

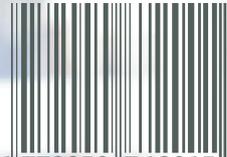


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INTERNATIONAL COACHING NEWS

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FEATURE ARTICLE

**What coaching at
GUCCI & SAINT
LAURENT
have taught me about
employee performance**
by Shirley Soodeen

COACH TOOLS

**Your personal brand
in a world without
imagination**
by Bianca Corau

**COACHEE
PREPARATION
– a key step in
successful matching**
by Caroline Taylor

**Executive Coaching
Tips from the
Makers of 'The
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Caroline Taylor is founder and Managing Director of Talent for Growth, a leadership and organisation development specialist and executive coach. She is a passionate believer in the value of preparing people for coaching in order to support effective matching and maximise the value of coaching.

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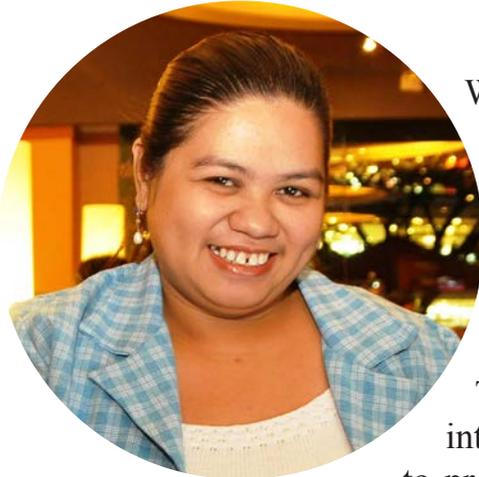
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EDITOR'S NOTE



Welcome to yet another exciting edition of the International Coaching News (iCN) online magazine! For our 11th edition our theme is Executive Coaching. This edition is loaded with content on a variety of relevant topics on the issues that come with managing people, various leadership and relational styles to improve and enhance relationships and so much more.

The ICN is proud to have collaborated with several renowned international columnists, expert coaches and best-selling authors to provide insights on executive coaching. In this edition look out for our feature article from **Shirley Soodeen** in Australia ‘**What coaching at Gucci & Saint Laurent have taught me about maximising high performance, employee engagement and talent management.**’, where Shirley provides excellent guidelines that are fundamental in creating principles to engineer a high performance culture that continuously delivers results season after season in the luxury fashion industry. In our Coaching Tools Section ‘**Your personal brand in a world without imagination**’ by **Bianca Corau** from Romania, reminds us of the importance and benefits of how personal branding works. Another noteworthy article is ‘**Success Story in Business Coaching Leadership, Life & Optimism**’ by one of our regular contributors **Malcolm Nicholson** from the United Kingdom. He gives us insights on optimism and why it is an essential ingredient for innovation. He encourages us that the next time we have a difficult situation ahead, we should minimise negative thoughts and visualise the outcome we want by using positive affirmation statements. ‘**Deliberate Leadership Creating Success through Personal Style**’ by **Ken Keis** from Canada draws on how to deliberately create high-performance individuals & teams and that leadership style influences your ability to build credibility, productivity, quality, and job satisfaction in the workplace. Each of our columnists, too numerous to mention, have taken some really interesting perspectives, and I would encourage a thorough read-through of this edition.

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 to grow your business.

We appreciate your support and look forward to your feedback!

Best wishes,

Loveliea

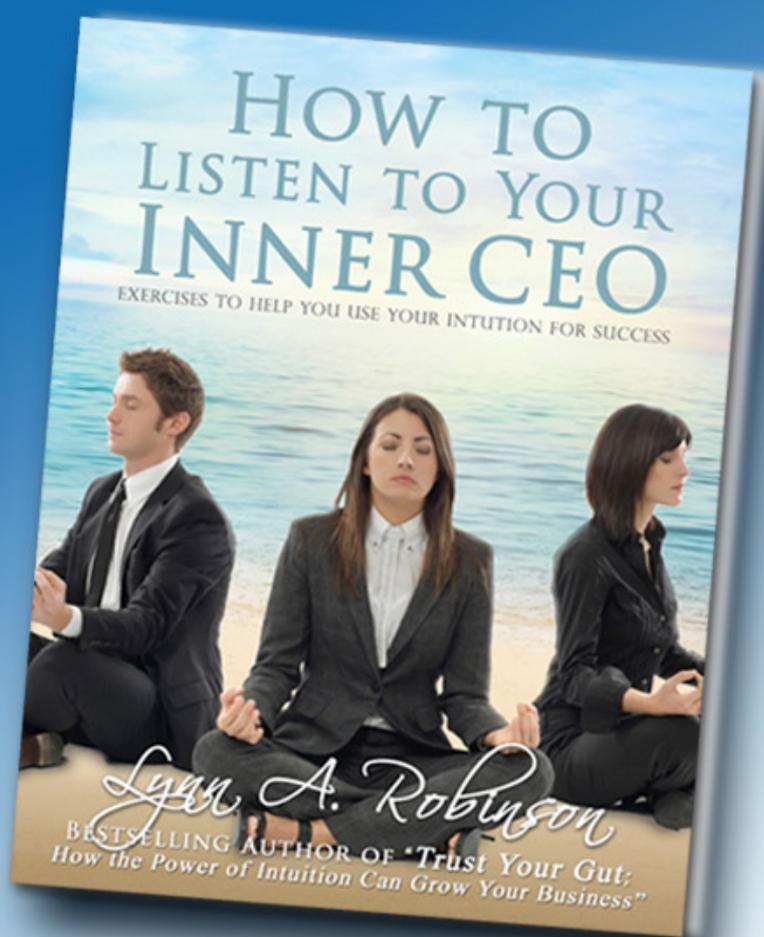
Loveliea Caracut
Editor, iCN Magazine

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Success Story in Business Coaching Leadership, Life & Optimism ~ How Optimism Influences Your Success

by Malcolm Nicholson (United Kingdom)

Optimism

'ɒptɪmɪz(ə)m/

noun. hopefulness and confidence about the future or the success of something.



OPTIMISTIC LEADERS - *don't you just hate them?* You know, the type of person who always sees the best in a near impossible or difficult situation and constantly views life through rose tinted glasses, never admitting the potential pitfalls in anything. The type of person who always says “the answer is yes, what's the question?” After all, isn't it always better to expect the worst, then whatever the outcome is you won't be disappointed? Well, apparently not. In fact, it's quite the opposite. The real benefit of always seeing the best outcome in a difficult situation is that it has a positive influence on many things in your life ranging from your health to choice of career and ultimately your success and the success of your business.

Let's take a couple of examples from people I have coached. When responding to a job specification, the pessimist only ever sees what's written in front of them – must have led a major organisation, must have experience in driving turnaround situations, must be educated to 'degree level' etc, and probably not even

bother responding if they haven't got all of the skills required. (Apparently there is a strong tendency for females to see the gaps as well). Whereas an optimist will think, “I may have had my own business for the past 5 years, but I've worked as part of a team, with my suppliers, clients etc. I have good IT skills, they may be self taught but I can learn anything and I'm educated to degree standard, I just didn't take the exams. I can do this job!”

The difference is having the right mental attitude. And it's the right mental attitude that can have a powerful effect over your physical health, wellbeing and success. What optimists do is simple; they are hopeful and confident that they will succeed. Hence, they train their mind to believe only good will come from whatever lies ahead of them. There are three main areas where they do this, according to Seligman⁽¹⁾:

1ST

Permanence

– to an optimist, it's temporary bad luck, to a pessimist its permanent; they get back in the saddle quickly after a failure, whereas pessimists may take longer to recover - or may never make it. Optimists also look at specific temporary causes for negative events; pessimists attribute them to permanent causes.

2ND

Pervasiveness

Optimistic don't see failure in one area of their life as failure in all aspects of their life; whereas pessimists do see failure in one area as a failure in life as a whole.

(1) Learned Optimism: How to Change Your Mind and Your Life. Martin P. Seligman Vintage Books USA; Reprint edition

Optimists are generally more confident, so quick to internalise positive events and blame bad events on causes external to them; whereas pessimists blame themselves and externalise positive events.

So Why Do Optimists Make Great Leaders?



Well, they do impact the bottom line – difficult to prove in experimental circumstances but optimism and its close associate confidence allow people to excel in achieving goals. Optimists see the big picture. They can then rally people to that better place that they see. Their mindset is to improve the current situation. They also have more energy and put in more effort as a result – it’s a compelling picture! An optimistic leader will also believe that any task is achievable and this attitude will be passed on resulting in a motivated, optimistic team. Even if the task does not go entirely as planned, they see this as only a temporary setback and motivate the team to look at it as another challenge to overcome. They always focus on an employee or team’s strengths and not their weaknesses, making those that work for them and those around them have a much more confident and positive outlook themselves. This has a trickle-down effect as leader’s behaviours have a direct impact on their employees’ performance, attitude and loyalty – or as it’s now called, engagement. Optimism is contagious and it’s not long before even the most pessimistic team members are looking at tasks and challenges with a different attitude.

“ Optimism is an essential ingredient of innovation. How else can the individual welcome change over security, adventure over staying in safe places? ”

- Robert Noyce, Intel Co-founder

days; as we have seen they just choose to deal with them in a different way to the pessimist. However, a sense of personal humility allied to the optimistic approach is important. This humility should also ensure that the leader does not retain a monopoly on decisions—they engage those around them as they would say, “I don’t have all the answers myself”. This ensures reality checks are made and blind optimism doesn’t subsequently prevail.

And The Really Good News for Optimists?

A Mayo Clinic study showed that optimists, on average, live longer than pessimists, in fact nearly 20% longer. So if you want to live a longer, healthier and happier life, start practicing positive affirmations and begin to live the life that you really want. There’s a lot to be said for the “glass is half full” approach!



It’s not all bad news for the pessimist of course (or should that be “There is good news for optimists”?) as it’s perfectly possible to train yourself to think positively and develop techniques that will change your outlook leading to a better more positive outcome to the situation you may be facing. We are discovering more and more just how much the brain can be reprogrammed.

How Can The Business Coach Help?

A good starting place is positive affirmations, or visualisation. These are a positive statement that describes your desired outcome to a forthcoming or day-to-day situation. This is a powerful tool and is well known in elite sports. It is being used increasingly in business and education, to aid creativity, health professionals use it to help treat anxiety and combat stress, and trainers use it to boost self-esteem and confidence. Successful people from all walks of life now use visualisation both at home and at work – with great success.

Visualisation is a powerful technique since the brain interprets the imagined scenarios very literally, so directly enhancing such psychological variables as optimism and confidence.

Performance is 90% perception and 10% reality. Our words have tremendous power over our minds and, as a result, our performance. It's always crucial to be aware of what thoughts and self-statements we use. A powerful way to structure thoughts and transform goals into results is through using affirmations. These are strong, positive self-statements spoken in the present tense about goals we want to see realised. They are powerful ways to cancel or correct old negative thoughts or ideas. They have a multitude of uses, from improving concentration to increasing strength and endurance.

Here is an example of a positive affirmation;

“I am completing the board presentation. As I look around, I can see smiling faces as they nod in agreement with me. I can hear them applauding me and congratulating me as I feel them shaking my hand in congratulation and I feel relaxed and in the zone”.

Principles to follow in constructing affirmations:

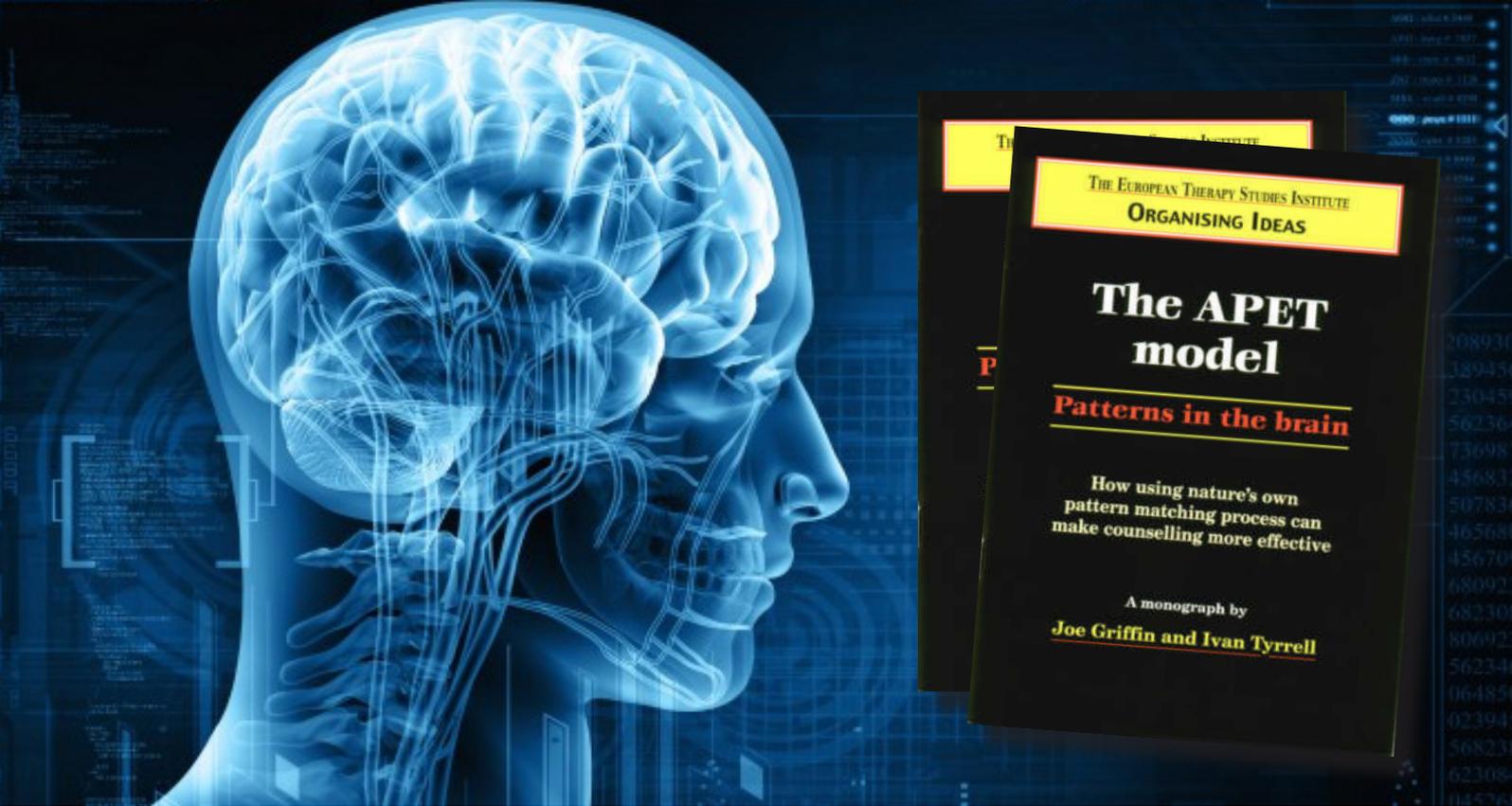
- Use the present tense - act as if it's already happening
- Employ a positive outlook – aim at what you want to happen rather than what you don't want to occur

- Use self-image statements - use the word 'I' whenever possible
- Use specific, brief phrases - easier to remember
- Use mood words that suggest strong, positive emotion
- Anticipate success - use whatever positive words work for you
- Write it on cards or Post-Its and place them where you will see them
-

So next time you have a difficult situation ahead of you, minimise those negative thoughts and visualise the outcome you want by using positive affirmation statements.

In *Learned Optimism: How to Change Your Mind and Your Life*, Seligman also talks of the ABCDE model for coaching. The traditional ABC model has an Activating event triggers a Belief in our client, which leads to Consequences, usually in the shape of an undesirable outcome. The idea is for you as coach to work with them to reframe the thinking and change the outcome. Seligman adds to the ABC model. Disputation comes next, which is about providing counter-evidence of the negative beliefs in general, the causes of the event, or the implications. This leads to Energisation. Celebrate it, use the positive feelings and the sense of accomplishment that comes from a successful D or disputation.





(This model does not take account of modern findings of neurophysiology that shows humans process data much more quickly emotionally that cognitively. What the cognitive model misses is the fact the unproductive ways of thinking like “Everyone must like me”, “if I get something wrong I am a total failure”, have their origin in our emotional brain.). Coaches interested in this should research the APET model by Griffin & Tyrrell (2)

“ While we may not be able to control all that happens to us, we can control what happens inside us. ”

- Benjamin Franklin

So, employees – as well as customers - are looking for leadership and inspiration in turbulent times. Someone who can create a compelling vision and a great place to work. Some people will of course be complete naturals at this. However, you (or your coaching clients) can work on skills that will increase the impact and influence you have in your business and help the non-work you as well. These are skills that can be learned and in doing so will help rewire your brain. Great coaching can facilitate this process immensely. At a personal level I am amazed by the number of ex-clients who I hear from, sometimes years later, who mention the impact visualising has had on their performance and outlook. You can, by applying a change in focus, learn how to improve your optimism.



ABOUT THE AUTHOR:

Malcolm Nicholson is the owner and Coaching Director for Aspecture, and has worked successfully with a wide range of senior business people for over 15 years, enabling them to improve business results through transformational changes. (see www.aspecture.com). To find out how he can help your organization contact him at malcolmnicholson@aspecture.com or on +44 1932 267597.

(2) Human Givens: The New Approach to Emotional Health and Clear Thinking: A New Approach to Emotional Health and Clear Thinking. Joe Griffin & Ivan Tyrrell. HG Publishing; 2nd Revised & enlarged edition (Mar. 2013)



COACHEE PREPARATION - a Key Step in Successful Matching

by Caroline Taylor (United Kingdom)

INTRODUCTION

Executive Coaching is primarily concerned with improving organisation capability through focused development of individuals. This almost always involves a change in behaviour. So, why, when readiness for change is such a central tenet of good Organisation Development practice, does this aspect get neglected at the “softer” end of OD initiatives?

Poor preparation of coachees is one of the most common weaknesses in coaching activities. It is often the most costly, especially when it results in a poor match. In today’s climate, maximising return from coaching programmes is a pressing priority.

Where coachees are unprepared there are several likely results:

- Coaches spend valuable and often chargeable time preparing the client.
- Clients may come to coaching with a degree of uncertainty and suspicion.
- Some coaches, well briefed by the organisation, find that the client has not had the same information. This creates an undesirable “messenger” role for the coach.

Research

The constraint for organisations is time and resources.

Research by Jericho Partners found that many HR Directors are keenly aware that their coaching processes need to be improved. They just don’t have the capacity to get to it and it remains too low on their priority list. However, under investment in preparation may be a false economy. Fortunately, there are a few important steps you can take to help your coachees get the most from coaching.

Defining Coaching

Coaching is still undefined for too many people. This often creates unrealistic expectations on the part of the coachee. The definition also changes depending on the culture, maturity and strategy of each organisation. Coaching needs to align with the business goals and be seen as part of a broader development strategy. It can’t be seen as sitting in isolation. Therefore a common language and understanding its purpose is essential for sense making and for removing mystique, which often does more harm than good.

Good practice guidelines for defining coaching:

Create an agreed description of coaching for everyone to use.

- Link coaching to organisation values and goals.
- Explain how coaching differs from mentoring, consulting and counselling.
- Don't assume a level of understanding about coaching – especially with senior leaders.
- Make sure your coaches, especially external ones, understand your definition.

Deciding purpose and objectives

The need for clarity here is dependent on the seniority of the individual. However, without clear objectives there are many coachees who suspect some form of remedial objective on the part of the organisation. This leads to defensiveness – the question “Why am I here?” quickly becomes a barrier. It also results in the coach spending time – often more than one session – helping their clients become clear on the purpose of coaching for them.

A lack of clarity and agreement also results in the coachee setting their own objectives. When these don't align to those of the organisation, problems may follow.

Good Practice Guidelines for clarifying objectives:

- Be clear and transparent about the purpose of coaching.
- Create a process that enables reflection and discussion about coaching objectives.
- Involve the line manager in agreeing objectives.
- Encourage personal goals as well as organisation goals.
- Consider a more flexible, individual approach for top executives.

Personal Readiness

At a macro level, considerable thought is given to timing and organisation's readiness for many people initiatives. Somehow this gets lost at the micro level of activity – individual readiness. For coaching, there are two potential problems here – timing and mindset.

Coaching programmes are often triggered by specific events such as a development programme or a promotion. Whilst this makes sense, personal

circumstances and workload can create potential challenges for coachees. Address this early on – otherwise it becomes a block to engagement and learning.

The mindset of an individual is also critical. An open mind, willing to explore new perspectives and make time for thoughtful self-assessment and reflection is essential for successful coaching. Someone who is not ready to make this investment, or pays lip service to it, is unlikely to get value from the opportunity presented.

Good Practice Guidelines for ensuring readiness



- Check for work or personal conflicts that may get in the way.
- Offer support where appropriate to negate the conflict.
- Do some readiness checking – attitude, openness etc.
- Defer the coaching if there are no obvious solutions or the conflict is significant.

The coaching relationship

For people who have never been coached, there is great value in spending time preparing them for the coaching relationship.

The more senior a leader is, the less feedback he/she receives. The feedback they do get is often lacking in substance. Leaders often feel a need to show strength; showing vulnerability or uncertainty can feel quite alien to them. They may also be unaccustomed to being challenged!

Leaders also, in many cases, desperately need time to think. They spend so much time fighting fires or rushing from one initiative to the next that thinking time is rare and reflecting becomes a forgotten skill.

Therefore, these elements, which feature in most effective coaching relationships, may initially feel very uncomfortable. Preparing an individual for this will enable a deeper level of trust in the process. It also enables the coach to spend more time working on issues that will move the coachee forward.

Good Practice Guidelines for describing an effective coaching relationship

- Be clear about some of the uncomfortable moments – and the longer term gains.
- Share some anonymous examples from people who have experienced coaching.
- Emphasise the unique opportunity for total honesty and openness without risk.
- Be clear and consistent about the confidentiality of coaching.

- Discuss the merits of similarity and differences in a coach.
- Consider the ideal ratio of support and challenge from the coach.
- Invest time in selecting the shortlist of coaches – ensure they are different from each other.
- Debrief thoroughly after the selection process.
- Never impose a coach on a coachee.

The real benefits of coachee preparation

The HR function is stretched as much as everyone else, finding the time to prepare coachees is challenging even if the value is clear. However, there is a compelling argument for doing so. Some simple steps which produce big results include:

- Develop a self-driven preparation tool for individuals before the coaching starts.
- Run half-day preparation workshops for a large number of individuals.
- Create coaching champions whose role is to brief and prepare people before coaching.

Within my own client base, thinking about preparation is paying dividends. One client commissioned preparation workshops for people about to experience 360 degree feedback and follow up coaching.

This client is an engineering business that has never experienced 360 degree feedback before and the results were significant in a number of ways:

- The consistency of the message removed cynicism or suspicion which had been a big concern given there had been considerable re-structuring.
- There was a greater openness and discussion about the process which aided learning.
- The leadership support for the process was visible and gave it credibility.
- The quality of feedback provided by raters far exceeded expectations and increased the value for the participants. This, in turn, gave greater focus for the coaching sessions.

Preparing people for coaching doesn't have to be a costly or time-consuming exercise. It enables readiness for individuals and ties the coaching initiative into broader organisation objectives to aid credibility and buy-in.

Selecting a coach



Little is written about matching coaches to coachees. However, some simple steps can enable a coachee to select the right coach.

Many organisations now adopt a matching process which frequently involves some pre-selection and presentation of a number of coaches for the client to select from.

This seems to work pretty well but it also requires some guidance for the coachee in their selection criteria. However, research shows that an uninformed coachee usually selects someone with whom they feel safe – often someone very similar to themselves.

An informed, prepared coachee however, often recognises the value of a coach with a different perspective or background. This can help to make the coaching experience truly transformational.

Good Practice Guidelines for coach selection

- Encourage coachees to reflect on what style will best support them with their objectives.



Can a Coach be a **MENTOR**?

by Barbara J. Cormack (France)

What's the reason for asking this question? It's simple – **the skills that every Coach develops as part of their training can be used by Mentors.** So what makes a Mentor?

In March, 2015 I presented a webinar for the IIC&M where I asked and answered the following questions:

- *As a coach can I be a mentor?*
- *As a mentor can I be a coach?*
- *What are the differences between coaching and mentoring?*

This article will not cover the same depth of ground as the webinar did, but will give you some guidelines. Members of the IIC&M, of course can watch the webinar. Please do email me if you have questions.

One of my passions is to help coaches and mentors gain multiple streams of income and I work with coaches and mentors to help them understand how they can use their existing skills, identify what skills they may need to learn, and to help them understand how they can generate more than one stream of income.

I am a Coach and I am a Mentor! As a member of an accreditation and professional body I have to be very clear about what skills I am using when I'm working with my client(s) – coaching, mentoring, or training.

This is important because often when a client comes to you they don't know what they want. Do they want someone who can provide guidance, or do they want someone who will motivate them to find their own answers, or do they just want someone to talk to about their fears and concerns? Often they do know what they want, but they don't know what it is called.

Take a manager in the corporate world – they have often worked their way up through a ladder of promotions and gained huge amounts of knowledge and experience. This was highlighted to me when a past student of mine highlighted that I knew so much about setting-up and running a business which others don't know. I was not aware of it, but in the discussion the answers she was looking for, came out. At that time, as a manager in the corporate world, I was aware of how much support I gave my staff and became aware of how I was doing. This was important because their careers were being guided by me. I trained as a mentor and was then recognised by the company that employed me as someone who was able to support her staff to such an extent that the level of staff turn-over was hugely reduced in my department, in comparison to other similar departments.

So you ask ‘why did I train as a coach?’ The answer is simple really. Training as a coach gives you additional skills which are very often not included in mentoring courses. It gives you the opportunity to truly ‘know nothing’ about the topic of conversation. By ‘knowing nothing’ you take yourself into a different place when you are working with a client. It’s motivational for both you and the client. Can you help them take the next step towards achieving their goal by not giving guidance, suggestion, or support? As a coach, the answer is ‘yes’. As a mentor, you are more often encouraged to give guidance, suggestion, or support based on your own knowledge and experience.

How do you know if you can be a coach and/or a mentor? Your first step is to understand the differences between coaching and mentoring – this table is published by the IIC&M and for me the highlights are:

- Mentors work in niche markets. The reason for this is that are allowed to use their knowledge and experience in making suggestions, providing guidance, and sharing examples through personal experiences. To do this a mentor must have experience in that particular niche market.
- Coaches can work with anyone and do not work in niche markets. Coaches cannot make suggestions, provide guidance, or share examples through personal experiences.

So let’s answer the questions I asked:

- *Can a coach be a mentor?* **YES.** The difference is that as a coach you can work with anyone, whereas as a mentor you will only work with clients in your own niche market.
- *Can a mentor be a coach?* Frequently the answer is **NO.** One of the reasons for this is that coaches are taught skills to allow them not to use their own knowledge and experience when they are working with clients. It does not mean that a mentor can’t learn these skills – they can!

Differences between Coaching and Mentoring		
	Coaching	Mentoring
Supports a client move from where they are today to where they want to be in the future.	✓	✓
Working with the client to support the client in defining their own goal or goals.	✓	✓
Providing a level of support while allowing the client to make their own decisions, take their own selected actions, and successful achieve their own goals.	✓	✓
Learns skills to elicit answers i.e. questioning.	✓	
Works with the client to take one step at a time to achieve their goal.	✓	✓
Non-judgemental.	✓	✓
Non-directional.	✓	Is allowed to use their own experience and knowledge to provide examples and make suggestions.
Can work in any industry or with any topic.	✓	A mentor can only work in an industry or with a topic in which they have knowledge and experience.
Uses their knowledge and experience to provide examples or make suggestions.		A coach is trained to use skills which elicit answers from the client, whether the coach understands the answers or not.
Believes that the client has their own answers.	✓	✓
Retains confidentiality.	✓	✓
Upholds the industry Code of Standards and Ethics.	✓	✓

My mentoring niches have come from my career or should I say my seven different careers. Although as an accountant, coach, mentor, and trainer; with a qualification in all disciplines; I chose my mentoring niche markets because of the interest I have in working there. My mentoring niches include:

- Working with coaches and mentors to help them make a success of their businesses through creating multiple streams of income.
- Professional Development.
- IT Programme / Project Management.
- Now is the time for you to look at your skills and answer these questions:
- Do you enjoy coaching?
- If you do – fabulous; but do you want to expand your business to include mentoring?
- If you do – contact me and I can help you make that transition.



“ Living the personal and professional life of your dreams is a journey of self-discovery and achievement! ”

© Barbara J. Cormack

www.nyasa.biz

ABOUT THE AUTHOR:



Barbara J. Cormack MNMC, AFC, AFM is your leading Spiritual Coach, Mentor and Trainer; published in five co-authoring books, and author of two of her own. Barbara is an advocate of achieving in every arena of life. Her clients hold her in high esteem as her style of working makes the knowledge of your future, clear, inviting, and achievable; while her style of coaching or mentoring makes the possibility of sustainable change compelling, exciting, and achievable. She combines her extensive background and experience with a keen insight into the demands of balancing the personal with the professional.

I love it when things click

CoachVantage lets me devote more time to do what I love most - coaching, collaborating and networking.

Practice management made easy.

LEARN MORE NOW



Painless scheduling

Send auto reminders to yourself and your clients.



Log coaching hours in a click

Get credentialed sooner and deservedly so.



Simple Invoicing

Easily customized invoices with your personal branding,



Cloud Storage

Access your documents and files anywhere with internet connectivity.



Client's Info and Notes

Everything about your coachee in one place, nice and organized.



Designed for simplicity

An intuitive interface results in a short learning curve for you.



Executive **COACHING TIPS** from the Makers of 'The Coaching Movie'

by Kasia Wezowski
(Belgium)

Did you ever ask your employees, “Does your work measure up to your passions? Does your work inspire you? Do you get support from your boss, which can positively motivate you? Is your motivation caused by financial rewards or other external factors, or rather do you wake up every day in the morning with joy that you’re going to work? How effectively are you spending your working day? How much of what you do makes you happy?”

These would be some of the very first questions a good Executive Coach would ask his employees if he would like to improve their effectiveness and inspire them to give more of themselves. That’s why we are also producing the world’s first full feature documentary about coaching: to show how coaching benefits productivity in companies.

The number of thoughts that cross our minds daily are around 60,000, and 95% of them are the same every day. Have you ever wondered how many of these thoughts work for you positively and stimulate a positive mood, and how many upset you? Now think about how these thoughts affect your work. How often do you increase the level of stress that you experience?

Coaching can help to change the way you perceive the reality. Normally we give value to events that happen to us, but what has value to us doesn’t need to have value to another person. The emotional associations with certain situations depend on our state of mind. Actually the nature of the events themselves is neutral, and it is we who give them

their emotional significance. Waiting in a queue, getting stuck in traffic jams, or receiving new papers on your desk just before you were finishing your workday simply is what it is. You don’t need to get emotional about that because it would not change anything. Coming up with these things calmly, we can make up a lot of creative solutions, remedies or find out how more effectively we can use that time. Most of us, however, experience such situations very negatively, which worsens our mood even further. If the negative reaction is maintained every day, at the end we are in emotional exhaustion. In addition, there are negative emotions and stresses of other people at your work that also influence you and the atmosphere is getting even worse.

Must work be such a tiresome tedious occupation? In fact, much more than you think depends on your approach. Our mind creates our reality. Our thoughts and our emotions affect the image of the world that we see and how we respond to our projections. With the help of a good coach you can transform very negative work circumstances into opportunities to grow.

What happens when the stress and anxiety situations repeat?

Once I coached departments of an organization whose chief sales director was sending e-mails every day with red marked sentences about what is still lacking to achieve the desired “on top” results. These sentences were also accompanied by exclamation points. There was always something to catch up with so as not to be left behind, because then you had to reckon with the negative financial consequences, and the opinion of the worst department. How does this kind of fear influence managers? They did everything they could to catch up, but they did not have the time and inclination to go out there and do something new, something that would help to find a whole new source of customers or to discover a new, more effective strategy. These managers were acting on the lowest resistance line just to survive and keep their salaries, bonuses, company cars, cell phones and laptop computers. They did not do anything more. Their actions were well below their capabilities.

How do you replace an action based on fear by a more creative approach?



As we have concluded, fear paralyses the way you respond and blocks creative thinking. What is more, it's also not conducive to showcasing your abilities in front of superiors and that's the reason why you may be considered as less competent than you actually are, due to your less confident behaviour.

Note that there is usually a game taking place in companies of who can be easily intimidated, and people who give in to fear are more disrespected and less frequently have opportunities for advancement. In fact, what is really admirable is

someone who is able to put up and keep their own opinions. Paradoxically, this person is also more appreciated by their superiors. What can be also a crucial tip for you is that when you change your attitude, it's important that your new attitude stems more from the change of inner well-being than from the ability to control fear and play the role of a tough person. Playing someone other than who you really are and blocking your true feelings will be damaging to your health.

Exercise on changing your approach:



1. Sit or lie down comfortably in a place where nobody will disturb you.
2. Take five deep breaths, and then close your eyes.
3. Now imagine a place that you really like and where you can relax. Experience fully the energy of the place. Please note how you experience your body and how you move. Name the emotions that arise.
4. Now virtually transfer the image and these positive feelings to your workplace. Imagine that today is a special day when you can afford to do whatever you like. Try to feel the same emotions and feelings in your body that you had in your favourite place and experience them in your vision of your workplace.
5. Imagine step by step how your working day would look like from that perspective.
6. What could change right now in your approach towards work?

Repeat this relaxation on a regular basis until you notice changes in your life.

What can you do to change your leadership style?

First of all, start by changing relationships with people. Discover personal stories of your employees. Start to ask how they feel, what are their challenges, what they want to achieve. Tell them a little bit about yourself too, why the work you do is so important for you and how did you find yourself in the place where you are. Motivate them with your personal story. Whatever you tell them, I'm sure they will experience a lot of sympathy towards you, and then they will more readily perform your instructions. This way, instead of fear, there will appear confidence and joy in your organisation and the feeling that you're a part of one team that together sails in one boat across the ocean. You will be amazed at how your staff will start throwing ideas, becoming more creative and motivated, and even sometimes want willingly to stay after hours to complete an inspiring project. This is an example of changing the culture of fear into the culture of trust and mutual inspiration.

Exercise on changing the perspective:



Imagine that you come from a very successful long holiday where you rested very well and you don't come back to the stressed team that immediately infects you with its negative energy, but that everybody in your company sees the world from the perspective of long summer holidays. They are rested, have a lot of enthusiasm and inspiration. Imagine further how would the communication run at the company in such an atmosphere, and how many new things could be possible to achieve if all the people regained use of their full potential.

EXECUTIVE COACHING IN THE 'COACHING' MOVIE

Are you facing a massive challenge that feels overwhelming?

Have you started an exciting new business but don't know how you will make it a success?

If any of these are true for you, then we have an EXCITING OPPORTUNITY for you:

We are looking for someone just like you, who is willing to accept help to not only overcome a challenge but to spend up to a year working with the world's greatest Executive Coaches to create an amazing change in their business and life.

We are looking for 4 people to be part of an exciting new documentary called the "Coaching" Movie. It is being created to show the real life impact of powerful coaching.

The 4 people who are chosen to be in the film will have the opportunity to inspire millions of people with their story and their transformation. Are you a CEO or Director of a company and are staring into the abyss of a massive challenge?

Apply to be coached by the world's leading Executive Coaches and become part of the 'Coaching' Movie here: <http://coachingmovie.com/apply-coaching-client>

Are you Coach and want to be interviewed for the Coaching Movie? Apply here:

<http://coachingmovie.com/noblemanhattan-apply>

Want to Join the Movement of the 'Coaching' Movie?

Visit us at: <http://coachingmovie.com/free>

ABOUT THE AUTHOR:



Kasia Wezowski is the world's leading Body Language Expert for Business. She has over 10 years experience as a Business Coach, and she specializes

in executive coaching, body language expertise and change management. She is the creator of more than 30 methods for Stress Management, Emotional Consciousness and Leadership Development. Best Selling Author of "The Micro Expressions Book for Business", Keynote Speaker and an Executive Coach for Top Sales Professionals and Leaders



SECTION: COACHING TOOLS

Your personal BRAND in a world without *imagination*

by Bianca Corau (Romania)

For so many people, it seems like an insane idea to have a personal brand.

The truth is, we all already have one. It might not be formal or something we think about all the time, but it is there. So, it's time we start really defining what it means, and how to display it consistently across the web and in real life.

How to promote your personal brand?

In my vision, is like this:

1 Get your personalised business cards

I am consistently shocked by the number of job seekers who have absolutely NO way of letting other people know how to contact them other than by shoving a resume in their face. And no, the ones you print at home on your own computer are NOT good enough!

2 Develop YOUR elevator pitch

Be ready! You never know when the opportunity might appear!

Give just enough information to make people want to ask you to tell them more. Don't focus on your past, instead focus on your future. Nobody cares you have 15 years experience in accounting.

They want to know what you can do for THEM now!

3 Inspire people!



Now that you have your business cards and elevator pitch, GO out!

Attend conferences and events **where your target audience is**, meet new people!



4 Network

Networking is about your ability to LISTEN! Networking is NOT about you. It's about building a relationship. It's about helping people in your network of friends and colleagues connect for mutual benefit.

It's about finding out what someone else needs and helping them.

5 Update your LinkedIn Profile

Let me tell you my secret in building my business network: **My LinkedIn Profile**

This brought me closer to the people I wanted to meet for my business partnerships.

YES, my first business partner - I met him via LinkedIn. And we were from different parts of the world, Romania and South Africa

Later on, when I took the opportunity of joining **The Alpha Group**, I got in touch with the Founders via LinkedIn.

Are you still thinking about it? Just take some time and personalise your LinkedIn profile!

6 A "How Are You?" Call

One day I met a successful salesperson from Romania. He said: My secret is about staying in touch with people and surprise them, **let them know I care... Phone people, NOT to ask them for something, but to simply ask: How are you?!**

Yes, a how are you call will keep your relationships active! **And yes, it works!**

But most of all, YOUR personal brand is about YOUR actions and results!

"A personal brand isn't the sum of tweets that people so mindlessly post. It isn't the pictures that someone chooses to share. That's just a small part of a reputation. The most important - and the hardest - part is **the collection of actions, decisions and work that a person does day in and day out over a long period of time**" Eric M Ruiz Business Lead at Waze says.

What about you? Share with us your ideas!

ABOUT THE AUTHOR:

Bianca Corau
Founder Female Leadership Organisation
Managing Partner More Solutions



Now is the TIME for a New Look at LEADERSHIP

by Dr Mark McKergow (United Kingdom)

Great engagement is the key to truly successful leadership, and the secret to moving forward is knowing when to step back. It is no longer about being the hero, the one that has to make everything happen. There is another way: **be the host**.

The art of leading was never easy – and it seems to be getting harder all the time. Communication is faster, connection is greater, markets are global, and whatever action we take is part of a great onrushing whirl of conversation and innovation.

In this world, what does it mean to lead? People can get all the information they need (apparently from whatever perspective they want) at the touch of a button and interact with whomever they want. So, the classical view of a leader as someone who issues information and direction is obsolete.

Leadership seems to put the focus on the leader. I think this is a mistake. Leading is about a relationship – between the leader and the others. It takes two to have a relationship – but the leader is only one person. So the key is building relationships – at work, in the community, in society, at home – to engage others. This engagement is the key ingredient that leads to increased performance and results.

ACTING AS A HOST

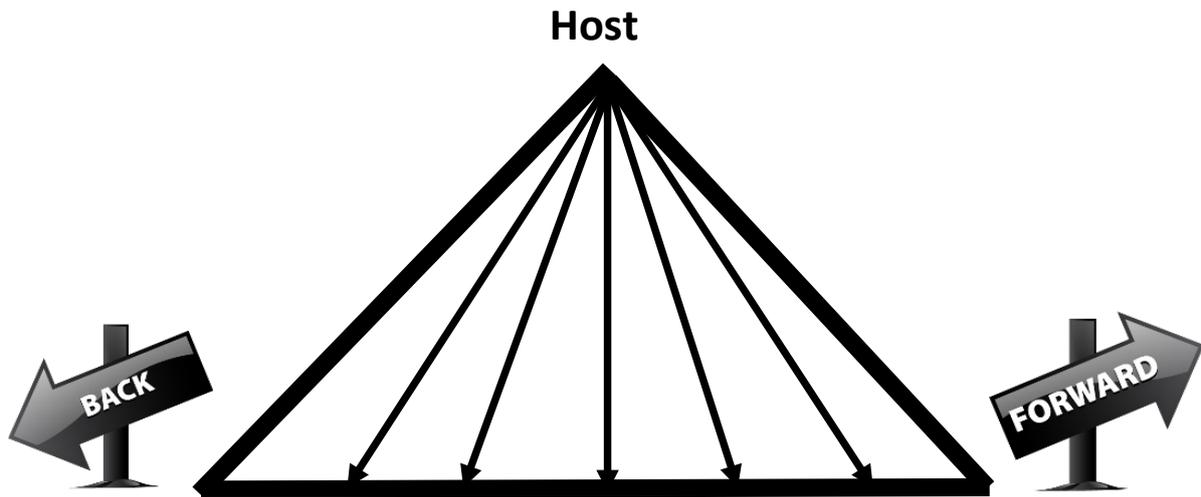
We have all been hosts in some way. We have all invited people around for a meal or a party. We have all been through the balance of preparation and engagement, the joy of introducing people to new friends, the balance of leading, organising and participating. And we have all been guests too, experiencing the skill of

a good host (and perhaps the clumsiness of a bad one) firsthand.

Hosts don't just engage people by drawing them in. They introduce people to each other, make connections and act positively to bring together synergistic groups – people who can complement and add to each other's qualities, skills and interests. The art of arranging – who to put with whom, what might make an interesting group, even thinking about keeping specific participants apart – is a key element of the host's skill.

Having drawn people together, a good host won't dominate the situation. He/she will flit from one group to another, with a word here and a touch there, keeping an all-encompassing eye on how things are going.





The key question for a host leader at every moment is:

Am I going to step forward, or step back?

You're probably thinking that the answer is obvious – **leaders step forward!** Yes, of course they do – sometimes. The idea of such heroic leadership qualities is thousands of years old. Surely leaders go first, need to be brave, need to build confidence in taking people into the unknown and uncertain future.

Modern leaders need to engage others, to encourage them to step forward and act – otherwise, the leader can end up pulling everyone else along, trying to have all the answers and exhausting him/herself in the process.

For some people, stepping back is quite a new idea. We find leaders who are keen to step back – though they may try it and then struggle with what to do next. Many can't resist the temptation to revert to action and trying to do everything once again. However, thinking of leaders as hosts makes it clear that the leader cannot be centre stage all the time. Stepping back allows others to step forward, to take a turn in the spotlight.

Coaches, or good ones anyway, know about stepping back. Coaching is about paying great attention to the coachee. Coaching can be a powerful tool for a host leader. There will also be times when stepping forward and playing an active role will be required. The awareness of how to dance forward and back is something we all know, yet can cultivate to greater levels of finesse.

BUT I'M NOT A HOST! WHAT CAN I DO?

Hosting as leadership is, of course, a metaphor – a way of looking at something in a different way which

reveals new connections and ideas. The wonderful thing about metaphors is that they can inform our behaviour in whatever situation we find ourselves, rather than constraining us into certain contexts. People often say to us, "I inherited my team when I took over the job! How can I be a Host Leader?"

We don't have to be in a hosting position to let hosting inform what we do – to act like a host, and thereby transform relationships around us. Even if the team members were there to begin with, we can start to think of ourselves as the host and the others as guests – and see what happens.

Host leadership gives a rich and detailed way to rethink our leadership practice. Next time you are facing a tough leadership challenge, think of yourself as a host, the others as your guests. Step forward, step back and see what happens.



ABOUT THE AUTHOR:

Dr Mark McKergow is the co-author of *Host: Six new rules roles of engagement for teams, organisations, communities and movements*, published on Monday 6 October 2014. <http://hostleadership.com>, [@thehostleader](https://twitter.com/thehostleader).

GLOBAL COACHING SUPPORT GROUP

Are you a coach, human resource professional or simply interested in personal development? Would you love to live a passionate life and help others do the same?

The **Global Coaching Support Group** launched on 1 May 2015 with the vision of creating an international network and a supportive environment for coaches, student coaches, human resource professionals and persons interested in personal development from around the world. Coaching support groups are an existing Noble Manhattan concept and the Global Coaching Support Group is an extension of this.

The theme for the year is ***A Passionate Life*** and in its second month the Global Coaching Support Group has members in 28 countries around the globe.

Each month there will be a webinar hosted on the Noble Manhattan webinar platform and we have an exciting schedule of speakers discuss topics related to personal development, coaching and the business of coaching.

Live Webinars

Education, Support and Shared Insights



Our guest speaker for the first webinar was **Jessica McGregor Johnson** discussing ***Purpose – What is it? How do you find it?*** In June, **Una van Dorssen** will discuss ***Powerful Mindset*** and in July, **Di McLanachan** will be joining us to discuss ***Beliefs and Self Sabotage***.

For August we will have a different format and Sharon Smith will be in conversation with Linda Claire Puig discussing ***Finding Balance*** and how to incorporate breaks and travel into your life and business.

There will also be an international city meeting every quarter. The first will be held in Brussels in September and in December we will meet in London. There is currently no joining or membership fee and membership will run until 1 May 2016.

To join the Global Coaching Support Group or to enquire about sponsorship opportunities for the international city meetings, please contact the President, **Sharon Smith** at **sharonsmith@noble-manhattan.com**.

DELIBERATE LEADERSHIP

Creating Success Through Personal Style

by Ken Keis (Canada)



***Deliberate Leadership** is about being self-aware enough that you can be purposefully wise, diplomatic, and intentional with competence, embracing the values (and behaviours) of accountability, reliability, and responsibility. Admittedly, there are hundreds of other definitions of leadership; they all vary somewhat in orientation, but most imply that the leadership process contains the element of influence, which is situational, in constant flux, and could be directed towards individuals, teams or organisations – all with the intent of achieving success.*

Deliberate Leaders lead by personally modelling the behaviours or ways of thinking that they desire while encouraging others to courageously take the initiative to be independent in their reasoning and in doing so, transfer ownership and responsibility to others.

Deliberate Leaders are teachers, mentors, and role models – and they accomplish the majority of their results through the power of influence, not authority.

All of these aspects of influence are essential for leaders to ensure that followers will respect them and the decisions that they make. While influence is important, it is also crucial that leaders **deliberately**

persuade their followers (through the leader's actions) to believe that they are "Credible."

Credibility is at the heart of influence!

Before you can build trust and influence as a deliberate leader, you must understand who you are, what you need to change, and how to go about it. When we are not self-aware about our own preference, gifts, talents, and tendencies, it is impossible for us to act trustworthy, and influence deliberately. If we are not aware, we are living life – day after day and year after year – oblivious to our natural thought patterns and beliefs.

All of us have met people who are completely unaware that their behaviour and conduct are inappropriate. They have no idea that they are clueless about life and leadership.

Developing the Whole Leader: You!

Becoming a deliberate leader starts with developing all of you. Several factors make up what you bring as a leader to the playing field. To be a successful leader means deliberately developing the whole person. But how do you go about doing that? Well, it starts with learning the art and science of digging deeper into understanding yourself and at the same time, you learn about the others you are leading.

*Are we a product of **nature** (born that way) or **nurture** (input from our environment)? The answer is Yes... We are a combination of both nature and nurture.*

Our personalities are made up of many factors. Our [Personal Style](#), however, strongly drives our perceptions and our connections with others. You will have more chemistry with someone who is similar to you in terms of your preferences and the way that you like to interact with the world. ***Why is that?***



Have you completed a personality assessment in the past that ended up boxing you into a specific type? Did you feel trapped by the results? Most personality assessment test designers do not honour the whole person, and fail to acknowledge in their methodology that we are both nature and nurture.

Each person is born with many parts that form the whole (nature); we gain knowledge and beliefs (nurture) as we live our lives.

Your personality is exclusive to you alone. No one else in the history of time has been, or will be, exactly like you.

What is Your Leadership Style?

Can you recall a time when you have walked into a room and immediately had a connection with someone you had never met before? What about the opposite situation? You meet someone for the first time and something about them makes your skin crawl. What is creating those responses to two strangers?

To really understand yourself and others, you must be aware of the meaning of Personal Style and that each style dimension has predictive qualities and characteristics. No one style is better than another; they are simply different. Those differences, however, can lead to conflict, miscommunication, and strife; all which can be eliminated or at least reduced when you understand the essence of personal style,

How to Deliberately Create High-performance Individuals & Teams

Do you realise that 70% to 80% of people dislike their jobs, from a feeling of mild irritation to downright loathing?

If you are in a job, or take a position, that does not suit your personal style pattern, then you will not be able to function at your peak performance.

Our belief is that one of the main reasons that 80% of people dislike their job is that they have not matched their [personal style](#) to the [job style](#) of the position?

Many individuals and professionals have attempted to link occupational suggestions to each style dimension, type or personalities as the marketplace calls them.

We don't agree with that process.

- Your personal style does not predict success in an occupation.
- Style compatibility applies only to a specific role or position that needs to be filled, not general job titles
- Jobs that our children will enjoy in the future have not even been invented yet!

When individuals, teams and organisations become intentional with matching the right person to the right job, not only will magic happen; but performance will quickly follow.

Leadership is about understanding self as well as others. The way we engage others and present ourselves will either motivate or disillusion our followers or team. As leaders we are responsible to lead the way. When leaders understand their Leadership Style, and their team members style, they can optimise their leadership and team effectiveness.

The number one reason for low staff morale is the individual or supervisor to whom the person directly reports.

Regardless of the politics in an organisation the leader of a group sets the tone for the team. If there is low morale in a work group, there is a higher than 90% chance that the supervisor is contributing to the condition.



Style influences your ability to build credibility, productivity, quality, and job satisfaction in the workplace.

TAKE ACTION - KEY STRATEGIES CRITICAL TO YOUR FUTURE SUCCESS:

- Recognise why you don't like or you feel irritated by others who are different than you are.
- Control your style, don't let your style control you.
- Accept the differences in others; serve and lead them in their style needs and orientation.
- Be aware that you create a level of credibility with everyone with whom you interact, whether you want to or not; it is the price you pay for showing up in life.
- Know the job style of the work and roles that are best suited for you and implement this concept with your entire team and organisation.
- Choose the working environment that reflects your Values and needs, not someone else's.
- **Encourage others** – such as your peers, employees, superiors, colleagues, family, friends – to become aware of and to embrace their unique style, values and strengths.
- Realise your need to develop and understand the whole person, including biophysical factors, self-worth levels, environmental systems, social teachers, emotional anchors, spirituality, and your personal style – all of which make up our unique personality.

We can list more but you get the point.

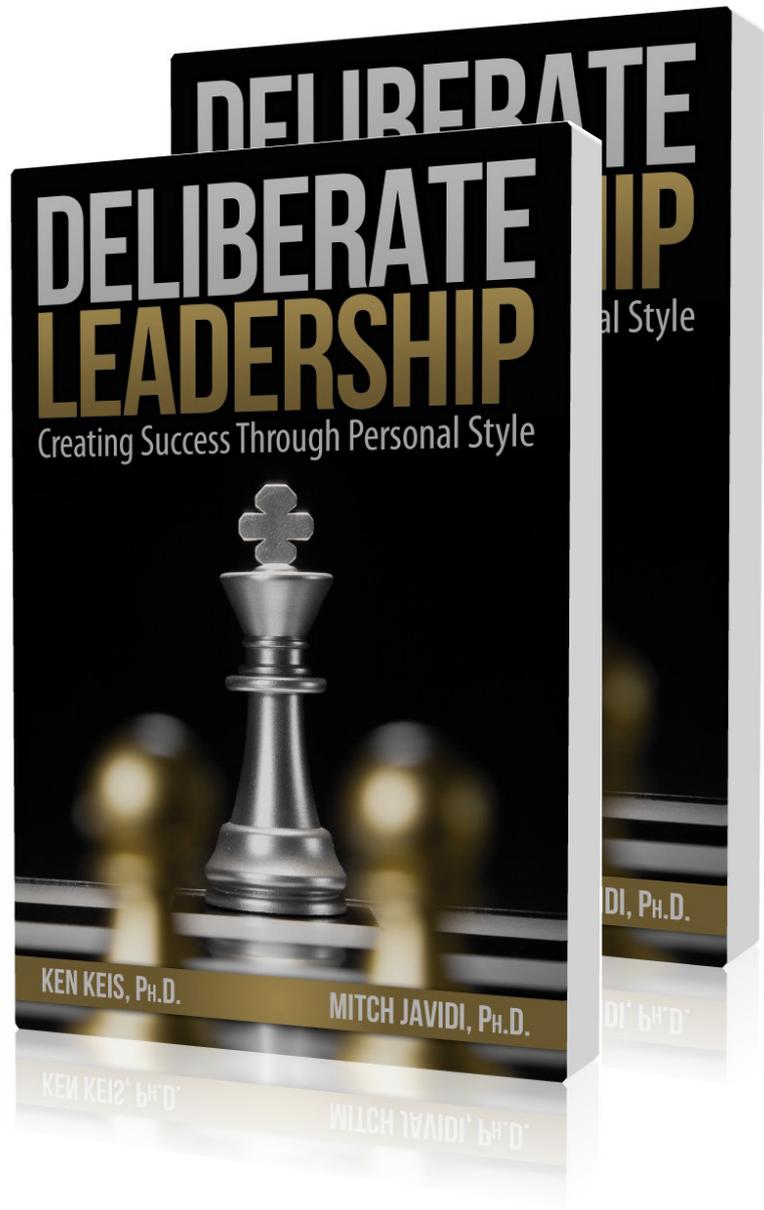
The research is clear. Without knowledge and awareness of personal style, 98 % of individuals will under-perform and fail to reach their potential. With all the right information you can consider yourself armed and positively dangerous! You will make a difference in your life, and in the lives of everyone with whom you interact.

Go for it! You have nothing to lose and everything to gain.

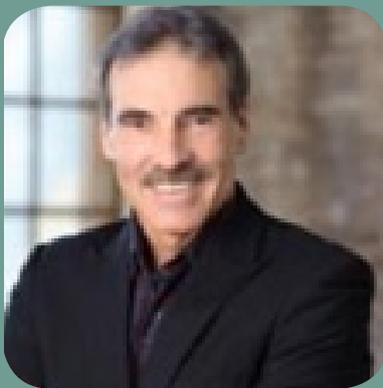
Here's to all of us Deliberately Leading on Purpose!

Would you like to continue to explore, and discuss, Deliberate Leadership? If so we have created a brand new LinkedIn group just for this topic. Join us [here](#), as we delve deeper, share resources, network, and strive to make a difference!

Also if you want to learn more about any of the topics mentioned in this article you can buy our new book [Deliberate Leadership](#), co-authored by Ken Keis Ph.D. & Mitch Javidi Ph.D, where we take you through each topic above (plus more) in much greater depth, and walk you through the journey, as well as provide you with the tools and a free assessment to get you started!



ABOUT THE AUTHOR:



Ken Keis, Ph.D., President of [CRG](#), is considered a global authority on the way assessment strategies increase and multiply your success rate. In 26 years, he has conducted over 3,000 presentations and invested 10,000+ hours in consulting and coaching. He is the author of *Why Aren't You More Like Me?* - Discover the Secrets to Understanding Yourself and Others, and co-author of the new *Deliberate Leadership - Creating Success Through Personal Style*. He has also co-created CRG's proprietary development models, written more than 3.5 million words of content for 40 business

training programs, and written over 400 articles. Ken's expertise includes assisting individuals, families, teams, and organisations to realise their full potential, and to live On Purpose! www.crgleader.com



LEAD BY COACHING: *The Missing Piece*

Transform Management to Leadership by Adding Coaching

by Kim Sawyer (USA)

I am an executive and enterprise coach. I do what I do with executives, business people and their organisations as an external service provider coming in to help them raise their game. In the programs I deliver, I do this in part by coaching the leaders. But coaching is not just something for a professional coach to do with an executive. Coaching is one of the most powerful - and sorely underutilised - tools of leadership. The other thing I do, with much greater positive impact on my clients' success, is to get their leaders to coach their people - in structured, ongoing formal coaching sessions. This is the key to having a "coaching culture".

Let's talk first about coaching as a leadership competency, because coaching is a key component of true leadership. And what, at the very root, is "true leader"?

A true leader is someone who has followers. Period. End of definition. Every other characteristic, skill and behaviour we attribute to leadership either stems from or supports this one fact.

That may seem ridiculously obvious at first glance, but it implies an entire framework of thinking and activities - a paradigm I call Leadership by Attraction.

Most of the models of leadership or management are based upon my efforts to change others and what they do. Whether it's management by objective, Carrot and a Stick, Persuasion, etc. - all of those things are aimed at changing other people getting them to act differently than they would otherwise choose without

my influence. If, as a manager, I use good enough tools or intense enough threats or rich enough rewards, I can certainly get you to move in the direction or act the way I want ... but only as long as the stimuli are being applied. What happens as soon as I turn around and go do something else (like lead)? Usually you go back to doing what you wanted to do in the first place. Actually, who is really leading who in a situation like that?

There is nothing wrong with managing. Management is necessary and valuable on lots of levels, but all of the time I spend following you around administering one stimulus or another to keep you "acting right" is time I am not leading. As a leader I need to be facing forward, not back - looking to the future, looking at ways to improve the process, pulling in resources necessary to support its success, surfacing other possibilities, building relationships - that's what a leader gets paid a premium to do. In order to have you

help me of your own volition to accomplish something I value, I really have only two tools. I cannot change you, but I can change me. I can change who I am and what I do. So the first tool I have is how I show up for you. This requires I do the really hard work – the inner work – on who I am, what I stand for and how I go about things in all parts of my life. (The pivotal factor here is integrity.)

The other tool is the way I treat you. Do I build and maintain a relationship with you that establishes trust, respect, alliance and collaboration – a feeling that all our interactions are aimed at win-wins rather than being stuck in a zero-sum game?

your own area of responsibility. Once you have done that, you have set the stage to attract them into a process of self-motivated, self-serving activity that is simultaneously creating value for all parties.

I have heard this state of relationship among a group of people called “productive community” When coaching is accepted and expected in an organisation to be a standard part of the relationship that every manager has with employees, the cornerstone and key catalyst for this shift has been put in place. This is precisely what I do in my Enterprise Coaching Projects, where I am coaching an enterprise to build that “**Coaching Culture**”.

LEADER AS COACH



All that said, there is a technology, an organised set of tools, to this Leadership by Attraction – to implementing its two primary tools. One of the core processes of this technology is coaching, and it is a very powerful force for sustainable change.

A leader as a coach is somebody who is trying to bring people up, attract and empower them to act in a certain way. (Although this is the gold standard of leadership; at the end of the day, don't forget that you are still primarily a boss, not a coach.)

“Coaching is the technology of success.” This is my definition. It is about learning and studying, developing and understanding the principles and concepts that are behind people succeeding or not. And coaching involves competency with a set of tools that put this knowledge into action to achieve the desired results. It is a very complex and rich multi-disciplinary field.

As a leader/coach, your job is to help your reports define what they think success is – what they really care about, what's going to make them excited to come to work every day – and then align that with what success means to your company and to you in

WHAT COACHING DOES



The motive power of coaching is action learning. Bite size learning, situationally relevant, put into practice, reviewed for deeper learning and then reapplied to another situation in a revised and improved version – a feedback growth loop.

Coaching also involves evoking – bringing out of people what's already there. As a coach/manager, you have to be walking your talk in a way that wins their admiration and desire to aspire in your direction (“Attracts” them to follow you).

The coaching process is also about seeing the highest and best in people, maybe before they see it in themselves. Then challenging them to dig it out, take it for a few test runs and begin to realise it's true.

WHAT A COACH PROVIDES

I look at coaching as having three primary pillars. These, in order of importance, are the areas of value that a coach is responsible to bring to the relationship. These are the power tools of the “**technology of success**”.

KNOWLEDGE AND RESOURCES:

What and who do your people need to know in order to succeed?

AWARENESS AND FOCUS:

Where does your coachee need to focus – more and less? Are they getting the awareness of themselves and what's around them that they need to succeed?

This is about the art of asking questions, about listening fully and openly to their answers. It involves offering thoughtful, challenging and unconditionally constructive feedback. A coach must be willing to tell the truth – to be willing to point out, in a way that leaves ears open to hearing...and applying.

ACCOUNTABILITY AND CELEBRATION:



Part of coaching is push, part of it is pull. Accountability is the “push” and lies in encouraging actions that take people right up to their limits and stretch just a little bit beyond that – AND providing them the various forms of support they need to get through their fear and be successful. You want to grow their capacity,

The “pull” is celebration. The goal is to create a continuous series of escalating successes. Celebration is a ritual or ceremony about acknowledging and experience the value of something. There is a tremendous amount of motivation available in celebration; and we can harness that by facilitating the employee to celebrate the things they accomplish and do well each step of the way.

We have developed a tool at theWealthSource called “The Technology of Celebration”. It is a practical application of this concept, a methodology. It can be downloaded as a gift from us at our website. The Technology of Celebration

In our work to prepare manager/coaches, we have found it indispensable to create a simple template or structure for the coaching process, from building the overall relationship to the individual coaching meeting right down to a few exercises and interaction guides to insure the effective application of the most basic core coaching competencies. If managers are

trained to be familiar with the process and guides and to sharpen to a few focused communication skills, then most anyone with the basic qualifications to be in a management role can succeed at providing reports with the essential experience and benefits of coaching.

I will share these now - just to provide a very high-level overview:

Stages of the Coaching Program:

- Set the foundation
- Co-create the relationship
- Build quality communication
- Facilitate learning and growth
- Achieve extraordinary results

Steps of the Coaching Meeting

- Check-in
- Celebrate Wins
- Report current events
- Accountability to previous action items
- Review development plan objectives for progress
- Identify and work on key issues
- Commit to new action items
- Check-out

In the end, your job as a manager/leader in the coaching process is to align your employee's motivation to grow and do things with what your company needs you to accomplish for its success. This is what it means to “Lead by Coaching”.



ABOUT THE AUTHOR:

With over twenty years of diverse business experience; **Kim Sawyer** have started businesses, led companies, and been involved in almost every aspect of a business enterprise. With expertise in the area of leadership, professional and business effectiveness and entrepreneurship, today he coach and facilitate key business people and teams to create greater wealth for their organizations and themselves.

What Coaching at **GUCCI, SAINT LAURENT** has Taught me about

Maximizing High Performance, Employee Engagement and Talent Management

by Shirley Soodeen (Australia)



What principles do managers in the luxury fashion industry use to engineer a high performance culture that continuously delivers results season after season? Coaching managers in the Luxury Fashion Industry helped me identify a few essential principles that are fundamental in creating this kind of a performance culture. **I call them the four E's:**

ENVISION

EMPOWER

ENCOURAGE

EVALUATE

1 ENVISION

This answers the big question: **WHY** do we do this? **WHY** do we wish to do or create what we do? **WHY** have we chosen this as our purpose? What are we sending forth into the world?

For highly skilled and specialised employees in the luxury fashion industry, the purpose is often tied to the passion they feel about their work. As an artisan from Gucci once gushed to me, a man who had been in his job for more than 30 years creating shoes. He had begun his career as an adolescent, learning the trade from more experienced leather artisans and, bit by bit, he had carved a name for himself over the years. When I asked him about his “Why” he crinkled his eyes and said: “Passion! There is only one reason we put up with so much craziness, it’s our passion for beauty.” Every engaged employee is deeply connected to their Why’s.

2 EMPOWER

WHAT is the way? WHAT is the learning? WHAT development, what personal growth can employees look forward to?



One great business leader comes to mind in particular when I think about empowering is Bruno Cucinelli. In an interview printed in the *The Business of Fashion*, he describes his style as a “human capitalist philosophy” based on deep respect for his employees and loyalty to the hamlet in Perugia, Solomeo, where his business empire is based.

He is known as the king of cashmere, generating over \$444 million in revenue in 2013. However, it has never been the money that has inspired him, rather his belief that within each employee lies the potential of greatness that has contributed to the ascension of his business. He says: “our total quality is the result of the internal qualities of every employee. They are embodied in every stitch and corner of the business. In my organisation, the focal point is the common good”.

This is evident in all the teams that collaborate to create high fashion collections. The common good is not the individual, rather the collection itself. The individual puts their craftsmanship and expertise at the service of the higher good of the collection, following the maestro Art director in delivering one outstanding collection season after season. They feel empowered by the recognition of their skills and the celebration of their expertise.

ENCOURAGE 3

HOW do they instil the energy into the hearts and minds of their people? HOW do they encourage excellence?

Mr Cucinelli explains, once passion has been ignited, courage comes from knowing and overcoming personal limitations. He once said: “Money has real value only when it is spent to improve the life and growth of people.” He has spent enormous amounts of energy to restore the ancient Villa Antinori to its former glory and “restore the lifeblood that had allowed it to grow and prosper for centuries. Something about bringing back ancient stones to life resonates with encouraging and nurturing people to bring forth aspects of themselves that may have been left undiscovered, just waiting to be bought forth through patience and kindness.”



The same kind of attentive care and patience is also present within Gucci, with the implementation of accredited courses in Florence where highly specialised artisans pass on their skills and knowledge to a pool of talented individuals from all the world. Their legacy and passion for fashion are passed on to ensure continuous performance. The same artisans travel the world and showcase their expertise and skills in various stores through the Gucci Artisan Corner. Clients can see first-hand the meticulous craftsmanship that is involved in creating shoes and bags and how signature styles come to life.



To the leaders in the Luxury Industry, the ability to create and improve what has been done is paramount to ensuring ongoing performance. Questions such as, WHAT are the learning's we have gained and WHAT needs to be improved? WHAT value can we create for those who interact with us as a company, are constantly monitored and measured to improve performance?

Part of Mr Cucinelli's legacy is the love of his land, the love of his people and the love of a business that he has created in order to pass it on to others so they carry on with his work. He mentioned a project of his that focuses on the next 5 centuries. When his company went public, his concern was to show potential investors who he was, who his family and people were, and also his philosophy so they would understand: "what I want for my life, for my company, for the future". The meaning of evaluation is not based on something that will be discarded once fashion has passed, but to see the long term value of the things that age slowly and gracefully.

I have seen the principles applied many times by managers who work for some of the leading brands in the world. High performance is engineered not only on refining the smallest details, but also ensuring that a legacy is passed on from the individual to the business. It is by focusing on the growth and development of the individual, dedicating time and attention to them and embedding those principles in their day to day business practices that are more likely to create a high performance culture.



ABOUT THE AUTHOR:

Shirley Soodeen is an expert business coach and development specialist. She specialises in creating high-performance cultures in the luxury fashion industry for some of the leading brands in the world. For more information, please visit <http://www.thebusinessofpeople.com.au/>



The Leader as **GARDENER**

by Dr Gerhard van Rensburg
(South Africa)

The art of the good gardener lies in his ability to learn and appreciate natural growth processes. The shift in our understanding of organisations since the days when engineers analysed organisations as they analysed machines for their efficiency is to understand that organisations are fundamentally living systems of human beings. As the potential for growth is in the seed, so it is present in the members of the organisation individually and collectively. However, in the same way that the gardener does not affect growth in a direct sense, for instance to command the seed to grow, the leader can only help create the right conditions for growth. Growth occurs through an interaction between the seed and its environment. It forms a self-reinforcing growth process. No amount of force from the leader can affect or accelerate the natural growth process. What the leader, as the gardener, can do is to limit the conditions that constrain growth. The gardener will focus his attention on providing adequate water, sunlight, soil nutrients, room for the roots to expand and the right temperature. The leader creates the right conditions for growth by focusing his attention on the levels of trust (allowing for innovation and creativity), shared vision, the quality of relationships and teamwork, and the strategic positioning of the organisation in relation to its environment. This way leaders does not drive change but participate in the growth processes and mitigate the constraints on change.

Particularly the metaphor of the gardener illustrates how leaders should be alert to the trap of seeing themselves as owners that are entitled to all kinds of privileges and freedoms. The spirit of stewardship ensures both responsibility and humility. Stewardship ultimately implies the belief that we, as human beings are not gods, but are graced with the gift of life and the opportunities to contribute in a unique way to our world with love, creativity and productiveness. The spirituality of a leader is by no means irrelevant to his influence and ability to create an environment for growth. In recent years a growing number of books and articles on the subject indicate that spirituality in the workplace and the leader's prominent role in guiding the spiritual quality of an organisation has become a more than a passing fad.

The art then for the leader is to create, together with others, an environment that is conducive to personal growth as well as the growth of the organisation. The organisation's growth can be measured financially in the case of business organisations, but more importantly in the level of fulfilment that the members experience in being part of it. The financial success of a business will be one of the fruits of a well cared for 'organisational garden'. People want to feel cared for. They need to feel that they are respected for their uniqueness and intrinsic worth as human beings. They want to feel that they belong to something where

they can contribute because it makes a difference to their own lives. One of the cornerstones for such an environment would be high levels of trust.



Building trust is hard work and takes time. It is hard work because trust is not automatically present. The ability to create trusting relationships is directly related to a person's character quality, specifically his authenticity and transparency. The leader has to model it but also actively encourage it in his team and organisation. A threat to authenticity and transparency, and therefore to mutual trust, is an overly competitive environment where members of the organisation compete amongst themselves for recognition and acclamation. The more the leader is able to let people share in the vision and focus on the purpose, the less are the chances that people continue to focus on their personal achievements and recognition.



An enemy to trust is assumptions about each other. High levels of trust can only be achieved through the hard work of ongoing and thorough communication. It is custom to give busyness as an excuse for the lack of communication but in reality we become

much more ineffective and definitely pay a huge price in allowing mistrust to creep in. It is only through communication that we can check our assumptions and help others to build confidence in our trustworthiness.

Building trust also has a more positive aspect to it. It is not only to keep the destructiveness of mistrust in check. The positive side to building trust is to put your trust in others, which is to empower. When one is no longer concerned that every now and then people behave inconsistent with what they espouse and create unpleasant surprises and disappointments, it allows for positively trusting others with responsibility. From the leader's perspective trusting and empowering others

in this sense, is to put trust in a person's competence, as it was earned by the individual, but also in his potential to learn and grow with more experience and freedom to push the boundaries.

The by-product of high levels of trust is innovation and creativity. Once trust is the rule and not the exception, the latent potential in people will be unlocked. It is the basic ingredient of a culture where people feel that they want to contribute more than what is necessary for the status quo. It creates the condition for both personal growth and team spirit. The enemy of trust is fear.



In a climate of fear creativity and innovation are smothered. It is ironic that so many leaders hold on to an autocratic leadership style, favouring command and control, whilst the challenge that we are confronted with is to be creative and innovative. The excuse often is that the nature of the business or work that they do does not allow for creativity and innovation. But that was said of many work environments where the assumption later was proven wrong. Lateral thinking will always give any organisation advantage. By telling people at lower levels that they should only do and not think, an organisation is actively discouraging growth and development.

The creation of an environment for growth is hugely dependent on the leader's ability to inspire people. This ability has to be understood as the effect of the combination of attributes as I have described it. The inspirational leader also is something of a cheer leader who can enthuse people in the way he communicates through words and body language. To be credible, his excitement about the vision has to be visible and tangible. The inspiration with which he communicates originates from the mental picture he has of better future and the belief he has in everyone's ability to contribute to that vision. If the message from the leader is not authentic in the sense that he truly believes in it, it will be more demotivating than inspirational.

...continued on page 42



DELIVERING SOFT SKILLS

Whether you're a secondary school teacher or a corporate trainer, a youth worker or a life coach, you'll have heard the recent buzz around soft skills. With everyone from NPower to MacDonald's expressing the desperate shortage of soft skills in employees, delivering soft skills has never been more important. It is imperative that these skills are taught, not as an afterthought, but as a parallel to education and training.

SETTING STANDARDS

Soft skills may be at the forefront of employability coaching, but how can we be expected to deliver something that we have no clear means of measuring? Enter Emma Sue Prince, director of training support network, Unimenta.

"I'm passionate about developing a gold standard in employability and soft skills training," she explains. "I founded Unimenta because I wanted to use my background and experience of developing qualifications and training teachers to create a multiplier effect, providing materials, resources and support that make a difference to employability and personal development. My book *The Advantage*, which redefines soft skills as personal competences we all need to nurture and develop, was recently published by Pearson Business and I've now created experiential learning workshops to raise awareness of areas like resilience, adaptability, empathy, critical thinking, integrity, being proactive and optimism. I've also developed a Postgraduate qualification for teachers and trainers working with soft skills and personal development."

JOIN US TODAY!

Unimenta now has a global membership base over 1000 strong, all enjoying benefits such as free material downloads, monthly CPD webinars and access to Emma Sue's own wealth of experience.

STANDING OUT

As trainers it is easy to forget that we ourselves need training in order to stay fresh, and to progress our own careers. A recent survey from the Open University [1] shows that employers are much more likely to reward people who, amongst other things, gain work-related qualifications through additional education than those who work longer hours in pursuit of promotion. The Postgraduate Certificate in the Delivery of Soft Skills and Experiential Learning is ideal for any practitioner working in personal development, supporting people to develop effective soft skills in their work and life. A mix of face-to-face and blended learning, practical "best practice" workshops and distance-learning webinars, it constitutes 60 credits towards a full Masters' degree. None of which will do any damage when you apply for that promotion!

STARTING UP

For the more entrepreneurial amongst us, career progression isn't the answer. This is where the Advantage Licensed Trainer network leads the way. Sign up for the two-day workshop and all the training support and materials that you need to run *The Advantage Training* within your own company, or niche market.

"The programme evolved from the book and a desire to help people bring these kinds of competences into their every day. Each of us has the potential and the



THE ADVANTAGE

TRAINING

ability to develop things like empathy and resilience and all it needs is a jump-start on our self-awareness. I spent a year piloting the workshop with different target groups in different countries. These groups included the long-term unemployed, graduates, FE college tutors and senior managers with a huge success. 100% of all participants taking part in a workshop come away expressing a thorough understanding of the importance of applying these skills and enhanced self-awareness. This is because the skill of running the workshop is based on what I call 'formulaic experiential learning' followed by focused and deep reflection contextualised to the specific group. The workshop has been embraced by Nestle Bangladesh and is now being delivered to senior managers and new recruits there. This is because the skill of running the workshop is based on what I call 'formulaic experiential learning' followed by focused and deep reflection contextualised to the specific group."

Of course, your own personal development remains an important element of the mix. "The best trainers never stop learning." We include professional development and regular one-to-one support to Licensed Trainers.

"The Advantage is different because it is not target driven or issues based - it is an holistic approach to soft skills training that can help individuals of all

backgrounds and abilities. And it has helped affirm to me how to cope with the 'curve balls' in life," explains Ray Goodman, one of the first Licensed Trainers.

There are currently 5 licensed trainers operating in the network. We are looking to grow the network through a further training workshop running in London on 24th and 25th September. Readers of ICN receive a 10% discount on training by quoting ICN2015 when booking.

[1] Research of 1,000 UK adults and 1,000 employers commission by The Open University - November 2014



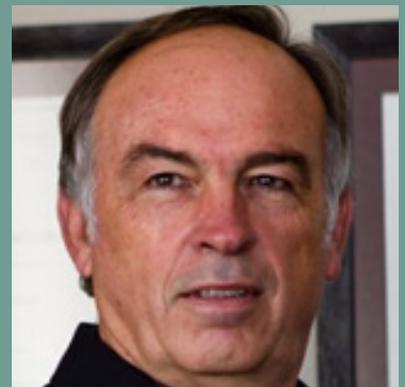
Emma-Sue Prince is the founder of training support network Unimenta for teachers and trainers. A qualified trainer in management development and business education holding an MBA from Cranfield School of Management, she has worked with a number of awarding bodies designing qualifications in employability, teacher training and effective work behaviour. Emma Sue is also an educational consultant for employability working in India, Bangladesh, Tanzania and Malaysia. The key interests of Unimenta are a strong focus on emotional intelligence and the use of EQ in training and personal development.

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For people to have the experience that they find themselves in an environment where they can grow, they need to feel there are not only care and inspiration but also discipline and wisdom. In his book *From good to great* Jim Collins after extensive research identifies disciplined people, disciplined thought and disciplined action as the key to transforming a good organisation to a great one. The leader's discipline comes from the hard work to identify the twenty percent (the Pareto principle) things that really are important in pursuit of the vision. Then to do and advocate those things consistently until it can be viewed as the norm and part of the culture of an organisation.

Lastly leaders need to apply wisdom to the environment they lead and operate in. It relates to the ability to bring something unique and appropriate to a situation, thus optimising the potential for growth. One way of describing wisdom is to say that after gaining knowledge, wisdom is used to meet new situations. It means to have “deep understanding”, “to have keen discernment”, “to have sanctified common sense”, “to have the capacity for sound judgment”. Most people do become wiser as they age, yet some of us are slow and reluctant learners in the art of life. Good leaders will be those who have made the commitment to consciously reflect on the lesson in life and to seek wisdom by learning from mentors and searching for spiritual truths.



ABOUT THE AUTHOR:

Dr Gerhard van Rensburg is an experienced leadership and executive coach and consultant in the field of organisational development. He has vast experience in individual and team coaching and worked with various clients.

He is also the author of two leadership books: *The leadership challenge in Africa* and *Leadership thoughts – inspire yourself inspire others*.

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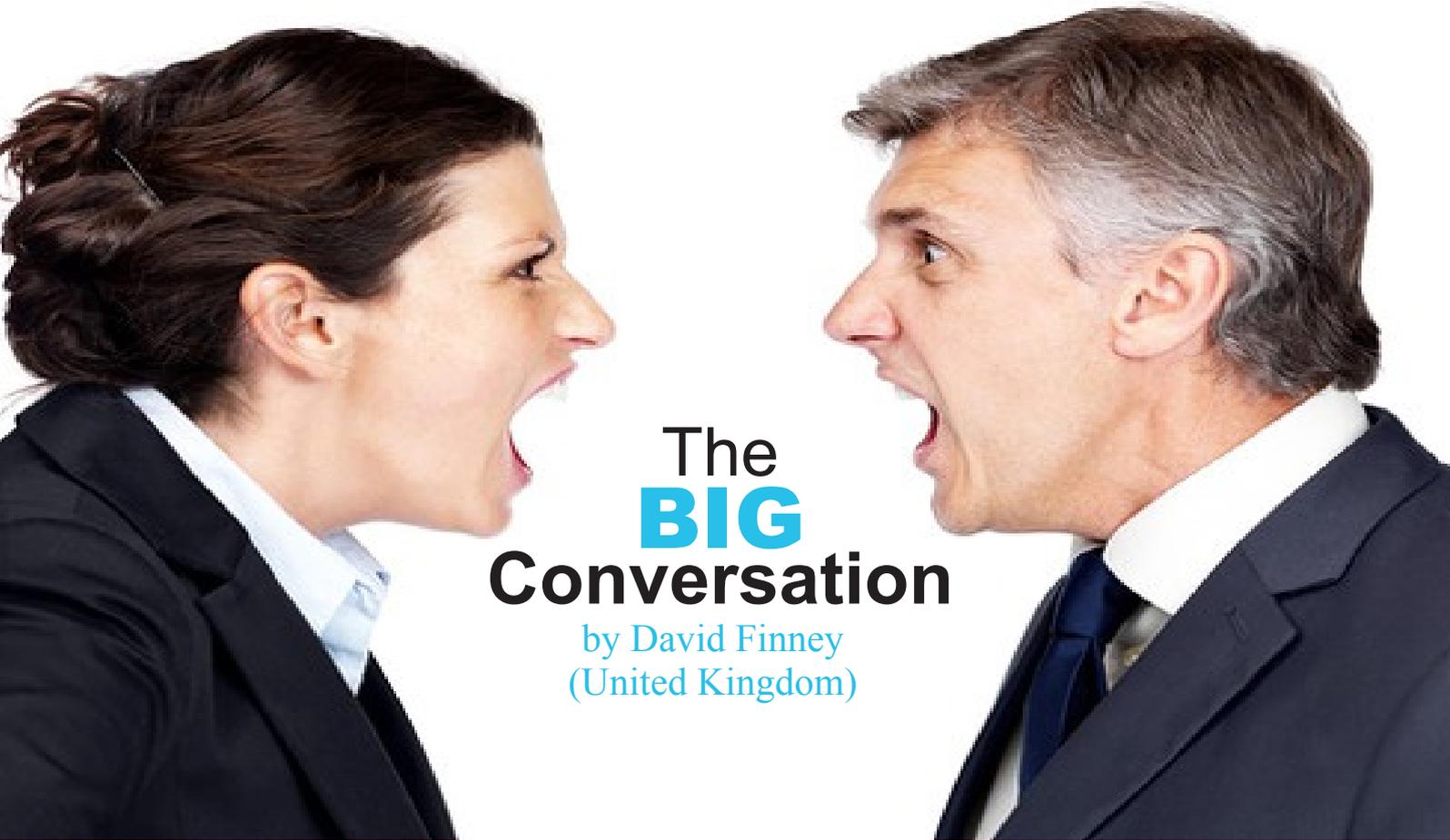
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Click this link to apply. <http://www.IICandM.org/ICNissue11>



The **BIG** Conversation

by David Finney
(United Kingdom)

Some businesses base their operations around ‘processes’ whereas others base them around ‘departments’. The risk with the departmental approach is that teams operate with physical or virtual walls around them and miss out on opportunities for mutual learning and collaboration. A good example of this is HR and Quality which – especially in larger corporations – tend to sit in opposite corners of the company and are rarely seen in the same meetings. What this article sets out to do is demonstrate just how much they have in common.

In HR there are Coaches and in Quality there are Auditors. Both parties employ a non-directive approach with the instinct and ability to effectively lead conversations with questions and trigger improvement across the organisation. Each has the privilege to be legitimately curious about the activities of other departments. Auditors check ‘quality’ (the extent to which client and other requirements are being met) and coaches tend to focus on ‘performance’ (individual contributions to the company’s overall ability to achieve customer satisfaction). As quality is directly affected by performance here lies a golden opportunity for them to meet for coffee a little more often than they have done in the past.

There are two key risks in auditing: i) rushing an auditee into producing half-baked corrective action plans and ii) helping the auditee with that action plan; this latter risk not only means they may take responsibility away from the area manager but they may also end up auditing their own work which breaks one of the rules of auditing. A good coach knows how to facilitate the exploration of options (before finalising action plans) and is adept at encouraging ownership of action plans produced from coaching sessions.

A key risk in coaching is propelling a coachee forward along an action plan based on a superficial assessment of the issues where only the surface has been scratched; this will inevitably lead to the same problem recurring in the future. A good auditor knows how to identify the root cause and prompt managers to produce effective corrective action plans that will prevent recurrence of the identified issues. In summary, each has the skills to mitigate each other’s risk. How much more powerful might it be if coaches could audit and auditors could coach?

In spite of their curious nature coaches and auditors both appreciate two important rules:

1

The need to maintain an appropriate culture of privacy when ‘issues’ occur;

2

The need to remain impartial. These are disciplines that would help to cement their partnership. There is a big risk they both share and that is the temptation to give advice, to fix the problems of others. Mitigating action? Tame the ego!



Managers are always on the lookout for ways to motivate their teams to perform at higher levels. Some use the excitement of the goal, some illustrate fear of the consequences, while others encourage individuals to take on special projects to ignite their inner passion. Businesses tend to hire coaches to address performance and auditors to address quality. Within the disciplines of coaching and auditing there is an intrinsic drive for improvement and feeling an inner sense of this becomes in itself a strong self-motivator. The potential marriage of these disciplines is massive.

Business Leaders know that they must do more than network with clients and deliver inspiring team talks; they must make a meaningful contribution to the effectiveness of their organisation in its quest to deliver a premium service to clients. One contribution could be to bring quality and performance together by getting these two corporate lynchpins to cross the divide, form a powerful new alliance and take part in the big conversation, the conversation where HR and Quality come together to effectively coach performance and reach new heights of quality.



ABOUT THE AUTHOR:

David Finney established The Energy of Conversation in 2008 and now trains professionals in performance coaching and quality auditing skills. www.TheEnergyofConversation.co.uk



Where Next with Research in Mentoring?

by David Clutterbuck (United Kingdom)

It would be easy to conclude, from the vast numbers of research papers and studies on mentoring, that the field is pretty well covered. In practice, that's far from the truth. It's noticeable, for example, that there are far more quantitative studies than qualitative. (The opposite is the case for the parallel field of coaching.) There is hardly any that combines quantitative and qualitative methods. Moreover, mentoring isn't a single, readily classifiable phenomenon or set of activities. When Kathy Kram did her first, small sample study 30 years ago, she looked at a specific aspect of mentoring (informal, unsupported) in a specific culture (the USA). But the kaleidoscope of mentoring is constantly changing. Across the world, the word mentoring has many meanings, most if not all valid within their context.

A truism often forgotten by academics is that the intent of research is not just about their achieving tenure; it is about establishing knowledge that will have

practical application. For a long time, the reputation of academic research was not helped by the divergence between the conclusions of academic papers and practitioner experience in the field, with regard to the relative merits of formal versus informal mentoring. This divergence was at least partially the result of failings in the structure and definition of much of the research, by both academics and practitioners – in particular, simplistic assumptions about what success looks like, and for whom, how many frogs a mentee seeking an informal mentoring relationship has to kiss before they find a prince, and what are the differences between formal and informal arrangements.

Several years ago, I proposed five tests for mentoring research, based on the analyses I had to make in my own studies. The descriptions below are taken from my article in the *International Journal of Mentoring and Coaching* (2003).

01

Definition Is it clear what kind of relationship is being measured? Some research mixes participants in structured programmes with those in informal relationships and some even with relationships, where one party does not realise they are part of a mentoring duo. Some papers mix in-line relationships with off-line (leaving aside the argument as to whether it is possible to be a mentor in a boss-subordinate relationship).

There are, of course, dozens of definitions of mentoring, yet many studies fail to be precise about which definition they are following. Many, mainly US-originated definitions, emphasises sponsorship and hands-on help by the mentor; others, mostly European and Australian in origin, see such behaviours as unacceptable within the mentor role. Unless it is clear, which model is being followed in a particular piece of research, it is often impossible to draw conclusions with confidence, or to make comparisons with other studies. Meta-studies and literature reviews may compound the problem, because they tend to begin from the (false) assumption that everyone is measuring the same phenomenon.

The issue is made even more complex by the recognition by some researchers in the area that multiple, simultaneous mentoring relationships are also a common factor. Clearly, the dynamics of one relationship within a web of others may be different from those of a single, intensive mentoring dyad.

To increase the validity of research in mentoring, it is necessary in my view to provide a precise definition of exactly what kind of relationship is being measured and to ensure that all the samples lie within that definition. Some research has attempted to get round this problem by asking people about broad helping relationships, but then the data is too general to apply meaningfully to specific types of mentoring relationship. Recognising that mentoring is a class of phenomena and that each phenomenon needs to be investigated in its own right, would be a major step forward in research quality in this field. (An interesting analogy is in the field of medical research, specifically into the origins of autism. Almost no progress towards an understanding of this condition had been made until recently, when researchers began to recognise it as a number of related and interacting sub-conditions.)

Context A wide variety of contextual actors can affect the relationship and the scheme. At a minimum, these will impact upon the intent (their own or that of third parties, such as the organisation) mentor and mentee bring to the relationship.

02

Other contextual variables include the level of training participants receive, the way in which they are matched (with or without an element of choice) and whether the relationship is supported as it develops (for example, by additional sources of learning and/or advice). Other contextual factors might include differences in race, age or gender.



Trying to account for all the contextual variables that might apply, especially when a research sample is drawn from many organisations or schemes would be very difficult to do without vast sample sizes. This suggests the need for relatively narrow selection criteria – for example, senior managers, in company-sponsored mentoring relationships of at least six months duration with a paid external, professional mentor; or young males 12- 15 from deprived backgrounds at risk, paired with male role models between 10 and 20 years older. The

more variables subsequently introduced (e.g. gender variation), the larger the sample size will need to be to draw conclusions with confidence.

03

The Process provides another set of variables. It is clear, for example, that e-mentoring differs in some fundamental aspects from traditional face-to-face mentoring. Simple process factors, such as frequency of meeting, can have a major impact on outcomes. At the very least, studies need to allow for or try to eliminate such variables. Studies attempting to link personality to success of mentoring relationships, for example, would be better grounded if they also investigated the degree, to which personality factors resulted in specific behaviours, perceived as helpful or unhelpful to the maintenance of the relationship and to the achievement of its goals. (This classification into maintenance and achievement oriented behaviours appear to be very relevant across the whole area of mentoring relationship dynamics.)

04

Outcomes Much of the research literature uses Kram's functions of a mentor (or the subsequent recasting of the functions by Noe, 1988) as measures of outcomes. Yet the functions are a mixture of behaviours, enablers and outcomes and so for the most part unsuitable for this use. Moreover, outcomes are almost never related back to goals/intent. The reality is that different types of mentoring relationship have different expectations of outcomes; and even different dyads within the same scheme. Failure to recognise these means that the purpose of the relationship is ignored – which suggests the research fails the fifth test, that of relevance.

It is also remarkable how few studies attempt to measure outcomes for both parties. Yet mentoring is an interaction between two partners, with the outcomes highly dependent on the motivation of both.

05

Relevance The so-what test is a standard element in guidance on research design, but it seems often to be honoured mostly in the breach. My own experience has been that I struggled to get cooperation from companies until I was able to articulate very clearly the practical value both of the expected research outcomes and of participating in the research process itself. Even then, maintaining commitment for a longitudinal study has proven very difficult. I recommend anyone designing future studies to convene at any early stage of research design a panel of practitioners – those, who the research is intended to inform and benefit – to help shape and ground the project.

The years later these tests still seem highly relevant. Many of the articles I am asked to review for various journals fail on at least one. Perhaps the most recurrent problem is that people tend to see their particular perspective on mentoring as the only one or the “right” one.

If I were to try to define an “ideal” research paper in this field, it would have the following characteristics:

- Arising out of a specific need to know, from the field (e.g. what works best in terms of approaches to matching, in what contexts?)
- Clarity about the type, style and context of the relationships or programme being measured



- A combination of quantitative and qualitative research methods, so that each can enrich and inform the others
- A deep questioning of previous research – just how valid is it?
- A deep questioning of instruments – do they measure what they purport to? Have they been adequately tested on the specific phenomenon being measured in this research? Are there contextual variables that might influence the validity of these instruments in this application?
- Based on a truly international perspective and literature base (not just US or European)

In short, I'm arguing for rigour and innovation at the conceptual level, as well as in methodology. One way to achieve this is to encourage research partnerships – academics and programme managers within organisations working together to define and implement studies that meet a wider range of informational needs. At the very least, every academic researcher needs a practitioner mentor!



Researchers, who take this approach, can make a major contribution to some of the burning and under-researched issues on the mentoring agenda. These include:

- The dynamics of multi-cultural, multi-country mentoring programmes – for example, how do you balance consistency with local adaptation?
- Managing endings in mentoring – it's now a decade since David Megginson and I did a broad-brush examination of this and our results have never been retested
- The rising phenomenon of professional supervision for mentors
- Meta-models of mentoring. Sponsorship and developmental mentoring, or transactional and relational mentoring are separate but overlapping constructs. In many cultures, they are used in different combinations.
- Mentee competencies. (For example, how can we help people with few social skills and poor communication skills be more effective in their roles as mentees?)
- Training of mentoring programme managers – what lessons can be learned from experience?

These topics are just the tip of the iceberg. I believe that we are now entering a new era of mentoring research, which is inclusive of and values diversity

in approach and concept and where the predominant aim is to bring about positive change in workplaces and society. I am highly excited, for example, to be involved in what appears to be the first programmes of ethical mentoring – where mentors become the moral guardians and support in areas of ethical complexity. I can already see the beginnings of a research design!

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ABOUT THE AUTHOR:

David Clutterbuck is a mentor or coach, a facilitator of good practice in Boardrooms; and as the practice leader in international consultancies David Clutterbuck Partnership (DCP) and Coaching & Mentoring International (CMI) which specialise in supporting organisations in developing mentoring and coaching programmes, and in establishing sustainable mentoring and coaching cultures. DCP also offers consultancy and training in Systemic Talent Management. Everything he does revolves around helping people and organisations harness the power of dialogue.

THE MIND AGE™

Have you ever wondered about the future? How will you survive and thrive in a world that is changing exponentially? How will you live the life of your dreams on a planet whose population is increasing, whose landmass is decreasing, whose natural resources are almost depleted, and whose food and water supplies are becoming less than adequate?

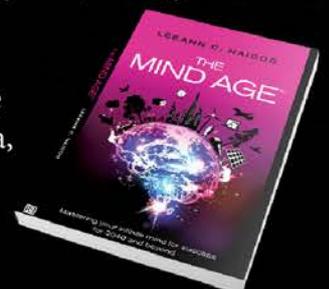
How will you still succeed? How will you raise children who can make a difference? How will you lead organisations and inspire people to be the best versions of themselves? These are not the problems for business, governments and scientists to come up with solutions for: we each have a role to play.

Based on extensive research, personal and business experience, *The Mind Age™: Mastering your Infinite Mind for Success* reveals Leeann Naidoo's personal story and provides:

- Neuroscience principles from leading scientists and thought leaders on how to leverage the power of the brain
- Simple but effective techniques to create and harness a powerful mind-set, and
- A practical but impactful guide on how to master your infinite mind for success



Leeann Naidoo is a management consultant specialising in leading complex organisational change programmes and developing leadership excellence using a variety of neuroscience based learning, development and coaching interventions. Her 20-year long career working for large consulting firms on projects in the UK, the UAE and South Africa, has given her great insights into the future of business. Leeann works with dynamic organisations and people who want to achieve sustainable, transformational change in accelerated time-frames.



7 Summits to Self-mastery and Leadership coaching

by Cristina Burca, ICN Journalist, Romania

Seven days to create the world. Seven summits to build a character and become a highly-ranked Leadership coach. It is the case of Ania Lichota, an Executive Coach and Inspirational Speaker on Leadership Mastery, working with the leading talent acquisition organisation, Barrington-Hibbert Associates. Not only helping to become physically stronger, mountaineering also helps develop self-awareness, self-mastery and leadership skills, key competencies for authentic and effective leaders. Key competencies that managers and entrepreneurs should develop to successfully run businesses and companies.

ICN spoke with Ania Lichota to find out more about business strategies for both corporate managers and entrepreneurs, and about her Seven Summits' experience.

” Climbing is not only a way to spend my free time, but also a way to build character. Mountaineering has transformed my private and professional life. I climb because I strongly believe that one can develop and grow only through going beyond the comfort zone. ”

- says Ania



Ania Lichota

image courtesy of: http://www.insideout.biz/coaches/europe/ania_lichota

INSIGHTS INTO BUSINESS COACHING:

ICN: *From your experience, which are the latest trends on business coaching at international level?*

Ania Lichota: I find myself undertaking deeper work with clients. Delivering true insights for them to surprise themselves with as a result of our conversations. It's more about the discovery of who they really are, how they relate to themselves and also to others, and how their ego plays a role. We are having more real conversations. It's mostly about personal development and being more mindful, fully aware of what is happening around you while being ok with not knowing every single detail. Fully occupying the space of those senior roles in every situation.

ICN: *Europe vs USA*

Ania Lichota: There are very different mindsets in terms of coaching. In the US, coaching is much more widely accepted across all industries. In

Europe it is still treated with a bit of suspicion, i.e. 'Am I bad at what I do?' type of mind-set rather than – 'this is going to help me excel in what I am good at'. I find myself educating clients and their organisations on how coaching will enhance the capabilities of the individual, performance of their team and finally impact the bottom line.

ICN: *Do you see coaching as an effective tool for management? Let's differentiate between corporate management and start-ups.*

Ania Lichota: Start-up CEOs put everything on the line: reputation, money, friendships and family relations. In the corporate world, people don't need to take the same risks and the worst-case scenarios are very different and so are the coaching approaches. When an idea becomes a business, CEOs can have a problem of letting go and it's rare for serial entrepreneurs to successfully run stable operations – it requires a different skill set, the ability to differentiate between the initial idea, the

business and the founder is critical. Being positively selfish in selecting and leading the team so one does not personally overinvest emotionally. That's where a coach can help. Another area, especially in technology-based companies is the understanding that a 70% certainty decision is better today than a 100% one tomorrow.

ICN: *Let's talk now about entrepreneurs and start-ups, which are developing at a fast speed at international level. How to plan and start a business?*

Ania Lichota: I am not a business coach, but from my observations, the main ingredients are: having a passion, a vision and a very good team around you. And living that passion in every conversation, every task execution with relentlessness. When your work is your passion, you never go to work actually, you never get tired of it.

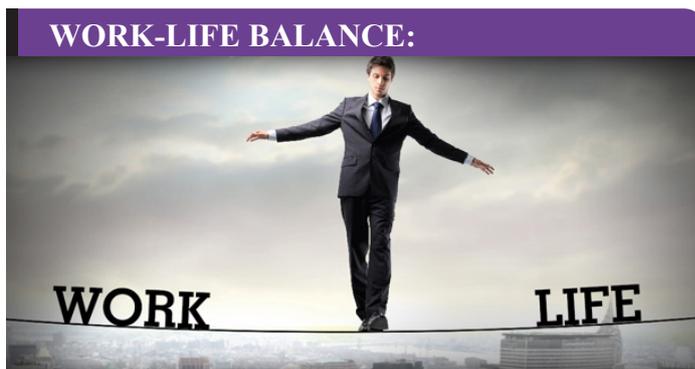
ICN: *Where can entrepreneurs look for resources to grow their expertise and business?*

Ania Lichota: This is very individual; it depends on each CEO/ entrepreneur's business, industry knowledge, background, and personality. When you fully trust yourself, you dare to go for things that you wouldn't otherwise. You dare to ask questions. Networking is the key to business success and there are no rules anymore. Anything is possible thanks to the disruptive technology, internet access to systems and information. It's what you make of it. Listening to success stories can really energise and enthuse when one starts to doubt.

ICN: *Despite positive trends for developing a business, many start-ups fail. Which problems in the process lead to fail? What strategies should entrepreneurs develop to prevent this?*

Ania Lichota: 70-80% of all start-ups fail. Some run out of money, some run out of perseverance, and for some idea just was not quite right or the competition was faster or better. There is a statistic that if you survive in business two years, you stand a good chance of succeeding or in the digital world if you have 10,000 subscribers, you have a chance. Sometimes people get too attached, too territorial. Founders don't move quickly enough for people who are able to execute. Inventors are not necessarily good managers, sometimes they just hate the routine of the everyday – they are good at inventing. It's usually the idea, the people and the determination. *For mitigation strategies, I would say:*

- Acknowledge personal limitations; be humble enough to say “I don't know and I need help”;
- Build a capable team around you quickly;
- Develop a specific culture, the competition can copy your strategy but they won't be able to copy your culture;
- Be disciplined with yourself and enthuse your team with it;
- Develop personal and team resilience to “No's”, there will be many of those on the way.



In the US, 7 in 10 adults reported work-related stress in 2013 (American Psychological Association), whereas in Europe, 1 million workers are absent every day from work due to stress (Eurofound). Multitasking, working extra-hours and operating on auto-pilot are some of the main causes that damage the nervous system.

ICN: *How to balance personal with business life?*

Ania Lichota: I learned this lesson the hard way, over ten years ago from my own burnt-out experience. After recovery I decided that I am the most important person in my life and I better take care of myself. When I am balanced and happy, my environment will resonate with that. I investigated everything about myself from my diet to my exercise, from how I was taking other people's stress on and how I was not standing up for myself. How I was holding on to emotions from the past and could not reconcile with others. Saying 'yes' when I want to say 'yes' saying 'no' without feeling guilty when 'no' is appropriate. Balancing my urban living during the week with walks in nature over the weekends helped as well. I strongly believe that everything has to be done on a holistic level and it is not simply about time management.

ICN: *How to cope with stress?*

Ania Lichota: In my own life and now with the clients I coach, I found out that all stress is self-imposed. It comes from how we interpret and react to the events happening in our lives, the time scales, constraints, our inability to say “no” to a deadline, other people’s behaviours. *I propose:*

- 1. Self-observation:** you must realise when you are getting tense before you feel stressed. Unfortunately, most people don’t connect their minds to their bodies. And they are slowly boiling themselves up to an inevitable burn-out. When you realise that tense jaw and shoulders you’ve been feeling that stomach crunch or insomnia could be a stress symptom, your body is telling you something.
- 2. Rational mind:** differentiate between what you can control from what you can’t control; see and hear. Understand what is really happening rather than make the reality your interpretation; is anybody passing their stress to you – i.e. should you be feeling stressed about XYZ?
- 3. Relaxation:** Stress is an emotional state of your body; when you can relax your body you can eliminate the stress. There is always some part of you that is relaxed, you can take that part of yourself and extend the feeling onto the rest of you. Yoga practice, breathing techniques and mindfulness, for instance, are very powerful ways to eliminate stress.

SUCCESS STORIES:



Assignments that Ania has recently worked on include: developing a leadership style and vision for a new function in a complex matrix organisation; helping a triple entrepreneur to achieve his

personal and multi-business goals; working with a CEO of a tech start up to unlock opportunities of cultural diversity in his team, and a CEO of a large charity who was tasked with leading a complete turnaround, engaging volunteers, creating a compelling vision and changing the organisation to achieve new goals.

BUSINESS CASE OF THE COUNTRY MANAGER IN RUSSIA, 2014:

Ania Lichota: The biggest part of the success came from her personal growth. One of the main achievements for her was dealing with fear and ceasing to be afraid. The most important question is to ask yourself: “If I was not afraid, what would I do?” “What would I say and ask?” When she understood this, she could go to the meeting and convince the business partner to do business without a bribe or get a pay increase for her whole team or ask for additional business from customer’s straight on. People have to start daring to live to their full potential. I say “stop listening to your friends and family” – they pass on to you their own fears. People put you in a box. If I had listened to my family, to my boyfriend, I would not have left Poland in 1996. I would not have climbed the Seven Summits; I would not have written a book.

CAREER PATH AND THE 7 SUMMITS’ CHALLENGE:

Ania has a double MSc, MBA and PhD in International Leadership, has lived in 9 countries, worked in 17 and visited 67. Having spent many years in senior leadership roles, Ania decided to focus on helping others to master leadership through inspiration, engagement and self-exploration. Now she works with Barrington-Hibbert Associates in London, as an Executive Coach. Ania has climbed the highest peak on every continent, has built two schools in Nepal, raised money for UNICEF, chaired a charity, given three TEDx speeches and written a book “*Why the hell Bother? How climbing the Seven Summits changed my life*”. Ania won a number of awards for her unique leadership style, and been nominated as a woman of the year in London and Poland.

ICN: *What challenged you mostly during your career path?*

Ania Lichota: There were several especially testing moments. I remember being the youngest, the only woman, and the only non-native English speaker in many corporate rooms. I had no female role models. I can clearly recall cold sweat running down my back when I was doing my intro talk to 550 people I was to lead as a sales director and didn't have a clue how. When internal fraud has been discovered in my team and I had to make redundancies three weeks before Christmas. Then when I decided to leave the corporate world after 17 years and started coaching there were not many people from my network responding to me, I had to re-invent myself and start developing a totally different network.



ICN: What challenges did you find with each and every summit? And how did these experiences help you shape your personality and also your business?

Ania Lichota: The mountains literally made me. It was a self-development course for me in both business and personal life, and I am really grateful for that opportunity. Every summit taught me a different lesson. It was about allowing for vulnerability, giving up control, developing patience and compassion. I had to submit myself to the might of nature. The mountains pushed me out of my comfort zone time and again. I have discovered what trust, maturity, taking full responsibility and mindfulness really is.

1 SUMMIT – 1 LESSON:

**Kilimanjaro,
Tanzania
New Year
2005/2006**

I left on the summit the need to depend on others for emotional well-being. Your inner security and strength are yours to make, you need to take the responsibility for your own emotional life. Happiness is a state of mind, you can adopt it now.

**Europe, Russia
Elbrus
June 2006**

I left my pride on the summit. I learned not to compare myself with the others. The self-reference and looking back to where have come from is the only way to assess your development success, rather than comparing yourself to others.

I learnt benevolence - giving without asking anything in return. With time I also learnt to take what is being offered and to just say 'thank you' without guilt or a need to immediately reciprocate.

**South America; Argentina
Aconcagua, Christmas &
New Year 2006/07**

I left my ego on the summit. I got so battered physically that at some point there was no rational explanation on how I could keep going. And I stopped asking "how will I go on" and instead I just got up and continued. It was all about humbleness and non-judgment.

**North America; USA
- Denali/Mt. McKinley,
June 2007**

Australasia; Indonesia –
Carstensz Pyramid,
June and September
2008

I decided to leave for the summit my omnipresent desire to make things happen for myself as well as for others. The lesson was to accept things and go with the flow, with no resistance.

Antarctica – Mt. Vinson,
Christmas and New
Year 2008/09:

I developed personal integrity to a new level. I fully understood what personal responsibility means – when you take responsibility for your intentions, thoughts, words, actions, habits, character you fully own what is happening in your life.

Asia – Mt. Everest,
spring 2010:

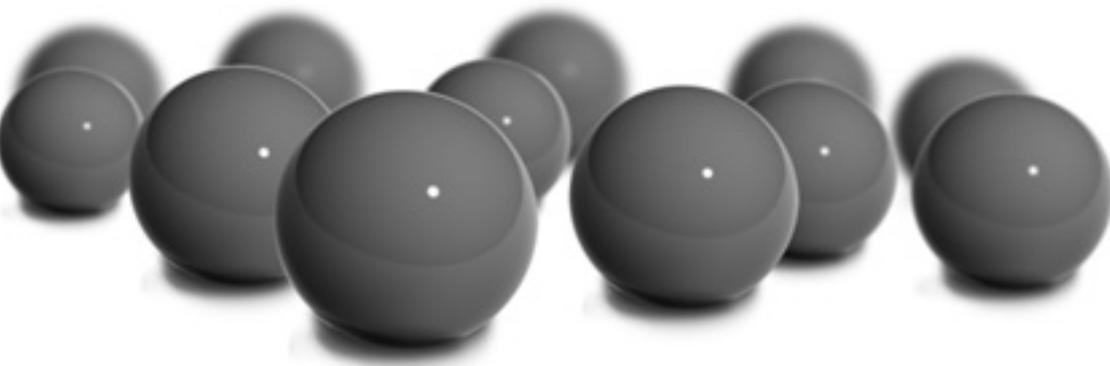
As I have suffered numerous infections (like never before on any mountain), I had a mentally weak moment half way through this seven week long climb, I have seen frozen bodies being taken down the mountain and our team saving two lives. I have learnt tremendously about myself, about humanity and about authentic leadership.

For more information about the Executive Coach,
Ania Lichota, visit:
<http://anialichota.pl/>, and
<http://barringtonhibbert.com/category/team-bha/>.



ABOUT THE AUTHOR:

Cristina is a Communication Consultant and journalist with experience in European environments (the EU institutions, communication consultancy, journalism and training). For more information, visit her website: <http://www.brandimage-europe.eu/en/> and LinkedIn profile: <https://www.linkedin.com/pub/cristina-burca/2b/463/133>.



Executive COACHING

by Liz Harwood (United Kingdom)

*Currently, the buzz word of the professional industries has to be executive or business coaching, yet historically it has **always** been the case that the 'more skilled' taught the 'less skilled' how to be productive within tribes or within a community.*

Leadership skills are not always genetic, and although they can be developed, not everyone is a born leader. TV programmes appear to be following the trend to find leaders, whether overtly in programmes such as the Apprentice, or more subtly via the extreme survival expert Bear Grylls who seeks out leaders in 'The Island'. The producers explore the human potential by thrusting participants into the jungle to survive in extreme circumstances, thus demonstrating the different reactions of people when taken out of their normal environment and forced to work as a team in a dangerous environment. Bear watches the characters develop, notices attributes for good leaders, watches the way they overcome personal challenges and fears, and guides their thought processes through a series of direct questions. He never directly advises them how to overcome any task or challenge, he simply provides the tools to help them achieve the results using the available resources.

So what makes a good leader in extreme circumstances?

- Someone who can keep their cool in a challenging situation?
- Someone who can motivate others to reach further than they anticipated?
- Someone who methodically organizes the roadmap between two points and successfully navigates his/her team to reach that goal?

All of those and many more attributes make up a leader, however, in a business environment, how does a leader/manager/director/CEO keep ahead of the trend, on track and able to deliver?

By working with an executive coach.



An executive coach will look for emotional intelligence (EQ), and know that natural leaders understand their mental processes, and know how to direct themselves. An executive coach will seek out the 'soft skills' that can be used to motivate others to perform at their best. A good coach will recognise that as individuals advance to senior executive levels there are fewer people to offer valuable feedback and yet at this critical time it is even more important to identify goals, be open to implement positive change, sharpen skills and develop new ways to tackle old problems.



How do you choose a good coach?

Firstly, ensure you seek out the results based testimonials. Any good directory of coaches will have listings, but also testimonials from clients who are happy with the level of insight and direction they've received.

Ensure the coach is fully accredited. The IIC&M have strict standards and ethics, and the accreditation process ensures that all coaches accredited through them can demonstrate the core competencies to an internationally recognised level of qualification and experience.

Feel comfortable with your coach. Remember this is someone who will challenge your thinking and underpin the advancement of your development into uncharted territories.

When would you use a business coach?

Typical reasons for employing business coaches at any stage of the business growth curve include:

- *Start-up and business planning*
- *Learning to delegate*
- *Building a team structure*
- *Resolving changing relationships*
- *Introducing management and financial processes*
- *Developing a marketing plan*
- *Major expansion, new project*
- *Business turnaround*
- *Sale or purchase*

However, it can also be as simple as knowing that it's lonely at the top! As your development takes you further up the business hierarchy there are less people to use as sounding boards, much information is confidential, and there will be areas where you don't want to show your vulnerability.

Enlisting the guidance of an experienced business coach enables you to expand and stretch your thinking, and provides a trusted resource, as your coach becomes an independent confidential sounding board.

The IIC&M have a directory of internationally accredited coaches (<http://www.iicandm.org/directory-coaches-mentors/>) who have achieved the highest level of accreditation. Their testimonials speak for themselves.

Our goals during 2015 are to align with major corporations offering them access to our directory when choosing the coaches that will be instrumental in the success of their companies' business growth.

If you want to be part of that campaign and listed on our directory, we need to hear from you. Please contact info@iicandm.org to learn more.

ABOUT THE AUTHOR:

Liz Harwood AMM
Business Development Director

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Contributing More to Your Business through Delegation

by Anne M. Bachrach (USA)

When starting off a small business, there are many decisions and actions which have to be taken by the entrepreneur him/herself. It makes sense for the entrepreneur to keep the reins in his/her own hand as the business is yet to get off the ground. Getting any business started off and geared towards success takes a lot of effort and hard work. Once the business has been established, the entrepreneur can take a backseat and reap the fruits of their initial endeavours.

More often than not, this does not happen. What the entrepreneur does is retaining control of the business. When in the beginning it made sense to do so, there comes a time when relinquishing some of that power is the key to ensure the business keeps growing. Regardless of how hard you work, there are only 24 hours in a day. There is a limit to what an entrepreneur as an individual can achieve and still have a 'life.' Keeping an eye on the most trivial matters related to the business is not exactly the best way to utilise limited and valuable time.

Why Entrepreneurs Refrain from Delegation

A pertinent question is why entrepreneurs are apprehensive about delegating power. In a majority of the cases, they don't think twice before delegating responsibility yet authority is something they refrain from sharing with anyone. The only plausible reason behind this is that they believe they can do anything and everything. Granted the fact that they have set up the business from scratch and are now earning good money, it doesn't mean they don't need any support or assistance whatsoever.

There is a superhuman feeling which comes with achievement. It is natural to believe you can conquer anything when you have been successful in all your conquests. Most entrepreneurs learn it the hard way by experiencing failure for the first time. That isn't the way you should understand the power of delegation. While learning from your mistakes definitely helps when running a business, not making those mistakes is even better.

The What, When, How, and Who of Delegation

There is a right way to delegate and a wrong way. When done right, delegation would contribute greatly to the growth and success of your business. Get it wrong and you will come to regret it in the near future. As with all business decisions, you need to weigh the pros and cons of delegating authority or responsibility to any of your employees or associates. You need to have a clear answer to the four perennial questions: what, when, how, and who.

What to Delegate



You need to decide effectively which tasks are ideal for delegating. Starting off with the easier tasks, you can train an employee to take more responsibility and handle greater authority in the future.

- Is the task going to have long-term implications on your business? As an entrepreneur, you should devote your attention to tasks and decisions which affect the future growth of your business. You can delegate the tasks which have short-term effects.
- Most importantly, is the task of a recurring nature? If the task is of a kind which needs to be completed regularly/frequently, it would be wise to delegate it. Part of the delegation is that there is a process created so once you have trained someone, there is a process in place that anyone can follow should this person be on vacation, out ill, or get terminated. You don't want to waste your valuable time training and then re-training the same thing. It is not time efficient. All successful entrepreneurs have procedures manuals for every job in their firm.

When to Delegate

Here are some pointers which would help you decide what you should delegate. Just because delegation can help you grow your business does not mean you should go about delegating anything and everything. You need to be selective and here are a few tips which

can help you make the decision:

- Is there any person on your team capable and qualified enough to take on the task? If yes, then go ahead.
- Would performing the said task lead to personal growth and development of the person's skills? There is little benefit of delegation if the person doesn't learn from it.
- Will you be able to supervise the task effectively, providing guidance and support? The employee you delegate the task to might have a few questions to ask or you might need to train him/her.

How to Delegate

Delegation needs to be done properly to be successful.

- Lay out the task before the person you are delegating it to. Also clearly state what your expectations are and desired outcome of the task.
- Define boundaries of authority which the employee should not cross. Going beyond a certain level should require your approval.
- Crucially, always match responsibility with authority. Otherwise, the employee will not be able to deliver the results you are looking for.
- Discuss the task/project at length and the impact it could have on the business' success. Also provide a realistic timeline, budget, and deadline. Make it clear how flexible the deadline is or isn't to ensure there aren't any issues. Provide the resources they would require.
- Stay in control by closely supervising the work done by the delegated individuals, offering your advice and guidance. Keep them on track to complete the task on time by emphasising the deadlines.

Unless done properly, delegation can be a problem rather than a solution to your problems.

Whom to Delegate

Perhaps the most important question is whom should you delegate the task to. The factors you need to consider when making the decision are:

- Experience working in this field and with your company/business
- Capability and ability to perform the desired task
- Level of independence with which that person/s works
- Amount of work being done by the said person. You should not overload an employee who is already working hard
- Impact of the delegation on the chosen employee and other employees in the department/office

Choosing the right person to delegate authority to take a huge burden off your shoulders and frees you up to do the things that only you can do and can't be delegated to someone else.

FINAL WORD

There is little doubt as to the efficacy of delegation towards contributing to the success of your business. You can devote your energies to the areas of the business which require your attention rather than

trying to run a one-person show. At the same time, you should not forget the importance of doing it right to achieve greater success.



ABOUT THE AUTHOR:

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*.





Resilience ooze

by Mary Keeley (United Kingdom)

It can happen in the blink of an eye. One minute we are bouncing around like Richard Branson or Karren Brady - confident, smart and the person in the room people are listening to - the next we're shuffling around in the corner feeling a complete fraud with an urgent desire to curl up in a onesie with a cup of hot chocolate... or punch the wall.

That feeling of resilience oozing out and settling in a puddle around our feet, however, isn't always down to a catastrophic cock-up in the office or a dead cert prospect ditching us for the competition. How often has an off-the-cuff remark come out of the blue to smack you around the side of the head when you're least expecting it, turning you from warrior to wimp?

In the old days, mothers would smirk and say about other people's children: "Wait 'till he starts school - that will take him down a peg or two," relishing in the fact that little Johnny, who was clearly brighter, funnier and way more handsome than their own little Tommy, had it coming to him. Why is it always at the precise moment we start to shine that some swine make it their mission to take us down a peg or two? Aha. Well, therein lies the rub. Because

just like little Tommy's mother, some people simply can't handle it. And 'it' can be anything from the MD championing us in a meeting to the fact we have got the latest Apple, Samsung or a shiny new car. Contrary to what that little voice in our head is telling us, however, most resilience bashers will not be sitting up until 3am hatching their dastardly plot to undo us. All too often their words or actions stem from their own feelings of inadequacy or threat. We pick up on a nuance that feeds OUR feelings of inadequacy or of being a fraud. Our response can be quite severe: dragging us down into the depths of who our worst inner critic tells us we really are, because for far too many of us it's extremely easy for resilience to ooze in the face of implied criticism. So what's the answer? Stop the ooze! This may help you:

1

Understand where the resilience basher is coming from. If you are the new girl or boy on the block, chances are you will be the boss's new toy or the best thing since sliced bread in your market. Someone, somewhere may have their nose out of joint. You can choose to work with them to defuse the perceived threat or ignore it. Either way it does not affect who you are or what you are doing.

2

Have the courage of your convictions. Don't worry about what the resilience bashers may think or say. If you are a senior manager or consultant, you are paid for your expertise. If you don't agree: challenge. If you have a great idea: share it. Don't let your brilliance be buried by fear of what others think.

3

Remember your role. The impostors amongst us (ever have the feeling someone is going to find out you are not all you are cracked up to be?) are only too happy to be pushed back into our boxes. If necessary recite and repeat the following: "I am a consultant/senior manager/CEO/Director/business owner" (delete as appropriate) and then behave like one.

4

Choose to leave the resilience bashers behind and forge ahead anyway: Shine in spite of other people's disgruntled-ness.

5

Don't be good. Be brilliant.



ABOUT THE AUTHOR

Mary Keeley - It's six years since Mary Keeley from The Bodacious stopped procrastinating and started showing men and women in business - and those who work in big businesses - how to stop being good and start being brilliant. Mary is an award-winning communications specialist and executive coach. She uses her experience of working with global businesses to help people work better together, conquer the stuff that holds them back, communicate and behave like leaders.
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Distinguish Yourself

as a Leader, Not a Boss

by Rosana Nedelciu
(Romania)

People are eager to find out about how-to recipes and success pills. And are eager to reach the top quickly, just to see that they have thousands of followers who admire their leadership qualities – but secretly envying them, to be invited as speakers where they can talk about their success, to show their worth to as many as possible and even impact the entire world... that one forget success is not a destination, but the journey itself.

The journey of finding how-to yourself, based on your uniqueness. Realising your inner dialogues. Projecting a positive outcome while accepting and working with limitations. How life unfolds as a long book that does not promise to give the recipe of success, but offers a great gift of using your own mind and your own path to create it. The voyage of both finding and creating the wonders that comes with being a human being.

I am lucky enough to have met and worked with real leaders. Those who are more than "tickets" to a higher position or success. Who are aware they can be regarded as, ordinary people. These leaders have offered me the opportunity to witness the human being in one of its wonderfully impacting manifestations. The Observer as I am, among the many qualities they possess, I noticed a few leadership traits that seem to make up a core around which all the others gravitate:

I. Leaders build their professional success around their personality and not the other way around.

Evidently, they have strong personalities, quite the opposite of the "Yes man" type. They believe in themselves and in their own recipes.. They do not follow some rules that leaders are supposed to follow (to be considered as such), and plenty of times they use their gut against the common sense. Plenty of times they say NO to one direction or another and thus seem "negative" when, in fact, it's called knowing where they are headed.

II. They Listen.

This is probably one of the reason's they are loved and admired: they listen actively and, so, make those around feel that their presence is acknowledged and their message significant. **Leaders bring out the best in people by making them feel heard and recognised, appreciated.** And we all know what happens when we feel that way, we open up and share, and that is a great input for a leader. Not because the leadership manual says so, but because they value experience and because they know what a goldmine that sharing may hold.

III. They surround themselves with kinds of intelligence.



Diverse and multiple expressions of intelligence that come from diverse and multiple angles of seeing an issue. Why? Because success must be unearthed and it takes all kinds of probing minds to work together on doing it.

IV. When relating to their team members, or interviewing, they do the opposite of what we are used to from most of our superiors:

- Instead of sizing us up to find reassuring signs of limitation and submission, thus posing no threat to them,
- Instead of listening to us talk about our experience only that they can find and emphasise the part where we are not quite tailored to the Job Description, thus making room either for a rejection or for a “long learning time, away from a promotion” while on the job,
- Instead of looking for reasons that strengthen a rather opposite position,

Leaders look for what brings us close, for what we have in common, for what we can build together. Leaders are not looking to differentiate themselves from us, but to include us and make us part of the “we” in “We are creating a success story”. That’s not to say that they do not see the part where we are not quite the JD in person, and many hire professionals that are not the most experienced or prepared for a certain role, having observed exactly that. But they

don’t stop there; they don’t let the NO’s make the final call. Somewhere in time, life has set them on a “find the opportunity” mode and that’s what they are doing. None of them has gotten where they are by choosing situations or persons who were already polished diamonds. They know better than that. So they look for potential, even in successful professionals with an impressive track record, leaders still need to see the potential.

V. When they mean positive, that’s what it is.



Leaders are not to be found among those who, in the name of YES, manipulate you to become a NO. “Your position doesn’t give you authority to have a say on this” or “Who are you to question my methods?” are transformed into “Thank you for sharing that with me” and “What do we do about it to make it right?”

VI. And, the mother of all leadership traits: they feel responsible for every single person in their company.

True leaders are profitable and successful but are still aware of their responsibility towards the people who believe in them. A CEO running a business that became profitable just because he would outsource and downsized to half is not a leader. (S)He’s an accountant.

What have I learned from them? That leadership takes practice in real life, with real people who, often times will not agree or support you, however wonderful your vision may be. And training on leadership doesn’t do this for you; nor does repeating “I am a leader” 100 times a day, with visualisation and all.

The way I see it, positive thinking is not about forcing yourself to a wonderful successful future. It's not about imitating, about repeating somebody else's success. Positive thinking is about creating the life that you want by acknowledging your limitations and working with them. It's about the stubbornness of going after what you want and saying NO if that's how you feel. Because, sometimes, negativity is actually a way our psyche that chooses to revolt and it can be an excellent trigger for genuine development. It's about being real as to who you are and allowing your growth in your own unique way, free of ready-to-apply recipes. But you have to trust that you can do it.

Inner growth – with its quality as an essential ingredient in leadership– is **a process of trial and error that no one can go through on your behalf.** If there is a person in this world who knows you and can help you find the right recipe, it can only be yourself.

So, by all means read, get information and give yourself room to ponder on any leadership recipes you find, but don't be quick into accepting any of them as “a sure way”, or worse, your way. You would be wasting yourself. Because the more you follow someone else's path (no matter how successful they are), the farther you are drifting from fulfilling your own leadership potential.

Instead, re-focus on yourself. Give yourself space and time to be your own success guru. Use your own experience. Learn and make up your own recipes and, gradually, become your own follower.

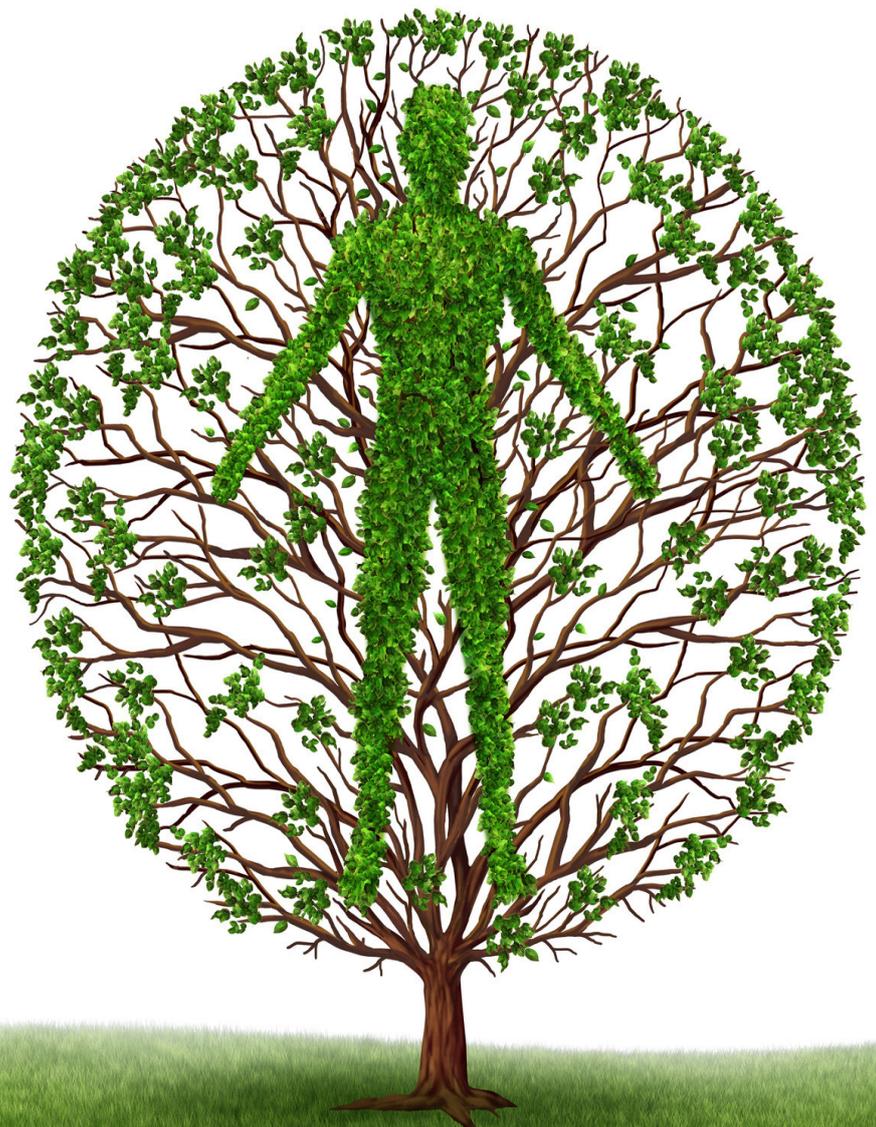
Become the Number 1 Fan of the Leader you have grown inside.



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