establishment for 6 years, enabling me to trial a variety of different programmes. The key was to engage and motivate the more challenged parents and carers and move them forward.

I set up a registered charity, Every Family Matters (Sir John Whitmore is now our Chairman) to apply for funding to test my ideas. Unsurprisingly, the most successful programme was the whole family coaching programme, but it was expensive to replicate - we needed to find a way to work with one parent to change the culture of the whole family.

In this intervening period, I was becoming more confident in trusting my intuition and my connection to energy. I had this sense that if my Higher Self (or whoever fits for your belief system) could connect to the client’s Higher Self, it would cut out all the negative emotional issues.

The Energetic Connection

You might have noticed children can sense the mood you are in before you enter a room? I wanted a generic term for this type of ‘connection’, so I’ve been using the phrase ‘energetic connection’. It can also be described as sensory awareness, intuition, instincts, gut feeling, knowing, love and what Neuroscience is explaining as our interconnectedness with everyone. This energetic connection can have profound implications for our personal relationships.

Have you noticed:
• When you enter a room full of strangers you can feel comfortable or uncomfortable?
• Someone saying, “I was just thinking of that” or you have said it yourself?
• If the phone rings and it’s someone you haven’t seen or heard of for sometime, but you’ve been thinking about them?
• You can sense someone behind you without hearing them?

Then you have already experienced that ‘energy’ and it is always there for you to access. This energy has a huge impact on the quality of a connection between two people and the parents we have worked with have noticed that children are infinitely more sensitive than adults.

The biggest influence on your potential to connect energetically is how good you feel about yourself. When you feel good about yourself, everything feels easier – the children are happier and more content, but when you are angry or stressed, the opposite is true. When your emotions are up in the air or you are focusing on your problems, you are not very likely to have a positive connection.

Why is this important in supporting parents?

These are the more obvious reasons:
• It helps them realise they can trust their instincts/intuition/sensing/knowing more.
• It helps them realise how sensitive their children are, how innately connected they are and how even thoughts are transmitted.
• Children with labels ‘learning difficulties’, ‘dyslexia’, ‘A.S.D’ are likely to be even more sensitive to the energy of other people.
• There is a growing body of evidence showing how intuitive coaching can make responsibility for their parent’s emotional state.
• By making children aware of this energetic connection, they can trust their innate abilities and have confidence in themselves and what they are feeling.
• By encouraging children to explore their energetic connection with others, they are opening up a whole world of possibilities and opportunities.

Here are some examples from parents:

Ms K, a single Mum, with a son of 4 years old has global development delay, and she can now communicate non-verbally which has transformed communication within the family unit.

Mrs T looks in on her children at night and her son was fast asleep snoring and she sent a message energetically to say that she loved him and he sat up and said “I love you mummy” and laid down again. She was so surprised that she had trouble sleeping.

Ms S, a single Mum, with a 7-year-old son diagnosed with ADHD has been sending loving energy to her son whilst he is at school. Her son’s teacher pulled her to one side when she went to collect him and said how much of a fantastic day he had, and that at one point when his usual group of friends became disruptive, he took himself away from them and played with another group of children.

Mrs V said by intentionally connecting with her 2nd child (who has a speech and hearing problem), her speech had become much better. ‘I understand her more and there are less tantrums’.

What are the key requirements?

For me, they are trusting your intuition, continuous personal development training, being 100% congruent, combined with the effective use of the energetic connection.

The Parent Champion Programme Level 2 (OCN equivalent to NVQ2 - 8 week course) for a parent’s personal empowerment is introduced and run as follows:

We explain that most parents know that when they are happy, their children are also happy but what very few parents realise is that their children, being sensitive to a parent’s emotional state, also take responsibility for that emotional state. Children do not have the confidence or the communication/emotional abilities to express their concern, so they kick off in the only way they know how to get attention. That might be screaming, hitting out or storming out of the room shouting ‘you don’t understand me’ as they slam the door.

Every group of parents and carers are different and every session is different so we worked with the group in front of us at the time. This flexibility has the advantage of giving individual coaching (sometimes from the parents) to each parent on the day and often at the end of each session to ensure that 4 key tools are delivered, learnt and integrated into their lives. Additional tools are also introduced where a group has made good progress.

The 4 key tools are:
1. The power of thought – you can create your own reality
2. Levels of listening - energetic listening - connection - intuition/gut feeling/instincts/6th sense/love. When you connect with your child on this level they feel connected and heard. Parents are able to have non-verbal communication and ‘labels’ like ADHD/Autism/learning difficulties fall away.

3. Success breeds success – when you focus on your successes they appear more in your life, we use a Success Diary every day and review every week.

4. SMART goals – tangible goals the client has control over achieving

Managing expectations, some examples:
1. Instead of using the word ‘try’ use ‘choose’ because you have assessed the consequences and if it’s a choice, it promotes action and it’s more empowering
2. Accept you are work-in-progress – learning, adapting and changing continuously

There will always be challenges – that’s life! - but parents have tasted the benefits of this process and learnt how to become congruent and get into their most resourceful state – so the future is their choice.

The Future

Parent Champion Level 3 (PC3) is a similar course but the parents/careers are taking the approach into their families and changing the culture of the whole family. These courses have been independently evaluated over 2 years by Canterbury Christ Church University, please read the last paragraph of page 5. And here is a video of some parents from PC3 sharing how they have integrated their learning, a year after completing the course and the impact on their lives and the lives of their children and families.

A real bonus is the graduates: our Parent Champion Ambassadors are getting more confident in co-facilitating our courses and are our future coaches. Our generic evidence-based personal development programme has been reborn as Parent as the biggest influence on children.

The second biggest influence are schools and we have just received a small grant to take our Ethos of Empowerment programme into a mainstream Academy to work with the teachers, students and parents to transform the culture of the learning environment to one of personal empowerment. This programme has the potential to change the whole school community.

Parents, as intuitive coaches, are changing the fabric of our society from the inside out. If you would like to collaborate and introduce our approach to your school or community please ask us about CSR or like a free copy of my latest book for parents of teenagers email alan@everyfamilymatters.org.uk

Parents are Changing Our Society from the Inside Out

Alan Wilson (United Kingdom)
Relationship Coaching in the Work Environment
Malcolm Nicholson (United Kingdom)

Relationship coaching is an area traditionally associated with Life Coaching. Just as the family unit over the last few decades has become more complex than ever before, so have organisations. A two thousand year old command and control pyramid dating back to the Roman army is being swept aside with multi-dimensional, complex and often paradoxical working relationships. As each extended step family has to create its own rules, so organisations have to create their own rules and values.

If, as the saying goes, you can choose your friends but, you cannot choose your family, then it is even more difficult and complex to choose the relationships you have at work. Take one example. There is a truism that ‘People join companies but leave their managers’. The relationship with your boss can be one of the most important in your life, however it is skewed by an increasing range of variables.

We are having to learn to work with far more memberships of groups and feeling part of them, as work relationships have to take into account the ‘multi-cultural’ element in its broadest sense. We appear to be hard wired, to be tribal (if in any doubt about this go along to a football match one Saturday afternoon). The paradox in work is ‘which tribe do I belong to?’ or ‘with whom do I identify?’ This ranges from geographic proximity like work area, floors of an office, office locations and national boundaries. Add on to this the role dimension ‘exec member, function head/member, departmental head/member, regional head/member; pile on top of this relationship question like ‘How do I work or manage remotely?’

The globalising of trade and employment markets means that more frequently people are working side by side with international colleagues. This can bring many unspoken relationship issues, especially as social and cultural norms for very many people are shaped by their family and a narrow geographically based socio-economic group. For example; the esteem with which a town Mayor is held may vary from town to town let alone when compared to the esteem with which Village Elders from another country are held, and that is just within company. We haven’t even considered the competition, customers or concepts like co-operation yet! It is certainly unclear how well leaders, let alone employees, are equipped for working in such complex environments.

Hall, Duval, and Salom define culture as a set of meaning frames. (1) They describe it as an evolving and dynamic process of collectively recognised rules, rights, responsibilities, duties, obligations, rituals, and powers that arise within a community. This system operates as the groups shared reality. So in their terms, our shared reality at work is evolving far more rapidly than we can cope with.

Whilst all these elements are in flux and being challenged, there can be genuine cultural differences that can exacerbate the differences rather than the common ground. I have coached a person who moved to the UK who until recently stood up when the bishop’s boss’s boss came onto the open plan floor; a woman who gave up her management role because of the stress it caused at home as she and her husband were from a culture where the woman’s role was more subservient, and someone else whose career seemed stalled whilst waiting for the ‘tap on the shoulder’ to be told when to apply for their next role because of the pressure it caused at home. These are only a few examples of how this reality comes into play and the role that geography and culture play when working across boundaries.

We like certainty but now need to deal with this often paradoxical or conflicting meeting of social, religious and cultural influences which are all happening at different levels and ways. Proof, if it were needed, that the major leadership challenges lie not in the parts but in the interconnects.

This is where good coaching comes in. Leaders need to be able to bring a greater degree of cognitive complexity to their work. As Ashby’s Law of Requisite Variety states; in order to deal properly with the diversity of problems the world throws at you, you need to have a repertoire of responses which are the equivalent - or more nuanced - than the problems you face. This applies to the outcomes the coach brings, which should include contextual understanding of the issues faced in the contemporary working environment.

Carving out reflective time has become a rare commodity as organisations continue to pile pressure on to overstretched on-line 24 x 7 employees; yet it is only by creating such space that significant learning will occur. We are all so busy doing, that it’s hard to be mindful of what we are doing.

There is also a significant body of research and evidence showing that achievers in all spheres actively seek, act on and develop as a result of feedback. You simply cannot assume that your intentions work, or that they accurately or adequately speak for you in your work role. Objective information adds to this process – Psychometrics and 360’s help shrink the vector between people’s intention and interpretation.

Challenging questions will enable a coach to shine a light into the dark corners. As a leader, it is crucial that you are aware of the shadow you cast. In other words, great leadership begins with self awareness and taking responsibility for the emotional wake. Carl Jung said “Everyone carries a shadow and the less it is embodied in the individual’s conscious life, the blacker and denser it is.” (1) Without this external light, work environments face becoming toxic and potentially divisive, increasing power struggles and polarising the organisation. There are many tools available to help great coaching in this area, some of which have stood the test of time and should be incorporated along with the shiny new. For those coaches seeking that more nuanced repertoire of responses to which Ashby refers, the Routledge Companion to International Business Coaching (2) provides a significant body of material that can be used in workplace coaching.

So, work relationships are becoming more complex. This requires an equivalent or greater increase in the depth of a coach’s toolkit and approach and this will be de rigueur as the complexity of relationships at work continues apace. Let’s hope our national leaders adopt the same philosophy with their international relationships as well…

“Every human has four endowments - self-awareness, conscience, independent will and creative imagination. These give us the stature of human freedom... The power to choose, to respond, to change.” ~ Stephen R. Covey

1. 11: Psychology and Religion: West and East. P.131
2. 11: Psychology and Religion: West and East. P.131

Companion to International Business Coaching (2)
Relationships, the ability to relate and connect, are like a watermark behind everything we encounter in the game of life. As coaches, our clients often present it to us overtly as a specific topic e.g. “I need to work on my relationship(s),” but really it has an implication for every area of our life and work - from the very second we are born to the second we die, we are relating to others at some level.

I used to believe that open, honest and authentic communication was almost unpursaasible as a key foundation for creating a great relationship. I thought if you could at least talk things through together in an adult and open manner, you would be okay.

I coached from that perspective for many years and it enabled my clients to find new levels of awareness to create different and more effective ways to communicate with people and help them discover their authentic values and beliefs using models such as NLP metaprogrammes, rapport building techniques, transactional analysis, values elicitation etc. I would enable my clients to gain awareness and clarity of their values and ‘map of the world’ to ensure they found the best possible mate/friend/boss - whatever. Or find new ways to deal with people who saw things differently, and were different to them.

But I see it differently now.

I have now woken up. My grounding and therefore the direction I am pointing my clients and myself in has shifted. Relating to another human being is innate. At a universal level we are already in a relationship with everything. So you don’t need to create a relationship, you just need to get out of the way of yourself. Communication is there for when we need to mop up the low quality of mind moments where we are coming from a place of ego, attachment and insecurity. We don’t need it, and we shouldn’t rely on communication to mend stuff when we are feeling bad (i.e. ‘ok honey let’s talk it through’). All that will happen is you will communicate your low quality of mind feelings, and compound the ‘problem’.

How we feel (our quality of mind in the moment) when we communicate is much more important than what we communicate. Now in my old way of supporting my clients, we used to focus far more on the content, the tone, and the ‘how’ of the messaging - not the ‘how’ of the feeling state you were coming from. Communication is just a channel for how we feel in any moment. If you are at some level (usually invisibly) maintaining insecure thoughts, those feelings will just flow down the communication pipe to the other person. But a better rule of thumb is, if you don’t feel clear and quiet inside, don’t communicate (or at least be aware of not taking your feelings too seriously).

**Difference and Incompatibility**

To paraphrase George and Linda Pransky in their fantastic book The Relationship Handbook, any degree of perceived incompatibility in a relationship is purely subjective to how you think and feel in the moment. It is not about how different you are. Incompatibility is an illusion maintained by a low quality of mind and conditioned thinking. Surely not! Don’t we all have values and belief systems that will make us more or less compatible with another person? Well it is true, we need to feel compatible, but we do not need to be compatible in an objective sense. Otherwise you would not come across happy couples in the world who are so different on the outside, or clone couples who argue like cats and dogs. Or the fact that most parents love their young kids unconditionally regardless of their behaviour (until they get into thinking patterns that say their kids need to be certain way).

But I see it differently now.

I have now woken up. My grounding and therefore the direction I am pointing my clients and myself in has shifted. Relating to another human being is innate. At a universal level we are already in a relationship with everything. So you don’t need to create a relationship, you just need to get out of the way of inbuilt ability to connect and build relationships, and that system is bigger and smarter than our personal thinking, intellect and ego. And just as we come with a biological physical immune system that keeps our health in check (and we don’t try to intellectualize getting rid of the flu, by the way), we are also blessed with a psychological system designed to keep your moods and hence connection in check. The trick, though, is to not obstruct this system with outside agents (analysis, self-help methods, and mental techniques) that prevent nature - our innate functioning - from doing its job. I am always amazed how my 3 and 5 year old children can go from screaming ‘having a brother is the worst thing in the world’ to sitting lovingly together within minutes. They don’t get in the way of the self-correcting nature of the system, and they don’t add meaning into their low quality thinking.

Well if connection is innate and universal what is the role of a coach? Are we redundant?

The role of a coach is to help people wake up to that truth themselves, and then pointing them towards the truth of the human psychological system.

We are all capable of experiencing ‘low quality of mind thinking coming from our habitual thought patterns (you could call it our conditioning). This acts as a block to our innate ability to connect to others, creating judgmental insecure thinking about ourselves and the world. This reduces our intimacy and affinity with others. Now the nature of our psychology is such that this gets normalised, becomes invisible and looks very real, so we start thinking there is good reason not to connect with someone, and it is right and useful not to accept their views and behaviours. So what, at a fundamental level, is just some low quality thought, then establishes itself as some very real looking reasons not to connect to someone.

So as a coach my role is not to fix the content of a client’s thinking, understand why they have judgmental thinking or help them to contrive reasons to reframe their behaviour. My role is to point my clients to the nature of thought. The coaching intervention becomes about enabling them to see past their personal thinking through a shift in consciousness, creating an insight and fresh piece of thinking about the situation. This comes from their realisations about the nature of human experience and the nature of thought, not from fixing the content of it.

The nature of thought

My old strategies and theories devised to ‘fix’ relationships were simply not as effective. They just empowered and perpetuated thought. And thoughts, on their own, are neither good nor bad. They are formless, transient and not actually true. It is only when we unconsciously assign meaning to them or give them weight that they feel real to us. For example, are you 100% consistent in your thoughts about the same circumstances, in every moment, of every day? You might feel warm and loving towards your partner one moment, and the next feel they are annoying and incompatible to you. Which thought is true? Neither. They are just thoughts in the moment. And it works like this for everyone.

Once my clients insightfully see the nature of thought, and how content is actually insignificant, clarity appears along with an innate ability to connect. So in a nutshell, I used to try to get my clients to have the ‘right’ stuff in their head about how to build relationships and communicate. Now I see that at a fundamental level, a truly clear head, is all that is needed.

The understanding and grounding behind this approach to transformation is The Three Principles – see my website to find out.
Friendship groups are rife with politics and the potential to turn nasty. When you put a group of people together, it’s easy to get along on a superficial level, but once real personalities start to emerge, it can become difficult to maintain a friendship, particularly when all you initially have in common is one interest, a group you all attend, a business type, or whatever.

But I want to let you into a secret. It’s ok to not be part of this.

If you know your friendships are dying then there are lots of ways to break contact, but it needs to be done. Suddenly finding yourself ostracised is very unpleasant and an unhappy place to be, particularly when you did not realise there was anything wrong. And, it does not matter how old we get. We are talked about, ostracised, bitched about; it does not change. My mum lives in sheltered housing for the elderly where gossip is rife; I have been in the position where my “friends”, and yes, I use the term loosely, have dumped me.

You know when it doesn’t feel right; and yet we have so much invested in these people, and a shared history, that it can feel really difficult to let go at times. And if you are the one who has been pushed out, it hurts. Literally. Social exclusion activates the pain centres in the brain, so it truly is painful, and we grieve for what we’ve lost.

Because of the pain, it can make the situation a bit foggy; have you really lost something when you’ve been pushed out?

Perhaps, instead, we would be better off jumping. After all, do you need the brain drain of all that negativity? There are people out there who really know you, and still think you’re great. So they are your real friends, right?

Here are the things to watch out for that tells you the dynamics of your friendship group have changed and it’s time to move on:

1. Bitchiness; when the coven is starting to gather and gossip about other people, and it’s making you feel really uncomfortable, it’s a sign that things are on the move. Gossip is harmful not just to the subject, but to the participants. Listen to your gut feeling on this, and start to take a step back from it.

2. Isolation; when friends disapprove of your friendship choices, warning bells should start ringing. We are allowed to make our own choices; they have no right to move you away from the social circles you have constructed for yourself.

3. Put downs; remember, a put down is never about you, it’s always about them.

4. The silent treatment; oh come on, are we in nursery school? If I wanted the silent treatment, I’d have stayed married to the ex.
5. You do not feel good about yourself after you have been in their company; says it all, really...

6. Give and take; you give, they take; we all know people like this, to some degree; but it’s harsh when it’s constant and your exciting news NEVER gets a look in, isn’t it?

7. Imitation; no, it’s not the sincerest form of flattery. It’s annoying, it’s disrespectful, and it is, above all, cheating. When a friend does this to you, particularly if it’s with your business or your job, it feels like it negates your hard work. It doesn’t really, but it’s difficult to understand how a ‘friend’ can do this.

8. Passive resistance; you know what I mean; when you help out, give advice, etc., and they are deeply unhelpful in return. . .

There is a theory of group dynamics that shows us that when we get together in a group of people, we’re all jostling for position. Who’s going to be the Alpha in the group, who tags along, who just happily gets on with it. We settle into the roles that we have fought for, all get along for a while, and then the cracks start to show when we are getting on with being ourselves.

In this situation, the thing to do is to be an adult about this. Unfortunately, Facebook means it’s all to easy to “unfriend” (ever had someone put themselves on the “maybe” list for a party you were having, from the “attending” list? Ouch. . .) without ever having to make contact, and this seems to permeate through 21st Century life now. We do not break up properly. But if your friendships are doing you harm, it’s ok to say it. They’ll get over it, and then so will you.

The dynamics of the school playground have a tendency to stay with us when we reach adulthood and have groups of pals who form through similar mechanics; the only difference is we do not march up to someone and offer them the first go in your bag of Jelly Tots.

So what do you do? Do you say goodbye? Or does a really toxic situation develop where people are simply shoved out of the group while the rest close ranks?
How to Deal with Difficult People and Improve your Relationship
Jevon Dangeli (South Africa)

This article introduces ideas that can help to broaden your perspective as well as shift perceptual positions, no matter how complicated your interaction with another may be. With a broader view and a multiple perception standpoint, you will have greater freedom to choose mindful responses in any type of interaction with people.

You are the only one who is responsible for your happiness.

When we feel emotionally affected by another it’s only because something that already exists inside us was triggered by that person. When we deal with what’s inside us then we no longer get triggered in the same way. We then stop blaming others for doing things to us. We see that the way they are is a reflection of their level of awareness and this enables us to remain resourceful and compassionate toward them.

The only way other people, including your family and friends, exist for you is through your own map of reality, then conflicts are inevitable. Problems occur in relationships when you get stuck in your point of view. When you refuse to see the situation from the other person’s perspective as well as from a more distant (observer) perspective, therefore only seeing it from your own map of reality, then conflicts are inevitable.

Being able to shift perspectives between your position and another’s position and an observer position frees you from preconceived judgments toward others, which in turn fosters better communication, understanding, respect, compassion and harmony in that relationship.

This doesn’t mean that you stick around in an unwanted or abusive relationship. It means that you become empowered to act from a broader perspective of what is really going on. You are able to choose what is in your best interest and move in that direction without resentment or negativity or any sense of loss.

You are only responsible for your own thoughts, feelings and behaviours. When we try to change other people’s thoughts, feelings and behaviours, it often leads to disappointment and suffering. Changing your point of view and therefore your ability to respond differently in a relationship is the best chance you have of having a happy, healthy and successful partnership.

Interpersonal relationships mean a shift in perspective from a more immediate (or emotional) position to a more distant (or detached) one, and back again. This enables you to maintain your sense of self even when your self-esteem is threatened by another person’s words or actions.

Fulfilment in relationships means not depending on someone else. Fulfilment is the privilege of an open mind and flexible points of view.

When we realise that at a deep level we are interconnected not only with our loved ones, but also with everyone and everything in nature, then we begin to treat others the way we would like to be treated.

It’s important to take responsibility for your own feelings and to communicate them. When describing your feelings, choose words that express what you are experiencing, as in "I feel sad, lonely, frustrated, jealous." Avoid using words that reinforce your sense of victimisation, such as "I feel neglected, rejected, betrayed." Avoid judging others, you are informing them about your feelings, rather than blaming them for something that only you are responsible for anyway.

Practice the discipline of observing your internal reactions in relation to people with whom you’d like to interact more positively or resourcefully. This enables you to loosen your identification with thoughts like: "He shouldn’t have done that"; "She should be more understanding"; "Him saying that means he doesn’t care for me"; etc. Observing your thoughts in this way also enables you to more easily shift your attention away from limiting perceptions and identify with broader views that show you a greater truth.

Look beyond the person whom you want to relate to better. Open the aperture of your awareness by focussing not only on the person that you’re communicating with, but also on the space around them, as well as the space (or energy) that connects you with that person. If you can’t see their entire body, then you might be too much ‘in their face’. Also, by broadening your perceptual field and softening your gaze, you are able to relate to the whole human being in front of you rather than just their title.

Using the approaches shared in this article will enable you to change your own perception so that you can experience others with greater equanimity. Taking this mindfulness approach toward the people in your life affords you the freedom to experience more fulfilling relationships.

Remember: You are the only one who is responsible for your happiness!

The content from this article comes from NLP Trainer & Coach Jevon Dangeli’s Relationship Resourcing audio programme.
When it comes to commitment, there are no grey areas. Either you are committed or you are not. As an entrepreneur, you have to give it everything. Any person quick to throw in the towel in the face of a tough situation cannot be a successful entrepreneur.

Since you have brought your business to a level where it is no longer battling for survival, it shows that you are committed to the task. Yet, staying committed to your business’ goals becomes difficult once a certain level of success sets in. The true mark of a committed entrepreneur comes to the forefront when their business is thriving and still manages to continue to drive it forward. Here are 6 characteristics which show an entrepreneur is committed to being the very best they can be.

1. Leadership
Showing leadership in tough times is one of the most obvious signs of a committed entrepreneur. There are entrepreneurs who are too happy to point towards someone else when there is a tough situation. True leaders are the ones who accept responsibility even when the business plans are not going as they envisioned. As an entrepreneur, you have to pull the business out of the tough spot and get it back on track.

2. Ambition
Rather than being introverted and behind the scenes, committed entrepreneurs project a confident outlook. Their confidence is a sign of ambition, which is again a necessary trait for commitment. If an entrepreneur is not ambitious, they would have no keenness whatsoever to work hard towards its success. Of all the traits, ambition is one of the most important ones. They are often willing to accept failure as a learning curve and continue moving forwards towards achieving their goals.

3. Motivation
The committed entrepreneurs need little motivation to do what they are required to do. This is why it is said that people who require regular positive feedback from others are less likely to succeed in entrepreneurship. For people who don’t have enough cause for self-motivation will be happier to work for a paycheck for another entrepreneur rather than run a business themselves. Self-motivation is extremely important for carrying out the plans for the future otherwise you are better off elsewhere.

4. Social Life
The most successful entrepreneurs are often criticised for undermining their personal and social life at the beginning of their careers. So, if you are facing the same situation, it is a sign of commitment rather than something you should be wary of. However, some people find it hard to let go off their social circle. If you are not able to sacrifice your social priorities for the sake of your business, you probably aren’t going to be a committed entrepreneur. There is no way you can juggle business and social priorities perfectly, especially in the beginning or when you experience tough or challenging times.

5. Flexibility
A committed entrepreneur does not believe in rigidity. Rather they will do any work and take up any responsibility as per the need of the hour. Moreover, the committed entrepreneurs can work flexible hours as well, instead of a strict 9 to 5 routine. Some people do not have it in them to be flexible enough to outline the requirements of the job. If that is the case, you should find a job rather than running your own business.

6. Vacation
Vacation remains a contentious issue for entrepreneurs. In the first few years of a business, it becomes nearly impossible for the entrepreneur to take a very long break. Though it is by no means a healthy habit to have, you might have to put off your first ‘vacation’ till a few years into the business. Since you have laid the groundwork already, it is a matter of finding the motivation to carry on working instead of thinking of taking a break. Remember, it is a sign of commitment not greed. You need time to rejuvenate so you can continue to stay focused and enthusiastic. You can get more done if you are fresh and rested.

Final Word
There are no doubts as to the importance of commitment for you as an entrepreneur. Being committed to your goals and to the success of your business is the key for taking it to the next level. The characteristics and traits listed here reflect that you are committed to your tasks and doing the utmost for the success of the business.

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Anne M. Bachrach is known as The Accountability Coach™. She has 23 years of experience training and coaching business owners and entrepreneurs who utilise Anne’s proven systems and processes work less, make more money, and have a more balanced and successful life. Anne is the author of the books, Excuses Don’t Count; Results Rule!, and Live Life with No Regrets; How the Choices We Make Impact Our Lives, and The Work Life Balance Emergency Kit.

Go to http://www.accountabilitycoach.com/Achieve.Your.Goals.Free.Gifts.Now/ and get 3 FREE gifts including a special report on 10 Power Tips for Getting Organised and Achieving Your Goals Now. Join the FREE Silver Inner Circle Membership today and receive 10% off on all products and services, in addition to having access to assessments and resources to help you achieve your goals so you can experience a more balanced and successful life (http://www.accountabilitycoach.com/coaching-store/inner-circle-store/).
A coaching partnership is a unique opportunity to solve a conflict in a mediation process and in any conflictual situation and relationship. I believe the coaching competencies are a great instrument to help people to discover, accept and put together different points of view and feelings and finally find a satisfactory solution for every person involved.

Two coaching moments can be very strategic in a solution-oriented mediation meeting:

a. Before the mediation meeting happens
b. During the mediation meeting or when the conflict occurs

Before the Meeting

One or more coaching sessions can be very precious for people involved in a conflict before attending a mediation meeting. Coaching sessions work on awareness and allow the coachee to be more conscious about his needs and goals before he or she attends the meeting. On the other hand coaching sessions provide an extraordinary instrument to lower the level of conflict and transforms the desire to fight. As a matter of fact coaching sessions enable the coachee to lighten their ideas about the situation, to understand what is pushing them forward, and to identify the final result they really want obtain.

Coaching for Mediation
Fabrizia Ingenito (Italy)

Coaching competencies are an extraordinary skill in facilitating the best outcome in a dispute. If called to a mediation meeting, and the mediator possesses coaching competencies such as active listening and powerful questioning ability, we have a very high probability of global success. That is, we will have achieved a good outcome for every person involved in the dispute. A “Coach-Mediator” is able to explore the starting point of everyone and the reasons beyond the spoken words, dealing with the emotional impulses of the individuals, and stimulate people to find common points to create an agreement.

The Awareness Scale(1)

The “Awareness scale” is one of the instruments a “Coach-Mediator” can use to carry out the exploration phase. A Coach-Mediator can climb the scale from the bottom to the top using powerful questions. Let’s have a look at the scale step by step

First step: Context
Items belonging to the context are related to facts, personal reality, perception of the reality, happenings, individual culture and so on.

Second step: Internal barriers
Questions from these steps allow beliefs and prejudices to emerge.

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In the French study, they can, for example:

- Take opportunities to explore and appreciate the culture of the coachee/mentee and how it differs from their own. For example, they can explore issues such as:
  - What is a typical day in their traditional environment?
  - What values do they hold most dearly and why?
  - What are the most vivid stories they tell to their children? (Myths and parables are invaluable for understanding concepts of relationships, social exchange, duty and so on.)
  - What does the coachee/mentee find strange about the culture of the coach/mentor?

- Encouraging coaches and mentors to develop at least conversational competence in languages, other than their own. Bilingual and trilingual people frequently think differently in each language, because each evokes different patterns of association.

Within the coaching or mentoring relationship, coaches and mentors can be proactive in developing their own multicultural intelligence. Based on the seven characteristics from the French study, they can, for example:

- Cultivate cultural curiosity. If one looks for them, there are multiple opportunities to learn about other cultures at work and in other environments, such as on holiday. At work, people tend to sit for lunch with people from their own culture—that’s a habit that can easily be broken with forethought. On holiday, we tend to have very shallow interactions with locals, but taking an interest in the way people from other cultures

- Skills of a Multicultural Mentor
  David Clutterbuck (United Kingdom)

Studies by two professors at French business schools identify seven characteristics of a multicultural manager:

1. Sensitivity to one’s own and other cultures
2. Cultural awareness and curiosity
3. Cultural empathy
4. Multilingual skills
5. Contextual understanding and sensitivity
6. Semantic awareness
7. Ability to switch between cultural frames of reference and communication modes

Their observations and analysis provide a valuable foundation for selecting and developing mentors for cross-cultural learning alliances. In selection, it is logical that relationships are likely to have higher rapport and greater intensity of learning, if mentors are able to recognise and value the cultural perspectives that mentees bring to the mentoring conversation, to empathise with different ways of interpreting events and to recognise when linguistic differences may lead to divergent interpretations of meaning.

The qualities identified in the French study can be described as multicultural intelligence. This is valuable in any organisation that encompasses a variety of cultures. Even where the language is the same—for example, US and UK English—lack of cross-cultural awareness can be a barrier to effective operations. I have been involved in a number of instances of communication failure, where US and UK nationals have taken radically different and, in some cases, opposite meanings from the same words or phrases. (For example, “put an issue on the table”, which may mean dealing with an issue now or park it, according to your cultural upbringing!) The problem is that only a small proportion of coaches and mentors within companies typically have high levels of multicultural intelligence. Even amongst people, who have spent considerable periods as expatriates, multicultural intelligence can be relatively low—especially in multinationals, where expatriates live in relative isolation from their host cultures.

Some of the general steps, which organisations can take to support coaches and mentors in developing multicultural intelligence, include:

- Basic cultural awareness training—certainly not a complete solution, but a useful starting point! At the minimum, this should include an understanding of cultural dimensions, differences in body language and cultural values. (The work of Philippe Rosinski on coaching across cultures is a valuable resource for coaches and mentors.)
- Using managers, who have high multicultural intelligence to coach and mentor peers
- Reading anthropological literature about specific cultures and one’s own culture—for example, the book Watching the English, by Kate Fox, raises awareness how perspectives and behaviours that are considered normally by English natives, can be confusing to people from other cultures
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1. From “Reconciling by Coaching,” Author Fabrizia Ingenito - Editor Franco Angeli, Milano, Italy 2010
in their culture is almost always rewarded with a warm response. Ask the coachee/mentee to recommend a few books, which have been translated from their language into yours and read them with an eye to what you can learn about that culture.

• Practice cultural empathy. This requires moving beyond intellectual curiosity to engaging with and appreciating the richness of the other culture. Asking oneself the question: “If I had grown up in that culture, how would I be looking at this issue?”

• Use the coaching mentoring conversations as an opportunity to learn some basics of the other person’s language. This is not just about being able to say please and thank you, when visiting their part of the world. Conducting the session entirely in the coach’s or mentor’s language is a subtle indicator of power in the relationship. Learning some of the other person’s language helps to counterbalance this and emphasises the two-way learning nature of the relationship.

• Create opportunities to view issues through the lens of the coachee’s or mentee’s culture. Whenever they seem to be making less progress than they should, the coach/mentor should consider the possibility that there is a culturally-based barrier. This is a time to dig deeply into how they make sense of the situation, what real or imagined constraints they perceive, and what values they perceive to be strengthened or undermined by the options available to them.

• Seize opportunities to discuss the subtleties of language – how the meaning of words or phrases changes slightly in translation. For example, there may be one word for something in English, but two or three, with subtly different meanings, in the other language – and vice versa. These discussions can provide some of the most valuable opportunities to identify different patterns of thinking. Similarly, it is helpful to develop sensitivity to the meaning of metaphors in different languages and cultures. For example, in much of Europe, the owl is the symbol of wisdom and intelligence, being closely associated with Athena, the Greek goddess of wisdom. In Hindu mythology, the owl is associated with (among other things) transition, because it accompanies the soul of the departed into the next world. In North American Indian mythology, it is a malevolent harbinger of doom.

• Develop the habit of thinking about how people from a different culture would approach issues. Use your coachee/mentee to help you develop this ability. Ask them: “How would people in your culture typically go about this?” Experiment with different speeds of talking. Identify the limitations of typical styles of thinking in your own culture and practice applying alternative modes from other cultures. For example, a manager from a Western culture, used to applying linear, cause and effect logic, might consider an issue instead from a yin and yang perspective, in which opposites can co-exist.

While it is ideal for coaches and mentors to have developed these skills before they enter into a cross-cultural learning alliance, for most the relationship is their opportunity to acquire multicultural intelligence in a relatively safe environment, where experimentation is both accepted and a reinforcement for the rapport between them and their coachee/mentee. The coach/mentor is therefore strongly recommended to create and share with the coachee/mentee a personal development plan built around their increasing multicultural intelligence.


AMCOR este singura asociație profesională a firmelor de consultanță din România care derulează, de mai bine de 10 ani, o procedură de atestare profesională a entităților juridice membre. Procedura de atestare/retestare este organizată după modelul promovat la nivelul pietei europene de consultanță și are ca obiectiv dezvoltarea profesionalismului pe piață din România. Modelul de atestare (creat după standardele Federației Europene a Asociațiilor din Consultanță) este unul riguros, construit pe trei păliere: cel al eticii, cel al logisticii și cel al know-how-ului deținut de firma candidată. Această sesiune de atestare/retestare se adresează exclusiv membrilor AMCOR și reprezintă un mijloc prin care asociația le oferă membrilor săi valoarea adăugată necesară pentru a face o diferență în consolidarea pietei emergente din România.

În urma sesiunii de atestare din perioada 18 – 19 martie, 14 firme de consultanță au îndeplinit condițiile optime de profesionalism, etică și experiență pentru a activa pe piața de consultanță. GCI MANAGEMENT & ADVISORY (retestare), PROFESSIONAL MANAGEMENT SOLUTIONS (retestare), BECKER CONSULT (atestare), EUROTOP CONSULTING (retestare), EUNITAS CONSULTING (atestare), FUNDĂTIA PENTRU PROMOVAREA ÎNTREPRINDERILOR MICI ȘI MIJLOCII (retestare), TSI CONSULTANTĂ ȘI TRAINING (atestare), BRĂGĂU FLORIN CONSULTING & MANAGEMENT (atestare), LIBRA QUALITY CONSULT (retestare), CONCEPT CONSULTING (retestare), ROMAIR CONSULTING (retestare), HYGIA CONSULT (atestare), SPIRAL CONSULTING (retestare), SINEQVA (atestare).

Sesiunile de atestare/retestare națională organizeate de AMCOR contribue la dezvoltarea unui climat profesional și etic pe piața de consultanță în management din România. 

A háziasszonyok sokszor nem tartják magukat anyagiag produktívnek, mert otthon maradnak, azonban otthon dolgozik az, amit a családjának előlő elv, és az ő tevékenysége ugyanolyan értékes, mint azé, aki valahol máshol dolgozik.

Egy céget vezetni vagy egy posztot betölteni nem többé és nem kevésbé fontos, mint amit egy háztartási tevékenység személyiséggel tervezhetnek és fenntartani feladatot lát el, aminek bizonyos határozott gazdasági értéke van. Egy családon belül mind az, akinek munkába kell mennie házon kívülre, mind az, aki otthon marad, fontos munkát és feladatokat végez el, hogy a családi vállalkozások siker legyen. Ez a haladás záloga.

A háziasszonyok szociális és anyagi szempontból is értékes munkáját a társadalom megítélésében gyakran alábecsüljük a termelési értéke miatt. Amiatt, hogy is értékes munkáját a társadalom gyakran megioneztetni, azért vagyunk itt, hogy versenyünk, és hogy a fogaslatokat, azért vagyunk itt, hogy versenymerejükt, és hogy a fogaslatokat, azért vagyunk itt, hogy versenyünk.

El kell engednünk az online megoldást és a megfelelő válaszokat nyújtja a kérdéseinkre. Illogikusnak tűnhet, abszurdnak, amelyet időnként megtapasztalunk, de nem tudunk dolgok tudásának megmagyarázhatatlan érzése, érzelmeknek hívják. Én inspirációnak nevezem. Az ősi tress problémamegoldó művészetnek, a Ho’oponopono művészetnek, a ho’oponoponoval foglalkozhatunk, és így megoldhatjuk a környezeti kihívásokat.

Senkinek nem működik az ‘én vagyok a főnők’ verseny. A dolgok kissé összeküzdödtek az egyenjogúság megjelenésével. Az, amertől vagyunk inni, hogy versengjünk; azért vagyunk inni, hogy együttműködünk és kölcsönösen segítsünk egymást.A boldogság nem abbal, hogy egy férfi poziciójáért versengünk. Az egyenjogúság az értékek egyenlőségét jelenti, nem szükségképpen ugyanazzal a tevékenységgel élre. A lényeg, hogy ha olyanok akarunk lenni, mint a férfiak, sokkal többé kerül az nekünk, amint amennyit valójában nyerünk.


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