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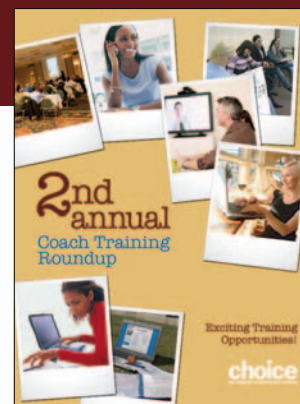
the magazine of professional coaching

What's Your Specialty?

**Discover Your
Coaching Niche**

**Coach school
leaders speak out
Secret strategies
for top coaches**

**LOOK INSIDE FOR OUR
LISTING OF TRAINING
OPPORTUNITIES!**



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the magazine of professional coaching

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Summer is here! I remember, as a child, the long hot languid days that marked the beginning of a long hot summer, no school and lots of time to play games of marbles with my friends. We'd spend countless hours in rapt attention playing games with the intention of winning the 'beauties' from our friend's coveted collection or trading off our not so unique players for the desired eye-catching



varieties. To us, our marbles were magical, each identified by its color, cut and clarity — they were our diamonds, each distinct and unique.

We coaches are also distinct and unique. In the coaching business, how to package, present and promote our business to distinguish ourselves from others can be confounding, especially for new coaches. So to assist you in defining your uniqueness and then parlaying that into your niche, Steve Mitten shares tips to get you started in finding your place (page 23). *choice* readers share their niche stories to give you a flavor of how specialized a niche can be (page 27). And then there's always the counter question: Do I really need to define a niche? Read Tessa Stowe's perspective in "To Niche or Not to Niche" (page 25) and Laura Lallone's approach in "Ditch the Niche and Discover Your Strengths" (page 11).

In addition to discovering your own unique niche or not, Brad Stauffer asserts that daring to dream can keep you focused (page 51). Being a coach can leave you feeling lonely and isolated. Michael Charest presents an upbeat message on how to fight loneliness (page 58). Building a successful coaching business is challenging. Stephen Fairley and Travis Greenlee guide you through strategies that have been used by top coaches (page 15).

We are excited to present our 2nd Annual Coach Training Roundup! (page 37). This supplement is packed with the names of schools and coach training organizations offering qual-

ity programs for both the beginning coach-to-be to gain certification and the seasoned veteran seeking to continue their education. As you will see, the listing is international in scope. Coach training is indeed a global business.

We interviewed several coach school leaders and asked their views on our advancing and growing profession. Read their thought-provoking and straight-shooting responses in "Vision, Values & Purpose" (page 30). *choice* readers also provide feedback about their student experiences to give you insight into some of the coaching schools' programs (page 31). It's all good.

So, here's to you, a long hot wonderful summer, and lots of good reading material (including *choice* Magazine, of course)!

I invite you to keep writing to us! Let us know what you think and what you want. Write to letters@choice-online.com.

Love and Peace,

Maureen A. Ford, CDC®
Editor in Chief

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publisher's perspective



Even today, when people ask me what my coaching specialty (niche) is, I stumble. And also after a lot of workshops, self-reflection and coaching, I still go into confusion. However it's getting easier. Recently, I've done an assessment on my strengths (see Laura Lallone's article, page 11) and I continue to focus on my personal dream. Within that work, I'm getting clearer and clearer.

I am still finding that my strengths and my childhood and current dreams all seem to come together to help me in my personal branding or identifying my niche. I've loved publishing since childhood and I've become addicted to personal development and seeing/helping individuals and small businesses to be the best that they can be. I'm learning that that is my niche, my brand. I help people realize their greatness through personal and portable publishing opportunities, while I'm also building a business of publishing. (So there, "that was easy!")

It feels good just to write that, which is a practice I have been doing for a few years. I write down my dreams, goals, business ideas and intentions. Someway, somehow, they get manifested.

Finding your niche is a little work, I believe. Look at every one of your interests, experiences, dreams, loves and passions. You'll find it there, I'm sure.

To discovery,
Brad

Brad Stauffer, CPCC, CDC®
Publisher



PPractice, practice, practice! This is what I think of when I look at how I arrived at my niche. From the very beginning, I heard that I needed to create my target market or niche. That my life would be easier if I could narrow down whom I wanted to work with. The analogy of throwing stones at the target vs. shooting a bull's eye with an arrow was mentioned. And when I first started coaching I said that I coach everyone. And while I was coaching everyone, I learned that there were some people who I was not as connected with and didn't enjoy coaching. So I listened to the 'powers that be' and started to refine my niche. It also helped that Vicky, Pat and the gang at my Dream Coach course said that I HAD to coach powerful women because I was good at it. Now I am clear and constantly redefining. But it took years of practice. Practice with my target market and practice in coaching. So my fellow business people, have patience and consider how much easier your life will be when you choose a niche.

To clarity,
Garry

Garry Thomas Schleifer, CPCC, CDC®
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Carol Adrienne, PhD, life coach and internationally recognized lecturer shares her view on conflict of interest in "Sticky Situations" (page 18). Carol is a workshop facilitator and the author of *When Life Changes, or You Wish it Would* (Harper Collins). As a master numerologist, workshop leader, and life coach, she has helped thousands of people eliminate negative patterns, as well as provide them with life-long tools for creating the life they want to live. Carol also co-authored *The Celestine Prophecy: An Experiential Guide* and *The Tenth*

Insight: Holding the Vision—An Experiential Guide.

Andrea Bauer, CPCC, interviews Madeleine Homan, Vice President of Coaching Services at Ken Blanchard Companies about leadership challenges in "Feeling the Fear" (page 47). Andrea is a leadership development coach who works with professionals throughout the life cycle of their careers. She helps clients define and identify personally meaningful work, craft strategic career development plans, and develop their leadership and management competencies. Her goal is to help people "rewire and retire." Andrea is also a writer and the creator of *Soul Surveys*, an innovative collection of interviews conducted with people around the globe on purpose and leadership.



Vikki Brock, MCC, shares some stats on the impact of other professions on coaching in "Key Influences on the Field" (page 26). Through her company Call Me Coach!, Vikki has supported people around the world to create success from inside themselves by their own definition. Vikki provides coaching sessions at client sites or by telephone from her 45' sailboat named Cuidado, which is moored on the ship canal in Seattle, Washington.

Craig Carr, PCC, discusses the ethical implications of conflict of interest in "Sticky Situations" (page 18). Craig is a senior trainer for the Coaches Training Institute (CTI) and a coach committed to the conscious development of personal potential. He is the co-creator of *Danger, Sex and Magic: The Mystic Roots of Coaching*, which he calls "a new model for brave coaching." Craig's specialty is working with entrepreneurs and investors who are designing new relationships with their business or jobs.



Michael Charest shares his approach to fighting isolation and loneliness in "Tactics to Stay the Course" (page 58). Michael is President of Business Growth Solutions and has personally coached hundreds of small business owners and served thousands through his speaking, audio programs and newsletter. Michael is also a writer and the creator of *From Grunt to Greatness*, his first book in the Umbrella of Life Series.

Melanie DewBerry-Jones talks about the courage to transform your life in "Can You Spare Some Change?" (page 54). Melanie is a speaker, writer and coach. She is a pioneering spirit whose passion leads her to be known as a Spiritual Catalyst. She lives her vision to nurture the expansion of love in this ever-evolving universe by working with clients in creating a deeper integration of spiritual and emotional intelligence. Melanie is a twice-certified coach and a member of the National Speakers Association (NSA).



Stephen Fairley and **Travis Greenlee** offer tips to build your business in "Five Secret Strategies of Top Coaches" (page 15). Stephen is an international best selling author of nine books including *Getting Started in Personal and Executive Coaching* (Wiley, 2003) and is CEO of the Business Building Center, the first online resource center for coaches, consultants, speakers and trainers. Travis Greenlee is President of the Business Building Center and is a nationally-recognized expert in automated and on-line marketing systems for professionals.

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Kat Kehres, CPCC, reviews four books worth recommending to clients in “Inspiration from the Pages of Life” (page 14). Kat is an author and relationship coach based in Southern California. She is the creator of the Staying Engaged Program and Playing Cards. Kat is also the author

of *It's Not Just a Wedding-It's Your Life!*

Laura Lallone shares how to leverage your professional and personal strengths in “Ditch the Niche and Discover Your Strengths” (page 11). She is also the author of “Industry News” (page 56). Laura is a professional coach, speaker and writer based in Southern California. She is certified through the NLP and Coaching Institute of California and professionally trained through The Coaches Training Institute.



Steve Mitten, MCC, 2005 ICF President, discusses creating a niche for your business in “Finding Your Place in the World” (page 23). He works with leaders and emerging leaders wanting to excel and have an impact. Through his programs and book, *Marketing Essentials for Coaches*, Steve has helped hundreds of coaches find an affordable and authentic path to commercial success.

Marcy Nelson-Garrison, MA, CPCC, presents “Coaching Tools” (page 20), the most current and innovative coaching products to enhance your coaching practice. Marcy is committed to the power and delight of creative approaches to personal and professional development. She is President of Coaching Toys Inc.



Brad Stauffer, CPCC and *choice* Magazine publisher, shares his insights and experiences of realizing a goal in “Activating Your Dream” (page 51). In addition to his coaching practice, Brad is also an entrepreneur and founder of Portable Publisher, a publishing and marketing consultancy. Brad is President of the Western Publications Association and is a frequent speaker at national publishing conferences.



Tessa Stowe outlines the pros and cons of niche coaching in “To Niche or Not to Niche” (page 25). Based in Sydney, Australia, she helps coaches who resist selling their services because they don't want to be seen as too pushy. Tessa has over twenty years of successful experience in selling services, ranging from a few hundred dollars to over US\$10 million.



Victoria Trabosh, CDC®, is a new voice for “Sticky Situations” (page 18). Armed with a richly diverse background, humor and boundless energy, Vicky coaches top executives worldwide. She is also an international speaker, trainer and facilitator with thirty years of large corporate and start-up business experience. As President of the Itafari Foundation, a foundation for the people of Rwanda,

she works tirelessly in helping all people become their personal best so that they can change the world.

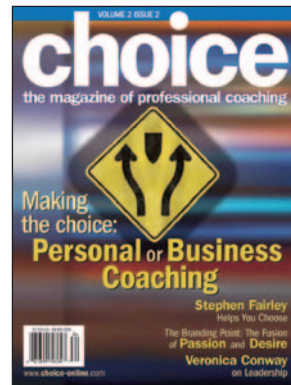
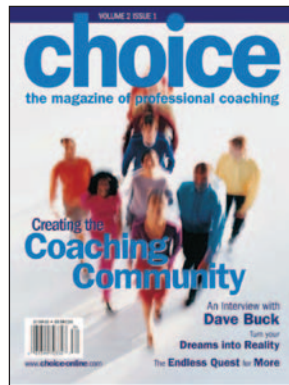
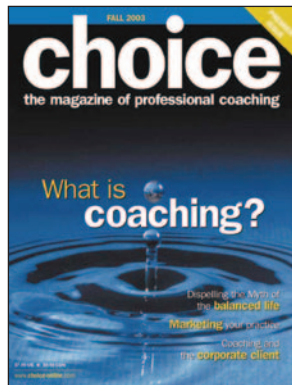
Patrick Williams, EdD, MCC, outlines historical influences on the profession in “The Theoretical Foundations of Coaching” (page 49). One of the early pioneers of coaching, Pat is often called the ambassador of life coaching and is passionate about the profession. He is the President of the Institute for Life Coach Training. Pat is the co-author of *Therapist as Life Coach: Transforming Your Practice* and *Total Life Coaching: 50+ Life Lessons, Skills, and Techniques to Enhance Your Practice and Your Life*. His newest book is *The Law and Ethics in Coaching: How to Solve and Avoid Difficult Problems in Your Practice* (John Wiley & Sons).



“The universe conspires to help those that are passionate about adding value.”

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By Laura Lallone

Ditch the Niche and Discover Your Strengths

Use your strengths to create a successful coaching business

I have some bad news: You're not good at everything and you never will be. That's just the way it works. There will always be someone out there who is better at something than you and you will never catch up with him or her.

Stop right there. Catch up with them? Why are you — with your unique and valuable combination of skills, talents and perspectives — trying to catch up with anyone? Competition was so last century. Cooperation is where our culture is headed. Isn't it time to set your own path? Isn't it time to get back to what came naturally to you as a child?

Here's the deal: You don't *need* to be good at everything. In fact, *trying* to be good at everything — or even

“You don't *need* to be good at everything.”

good enough at most things — is holding you back.

Greatness comes from focusing your time and energy on your innate strengths — your domain. And graciousness comes from recognizing and applauding greatness in others.

In this article, you will learn some tips on how to use strengths to build a business that works for you and to develop *your* way of coaching that will bring in rave reviews and referrals from your clients.

How do you determine your strengths?

It seems that you and I are not equipped to take this strengths journey alone. Perhaps we're too close to see clearly, or maybe we just don't have the language to express what comes so naturally to us. If you're like me, you've written down your strengths and weaknesses and walked away with a ho-hum yawn, a list of the same old words like 'people person' or 'problem solver' and a vague agitation.

There are far more powerful and life changing ways to tap into your strengths.

One tool that stands out is the StrengthsFinder® Profile, the cornerstone of the highly acclaimed book *Now, Discover Your Strengths* by Marcus Buckingham and Donald Clifton, PhD of the Gallup organization. This online assessment tool

(accessed free with purchase of the book) is “the product of a 25-year multimillion dollar effort to identify the most prevalent human strengths” and introduces 34 core themes in human excellence such as Activator, Command, Empathy and Ideation. When you take the online assessment, you will immediately be given your top five Signature Themes. These are your “recurring patterns of thought, feeling, or behavior,” which change very little during your lifetime and are neither good nor bad — it's how you make use of them that matters most.

One common result that I've witnessed in my colleagues, clients and myself, is a profound sense of 'coming home' and a deep feeling of relief. It's like taking off a winter coat that you had been wearing on a steamy summer day. The burden of the coat was making you sweat, you looked uncomfortable, and it wasn't doing anyone any good.

Here are few tips to leveraging



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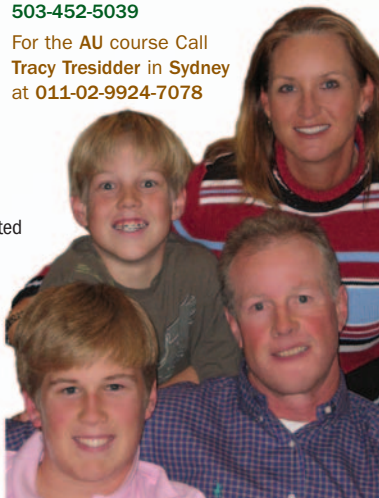
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perspective

your strengths journey to create a better business:

1) Work lifestyle

By knowing your strengths you can start uncovering information critical to building a sustainable work lifestyle. Do you like to work in short bursts or for long stretches of time? Do you thrive in an environment with other people? Do you need to accomplish something big every day? Is maintaining a fulltime coaching practice what will feed you for years to come? Or do you want to be an 'idea' person for a peripheral coaching tool or product? Stop doing what you don't like doing.

2) Create your brand

Your strengths naturally help to define your brand because your brand is YOU. It's what differentiates you from other people. And it's important to let go of what's *not* your turf. Be honest. Look at your strengths. Own them. There is nothing more attractive than being comfortable in your own skin!

“Stop doing what you don't like doing.”

3) Create solid complementary partnerships

Those little voices that say, “I should be able to do everything,” can rest now. You need help, and so does everyone else. Round up your colleagues and take a strengths assessment. Uncover what you can count on in each other. Hire, barter, partner with people who have complementary strengths. For instance, if your profile, like mine, doesn't include ‘strategic,’ then surrounding yourself

Strengths based assessment

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Now, Discover Your Strengths, StrengthsFinder® Profile

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with colleagues who *are* strategic is a good... well, strategy. Chances are that you already have an assortment of strengths among your colleagues and friends. Now you can put a name to them and ask directly, as in “I could really use your help with a strategy.”

4) Ditch the niche and build a platform

Create an unwavering platform for your practice. Sure, you may change your target market, but by building your offerings on your strengths, you are on solid ground. For instance, let’s say you are a rock star at living in the present and you do not have a strength in future visioning. Then be in the present! Focus your coaching on ‘being present.’ Through your marketing and design with clients, you will be setting yourself up to always win — because you are the expert at being present. Leave the visioning to coaches who have their eye on the future as a natural strength.

5) Create radical coaching relationships

Show your cards and share your

strengths outright with your client to design a foundation for your relationship. Encourage your client to take the StrengthsFinder® Profile (or another assessment that resonates with you). Use the results in your coaching to help your client understand her beliefs, values and motivations. Help her to build her own personal brand and platform based on her strengths. *Now, Discover Your Strengths* even provides you with how-to’s for managing a person based on their themes.

Study your strengths. Use them. Understand them. Know what *isn’t* in your strengths repertoire. Start recognizing the strengths that you admire and can count on in other people. By creating a strengths focus you will set yourself apart and find your greatest, most sustainable success.

That’s the *good* news. •

Laura Lallone is a professional coach, speaker and writer based in Southern California.

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Sometimes a picture is worth a thousand words. Sometimes a thousand words that are read at the right time can transform your life. I urge my clients to use books as a regular part of our coaching work, knowing a timely phrase will surprise them into shifting the course of their lives.

I weeded through the myriad of books that line my shelves and found four that have been most useful to my clients as we navigate together the waters of creating fun, intentional change. I rarely go a day myself without reading from one of these books or their kindred spirits. My copies are dog-eared, filled with notes and papers, well loved and well used. Some of them I read cover to cover while others I intuitively dip into for daily reminders, little messages that keep me awake to the learning and the beauty in this present moment.



The Excuse Me, Your Life Is Waiting Playbook by Lynn Grabhorn.

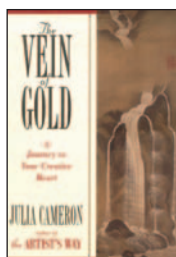
Though much has been written about manifesting the basic principles from

which we create our lives, I have not found a more entertaining or practical guide than this.

Its companion book, *Excuse Me, Your Life Is Waiting* is filled with Lynn's own personal stories of failures and successes. She is refreshingly honest about what a stretch it *really* is to focus on what we want.

In her *Playbook*, Lynn takes us through a course on how to create exactly the life we want, by staying focused on our 'Wants,' being really clear about our 'Don't Wants' and developing vigilant practices with our negative and positive thinking and feelings.

This is the book that I give to the clients whom I believe are really ready to live their dream life.

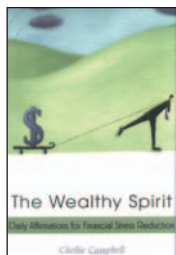


The Vein of Gold by Julia Cameron

At the heart of this book, and its predecessor *The Artist's Way*, is the premise that we are all highly creative beings. The

author introduces us to the simple but powerful practice of daily journal writing to unlock our creative powers.

Cameron looks at many aspects of life and uses fabulously fun exercises and words of wisdom to teach us how to tap into our creative nature. I recommend this book to clients when I hear them doubting their creative abilities.



The Wealthy Spirit by Chellie Campbell

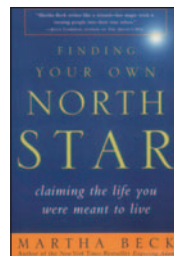
I have read almost every self-help book there is about money. For the most part I have found them very useful. It

took me years to discover that I had

to have my own money system.

Creating individualized systems is the work I do with my clients when the subject of money comes up, as it invariably does during a coaching relationship.

For that reason I love recommending *The Wealthy Spirit*. This book is filled with Campbell's own stories of her experiences as an entrepreneur, which makes it especially helpful for those facing entrepreneurial challenges.



Finding Your Own North Star by Martha Beck

When it comes to telling stories that point us to a better understanding of ourselves and the world

around us, I know of no one I trust and enjoy more than Martha Beck.

Though the media proclaims her to be a life coach, she came to it as she has most everything else in her life — in a very unconventional way. She reminds us that we must first "live it to give it," and then she shows us the way.

I find it truly powerful to use books to invite a host of wise spirits, allies, truth-tellers and transformational guides into our coaching conversations.

It's a lot of fun to be in such good company. •

Kat Kehres, CPCC, is an author and a relationship coach in Hollywood, CA.

By Stephen Fairley and Travis Greenlee

5 Secret Strategies of Top Coaches

How to package and position your way to financial success

Over the last few years we have studied highly successful coaches, consultants, speakers, and trainers and discovered five specific strategies they utilize to propel their practice to financial success. Here is an overview of the 'secret' strategies top coaches use and some practical steps you can take to start applying them in your practice.

1) Create information products based on your intellectual property

Intellectual property (IP) is simply an idea, process, program or data you create. It can be either a tangible item, such as a workbook or audio CD, or an intangible item,

unique concept, prospects begin to view you as an expert, not just one of the crowd. Here is a planned approach to market your expertise:

- Write a short book (100 - 200 pages) around a topic your target market needs
- Create a one-hour keynote/presentation using the same IP
- Develop a two-day workshop and manual (again using the same IP)
- Record the workshop and use it to create a DVD or CD set
- Build a teleseminar series or coaching program around the same topic
- Offer an intensive train-the-

"The smaller the market you target, the easier it is to rise to the top and quickly become a recognized expert."

like a communication skills program or a process for executives in career transition. The secret is not so much how it's packaged, but that you have created something specific to say to a precise target market.

When you have a special product or program built around a

trainer weekend and certify people to offer your workshop and/or coaching program

- License the materials to people and require them to purchase the books, CDs, workbooks, and collateral materials they use from you.

Obviously, there is more work to it



than that but the core model is brilliant and it works very well because it leverages your time and expertise. Once the IP is developed, you can focus your time and energy on marketing and delivering the program in creative ways instead of creating new IP. You can use each step to upsell people into the next step.

Here are some questions to help you apply this to your practice:

- What's the one area your prospects need the most help with that they would gladly pay you for?
- How can you help them resolve that problem using your skills and knowledge?
- What are two ways you could package your expert knowledge (an audio CD, a workbook, e-book, teleseminar, coaching program)?

2) Expert positioning: media and market specialization

This may seem counterintuitive at first, but top coaches have discovered it is always easier to position themselves as an expert when they focus on a specific, narrow market. In fact, the smaller the market you target, the easier it is to rise to the

top and quickly become a recognized expert. Top coaches and consultants specialize in an industry or profession (such as accountants, attorneys, doctors, technology managers, CEOs at manufacturing companies) and make it their job to know more about that industry than any of their competitors.

Here are a few ways to start positioning yourself as an expert:

- Write an article for an industry trade publication or newsletter
- Speak at exclusive networking groups filled with highly targeted prospects
- Volunteer to sit on a non-profit board servicing your market
- Partner with an industry leader to sponsor a seminar or industry survey.

3) Platform building

Top coaches and consultants work hard to increase the size of their platform — the number of people they connect with on a regular basis. Statistically speaking, only a small percentage of people you connect with will ever hire you as their coach, perhaps one to three percent if you're fortunate. If you are only connecting with 1,000 people on a regular basis, then you might get 10-30 new clients. If you're reaching 10,000 people then you can build a client base of 100-300 new clients each year. The size of your platform is directly proportional to the size of your bank account. Highly successful coaches use several common strategies to build their platform:

- Speak to several industry-specific groups every year
- Write articles and distribute them online. (Receive a free special report on how to do this by emailing: Article@BusinessBuildingCenter.com)
- Use multiple, targeted websites to build your database of prospects
- Connect with your prospects every four to six weeks
- Conduct joint ventures with other non-competing professionals who service a similar market.

4) Coaching, consulting, training and speaking

If there's one thing top coaches have in common it's that they don't limit themselves to only doing coaching. Virtually all of them also speak, train, and consult. They speak with



I loved meeting you in San Jose!

I loved your energy, your curiosity, your feedback and your enthusiastic response to our products. I am proud to be a new member of ICF and look forward to a long and mutually inspired relationship.

iSpiritual Labyrinths is setting up a 5% discount for all ICF members. Just identify yourself as a member when placing an order with iSpiritual Labyrinths.

Rita

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the goal of attracting people into their in-depth training programs. They use training to lead people into one-on-one coaching, which opens the doors to do consulting. Diversity in your revenue stream leads to stability. Stability leads to profitability. How could you repackage your coaching skills into a presentation or training program?

5) Pricing and packaging

Financially successful coaches recognize the majority of people they *could* help will *never* hire them as their personal coach. Yes, you heard right. Even though *we* are enamored with coaching, many people are not able to afford it; others don't understand how coaching will help; some may even have a negative

concept of coaching. So the question is, if you're looking to make a lasting impact, why would you insist on offering coaching as the only way you can help them? Top coaches offer different products and services at multiple price points to achieve maximum impact. They offer products and services at entry level (less than \$100 total), mid-level (\$100-\$1,000 total), and high end (\$1,000 and up). Here are two creative ways to combine products and services:

- Choose a favorite coaching topic and develop several questions about it. Create a group coaching program with each week covering some of the topic areas. Record the group and have it burned onto CD. Use this to create a product which you can sell.
- Select a best selling book or audio

CD targeted towards your market and, using its content, create a series of worksheets and action steps around each chapter. Buy one copy of the book or CD for each participant, and create a self study course that includes worksheets and action steps.

Conclusion

If you're not sure where to start we recommend starting at step number one — building your credibility and expert status by formalizing your intellectual property. Focus the next six months on becoming a recognized expert in your topic area for a specific target market. •

Stephen Fairley is CEO of the Business Building Center. Travis Greenlee is President of the Business Building Center.

Are you the next coaching success story? Will you play a game with us?

ENTER OUR CONTEST to find the most inspirational story using the Staying Engaged Playing Cards. The winning story will be featured in a color ad in the Fall 2006 issue of *choice* Magazine. **Yes, free promotion of YOU and your business.**

This issue's contest winner is Stephanie Lovinger

Staying Engaged Story: Stephanie Lovinger

I often use the cards while coaching, and recently found that they come in handy at the office. I work part time at The Coaches Training Institute. A colleague and I were preparing to lead a teleclass. To our dismay, our special guest speaker cancelled at the last minute.

How to present the news to our callers? What's the best way to apologize? I said, "Let's draw a card." I kid you not, the first card we drew was, "What makes it hard for you to apologize?" You should have seen our jaws drop.

We chewed on this question for awhile and came to the conclusion that we didn't need to apologize. We realized that the objective of the call had not changed, and that we could fulfill it just fine.

The call was a great success. Nobody objected to the changes. We realized how easy it is to take too much responsibility when delivering bad news. Often what we think of as bad news is just information. The key in any relationship is to be willing to speak the truth.



Stephanie Lovinger CPCC is a coach who believes that transformation is an inside and outside job. Using her expertise in public speaking, fashion, fitness and fun she helps women to outwardly express the unique beauty they've discovered on the inside. stephanie@mega-morphosis.com

Kat Kehres CPCC, and Curtis Knecht CPCC, MFT, are co-owners of the Relationship Coaching Company and creators of The Staying Engaged Coaching Program and Playing Cards.

Eligibility: Anyone with Staying Engaged cards and a story. Send us as many stories as you like.

Deadline: All stories must be received by 8/07/06. So go to www.stayingengaged.com to order your deck now! You gotta play to win!

How can you help a family member who needs coaching?

STICKY SITUATIONS
GIVES US A WINDOW INTO
CRITICAL COACHING MOMENTS.
THIS SITUATION QUESTIONS
CONFLICT OF INTEREST.

the situation

“My nephew has been going through some tough times and I’ve been talking to him as an uncle through listening and general advice. Now we’re talking about moving into a more formal coaching relationship. I feel I can be objective. And I know there will be family issues that come up about his mom, my sister. But I really feel I can deal with it all and hold everything objectively. Am I getting myself into a mess and potentially stepping into a family fire that I’ll regret? Are there ethical issues involved here? I really want to help him see the possibilities in life.”

Do you have a sticky situation that you want help with or a different perspective on? You don’t have to go it alone. Let our senior coaches give you a hand. Please send your situations to: letters@choice-online.com



Carol Adrienne, PhD, states, “Whenever we make a decision to go against our better judgment, we need to look at what we are afraid of.”

The short answer is yes, you would be better off referring your nephew to another professional. I believe you know that in your heart of hearts. It’s clear that your concern and love for your nephew is strong, and you want to see him succeed in life. However, whenever we go against our intuition — which, in your case lies in your statement that you “might be stepping into a family fire” — then we have to wonder what else is influencing our thinking.

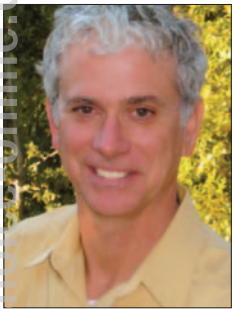
For example, are you thinking that it’s a good idea to start a coaching relationship with him because you already know his background story? Because you know what’s best for your nephew? Because you are afraid he won’t stick it out with another coach? Because you have an unspoken contract with your sister to help her with her family? If so, then these considerations may

be a sign of a deeper lack of trust in your nephew’s process. Whenever we make a decision to go against our better judgment, we need to look at what we are afraid of. What are we trying to control? Are we being — to use an overworked word — co-dependent?

You may feel that you can be objective, but you are not truly a disinterested party. As an uncle, you are rightly placed in the family dynamic, and are entitled to your opinions about other family members. You have the advantage of being able to advise and care, but are not obligated to produce results.

Yours is not an ethical question so much as it is a conflict of interest between a professional relationship and a family relationship. You can do things as a professional that you might not do as a relative, and vice versa. This is why professionals in the medical community do not treat or operate on their own relatives. I would suggest that you continue spending time with your nephew as you are — as a caring uncle — and, if he wants it, refer him to a good coach.

“Yours is not an ethical question so much as it is a conflict of interest...”



Craig Carr, PCC, notes, "The reason most trainers and advanced coaches recommend against coaching family and those in the coach's inner circle, is that it is near impossible to detach from the other-than-conscious agendas we have for these folks."

The first thing I want to say is that you are an exemplary uncle! Your nephew is truly fortunate to have you on his side, and you are right not to want to make a mess of that.

The second thing is to share with you a viewpoint that you probably already understand but want to forget in this case: namely, that *great coaching is also largely subjective*.

I have little doubt you can create objective and measurable goals, tasks and the like. You can also manage boundaries and separate out the hard stuff that might be going on with other family members, and effectively keep it to the side of your coaching conversations. It is exactly your hyper-concern with doing so, however, that will stall the coaching from reaching its potential. All that is felt, intuitive and hidden will be excluded.

About now you may be saying to yourself, "but I think I can handle being objective about the subjective experiences we are having." Good luck. The reason most trainers

and advanced coaches recommend against coaching family and those in the coach's inner circle, is that it is near impossible to detach from the other-than-conscious agendas we have for these folks. Here's one: what's the real reason you are willing to risk damaging your relationship with your sister? You see, it gets complicated very quickly.

There are no specific references in the ICF ethics guidelines; it is appropriate that it is left to the good sense of the individual coach. I have seen great value in a family member/coach getting a relative going in coaching while having the very clear intent of priming them for a referral to another coach.

Please make this overt in your coaching plan with him. You are strongly invested that he give coaching a shot and you will help him get started. If you both find it working for him after a month or two, you will work with him to locate his next great coach. Now, doesn't that sound like a relief!



Vicki Trabosh, CDC®, is a new voice for the Sticky Situations column. She says, "You are first his uncle, and that role was decided long before you became a coach."

Ilove the fact that you care so much for your nephew that you want to be there as his coach. But you said it best: you could potentially be stepping into (or starting) a family oil fire that will not be easily extinguished with a little coaching soda.

Your job as a coach is clearly defined: to assist your clients in finding their answers and partnering with them in their defined issues and goals. Ask yourself this question: "Would I risk my relationship with my sister, and possibly my nephew, in order to be his coach?" This is the highest price you must be willing to pay. And its consequence is that you may no longer be warmly invited to Thanksgiving and all other holidays to pass the gravy boat. That's a lot of gravy you could be missing...

Are there ethical issues? Not necessarily, if you believe that you can be impartial. But then something will happen or be said that

makes you *very partial* to the outcome. Now you've crossed the line. The appearance of a conflict in many business situations *is* a conflict. That's all it takes. Appearance. And what you want to do, to serve as his coach with the best of intentions, is rife for hurt feelings, hidden agendas, unexpected consequences and family disharmony.

Consider using your great skills to refer him to another coach. If you and he have identified the issues, help him to meet with other qualified coaches who have no stake other than to help your nephew be his personal best.

You are still his uncle. Love him, support him, encourage him and continue to be a listening ear. But do not risk everything to do your job. You are first his uncle, and that role was decided long before you became a coach.

Your gift to him is this lifelong relationship that you both cherish. •

Hats-In-A-Bag

Imagine the energy and laughter as you start a workshop by inviting participants to try on different hats and then embody the perspective they associate with it. Christie Latona and Laura Lind Blum (creators of One Hat At A Time Momentum Cards) have packaged two collections of hats ready for creative play. *Hats-In-A-Bag* can be used in any setting where you want to open up thinking and generate possibilities — coaching, problem solving, brainstorming, or belief work. Pair the hats with coaching questions for a powerful experiential exercise. For example, pair the Viking hat with the question “What if you took a stand?” or the hard hat with “What if you could impact the structure?” The hats open the door to metaphor and bring a sense of delight, play and surprisingly powerful insights to your clients.



Pink Spoon™ Marketing

If you want to take your business to the next level, you need *Pink Spoon™ Marketing: The Art & Science of Building a Multiple Streams Business*. Andrea J. Lee and Tina Forsyth have been generating quite a buzz in the coaching community with their Pink Spoon™ Marketing Model and this new product takes you inside the model and tells you exactly how it all works. Tina and Andrea refer to the information as ‘street-smart how-to’s.’

In 189 pages and five audio CDs they cover all aspects of building a multiple streams business: niches, target markets, web sites, marketing, generating traffic with integrity, affiliate programs, joint ventures and more. Included are great interviews with business owners who are experiencing wild success using the Pink Spoon™ Marketing Model. The interviews are both motivating and rich in content.

What really impressed me is that throughout the material, you really feel Andrea and Tina’s presence. Two powerful coaches standing by your side bringing their creativity and passionate certainty that if you take the steps they outline, you can and will succeed.



Shift

I’m so excited to tell you about a new board game called *Shift*. Not only does it facilitate the type of insight and awareness that can truly change your life — IT’S FUN!

Inspired by *A Course in Miracles*, *Shift* is based on the assumption that all of our thoughts come from either love or fear. Play involves rolling the trust/doubt die and a number die, and drawing from four types of cards: Choose, Shift, Step into their shoes and Drop a defense. The object of the game is to move across the board from fear to love and drop all of your defenses along the way. Don’t worry, there will be plenty of laughter playing this game! Nicole Casanova from *Shift* told me they hired a stand-up comedian when they were designing the game to help bring humor to these concepts.

Shift was just released this year. It is going to be HOT! Be the first to introduce it to your friends and clients. Consider hosting game nights. What a wonderful way to open up authentic dialogue and begin ‘shift’ing the planet.



Mind Makeover Magic

Mind Makeover Magic is a software program that allows you to create your own customized affirmation CD or MP3 file.

Their tagline is "Change your inner dialogue — change your life."

The software is professionally designed with easy to follow tutorials. Choose positive life-affirming statements from their list or your own, record them in your own voice, choose background music from their selections or your favorite CD, and then adjust tone, volume and echo to suit your taste. Your recording is converted to an MP3 file. You can then listen to it on your computer, download it to an MP3 player or burn it to a CD. Specific versions are available for women, men, teens, kids and one called lovenotes to record messages for an infant.

I love the CD I created for myself! I can't believe how easy it was to make, and it sounds great. The emotional impact of good music, your own voice and the repetition of positive statements create a powerful foundation for change which makes this a perfect tool for clients.

As a courtesy, links to all of these products and services are listed on the home page of www.coachingtoys.com

Marcy Nelson-Garrison, MA, CPCC, is a coach and the president of Coaching Toys Inc.

Change the Way You See Everything

"When you change the way you see things, the things you see change." (anonymous) This quote sets the tone for a new book by Kathryn D. Cramer, PhD and Hank Wasiak. With stunning photographs, beautifully designed pages and great content, this book has the potential for big impact.

The authors believe that a simple shift to Asset Based Thinking, ABT, can have a powerful impact on all areas of life and work. "When you decrease your focus on what is wrong (deficit based thinking) and increase your focus on what is right (asset based thinking) you build enthusiasm and energy, strengthen relationships, and move people and productivity to the next level." This is a very well articulated, intelligent and exciting book aimed at a corporate audience. Coaches take note — ABT is going to become an important buzz-word and this book is destined for success. Cutting edge corporate coaches will want to be introducing this work to their clients.

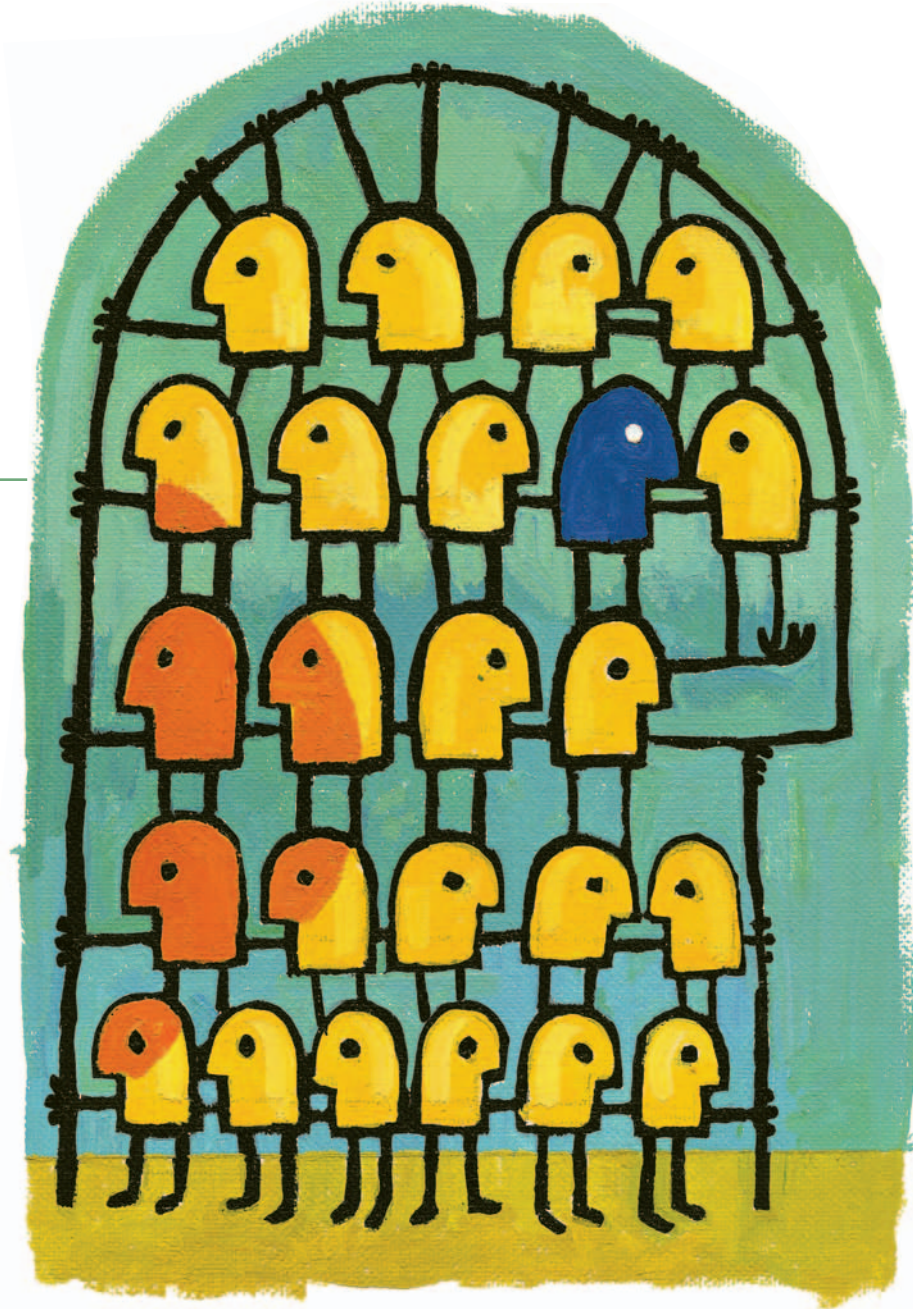
Avoid the 80-20 trap

Avoid the 80-20 trap. Instead of focusing 80 percent of your attention on problems and 20 percent on opportunities, concentrate 80 percent on opportunities and 20 percent on problems. This bold mental shift in perspective offers incredible built-in advantages.

- (+) To shift your perspective from deficits to assets is to live life differently, unconventionally, even courageously. When you put more of your focus on progress than on perfection, on possibilities than on problems, you challenge the dogmatic and deficit based thinking in yourself and others.
- (+) To most of us, facing a problem usually provokes us to cast blame and assign guilt. But what if you could reach into the depth of that problem and extract a treasure—a wealth of information that could propel the situation forward in a way that benefits everyone involved, exponentially? This moves you into the affirmative zone in which **Good Things Happen**.

Kate Windy Belfer is a bestselling author. Her books are published on Amazon and in the Kindle Store. Her latest book, "I don't think being truly honest has any effect on your life. Guilt means you're not doing it right. You're just sitting in a puddle of guilt."

Making amends for flawed actions, YES! Making amends for flaws, NO! Feeling guilty in either case, NEVER! **Good Things Happen** makes you consider your flaws, shortcomings, and limitations as important to who you are and what you have to work with. You see them as the complement to your talents, strengths, and capabilities.



Your Coaching Niche

Marketing research demonstrates that targeting a particular group of people for promotion of your services will increase your business. In this issue we examine how to decide what your niche will be, what it means to choose a niche, and the consequences of having a coaching niche.

- Steve Mitten talks about how to discover and develop a niche for your coaching practice.
- Tessa Stowe outlines the pros and cons of having a niche practice.
- Vikki Brock presents data on the influence of other professions on coaching, including the selection of niche areas of practice.
- Some of our readers share stories about their coaching specialties.

—The Editors

Finding Your Place in the World

Five Steps to Developing a Great Niche

By Steve Mitten, MCC

Coaches are intuitive, feeling souls. We are called to this work, and we love to share our gifts with everyone. As noble as this intention is, as a marketing strategy it is a recipe for struggle. Coaching is such a young profession that most potential clients simply do not appreciate the great benefit of working with a coach. If you are out there selling generic coaching, “*I’m a coach, would you like some coaching?*” you are trying to sell something few people understand or value.

The key to greater commercial success is identifying where your passions and strengths lie to allow you to package coaching as a tangible solution to your ideal clients’ biggest unmet needs.

Finding a great niche is all about falling in love with a group of people whose challenges you really understand, where your gifts, experience and coaching skills can add great value. When you find this, you have found your place in the world. You will know where you are meant to serve, and you will experience far greater commercial success.

Natural resistance

Many coaches have heard this before yet continue to struggle chasing down

a wide variety of coaching prospects one at a time. I see two common reasons for this.

Many coaches equate finding a niche with not being able to work with whom they choose. Contrary to common belief, choosing a niche does not mean you can never work with any client outside your niche. It simply means you are focusing your marketing on a group you love spending time with, understand, can add a lot of value to, and know how to reach in large numbers, quickly.

A second common point of resistance for choosing a niche is a fear of standing out. To attract large numbers of ideal clients, you have to become known. This possibility brings up fear for coaches who don’t feel they are *ready* or have some deep need to just fit in. In business, *fitting in* equals commercial suicide. If you have this tendency, get some good coaching.

The payoff of a great niche

Having watched hundreds of coaches develop their businesses, I believe a good niche will give you ten times more clients — for a given expenditure of time and money — than general unfocused marketing.

More than this, I believe a good

niche will allow you to have a greater impact in the world and provide you with a long-term, sustainable advantage in your marketing that will position you apart from all the competition and attract an endless stream of ideal prospects.

The benefits of finding a good niche are well documented in the coaching literature. The key question for most coaches is: how do I find my own niche?

The five steps

1) Identify your top niche possibilities

Look at the clients you most love to work with. What do they have in common? Who are the people you are most drawn to work with — work-at-home-moms? Business owners? Leaders? Soul seekers? Look at the type of work that gets you most excited. What are you called to do in this world? What big changes do you see that need to be made? What type of work most aligns with your values? (For instance, you may not want to commit to training CEOs in coaching skills if that means you will be on the road half the time.)

Don’t forget to look at those places you have fled from. For example, if you are a refugee from corporate life,

you perhaps are not even considering looking there for a niche. “They took my soul, I will not go back.” While you may never want to work in a corporation again, wouldn’t it be great to help others flee corporate life if they found it as difficult as you? And wouldn’t you know a great deal about what this niche’s life was like and how to reach them?

2) Create a matrix to rank each of your possible niches

Rank potential niches through the lenses of your passions, strengths, and the needs in the marketplace. Specifically, list all of your possible niches in column one. Label subsequent columns for a variety of sub-categories that might represent your passions, strengths and needs. For example, as relates to passions, you might have columns labelled Aliveness, Values and Impact to represent how alive you are when you coach this group, how well working with them would align with your values, and how much of an impact you would have coaching this niche. For assessing how well your strengths favour a particular niche, you might label columns: Life Experience, Training, Accomplishments, and your Capacity to be Great. For assessing market needs you might label columns: Identifiable Unmet Needs, Ease of Access for Marketing, Ability to Pay and Level of Competition.

Once you have created the matrix, you can proceed to rate each niche, in every column, on a scale of 1 to 10. For example, if you already have the email addresses of every niche member in your region, you would give this niche 10 out of 10 for Ease of Access for Marketing. If you had to track down each member of another niche individually, you might only give that niche 2

out of 10 in the same category. Once you have filled in each box on your matrix, you simply total the score. The niches with the highest score will be the best fit for you. (To see a detailed example of what I am describing here, go to www.acoach4u.com/nichetool.htm).

3) Dive into research mode

Interview some prospects to better identify what their greatest needs are, how to best communicate to the niche (do they have an association magazine or national convention?), what your competition looks like, how to position yourself as an expert to the niche, and how to best package your coaching as a solution to the niche’s greatest unmet needs.

It’s in going out and talking to three or four members of a possible niche that you will really learn the specific



information you need to know. Sometimes you’ll find out that the niche is not a good fit for you. Most of the time you will get really excited. You will see the big problems they have. You will see where coaching can be used as a better solution to what they are currently doing.

By the time you have completed your interviews with your niche, you should have some very good ideas about how to best package coaching as a great solution to the biggest unmet needs of your niche.

4) Test market your solution

Create a program (a one-to-one

coaching program, teleclasses, workshops, etc.) to try out with your niche. Don’t be afraid to promote it at a reduced cost to get your first few clients. You will learn a lot, and you will gain a number of valuable testimonials that will make it easier to sell out your subsequent offerings.

5) Roll out your finished product

Seek every opportunity to speak, write, present or otherwise share your knowledge with your target audience to increase your exposure and solidify your position as an expert solution provider to this niche. Now is the time to really raise your profile so that your niche can easily find you, and come to appreciate all the ways you can help them.

Developing a great niche takes as long as it takes. You may have to go

“Choosing a niche does not mean you can never work with any client outside your niche.”

through this process a few times before you arrive at your ultimate niche. Keep at it — the rewards are worth it.

And don’t think it is all up to you. In some mysterious way, as long as you do your part to get out there to see where you can add the most value, the world will most certainly reveal some unmet need. The universe conspires to help those that are passionate about adding value.

Steve Mitten, MCC, and 2005 ICF President, is a coach for leaders and emerging leaders and author of Marketing Essentials for Coaches.

To Niche or Not to Niche

Advantages and disadvantages of having a niche

By Tessa Stowe

Should you choose a niche or shouldn't you? Or should you wait until the niche finds you and coach anyone and everyone in the meantime?

When You Don't Have a Niche

Let's assume you don't have a niche and you market to absolutely everyone. Following are some suggested disadvantages of this approach. Note which ones you agree with.

1. It's very difficult to have a marketing message that speaks to everyone. Hence your marketing message will be very wishy-washy and will mean nothing in particular to anyone.
2. You'll be spreading yourself too thin, trying to cover everyone everywhere. This is very energy draining and you could burn out.
3. It will be very hard to decide where to put your marketing efforts and dollars. It's a very scattered, hit-or-miss approach.
4. It's a waste of time, money and effort to give out a very diluted marketing message to large numbers of people who aren't interested.
5. You'll be viewed as a generalist, and as such, people will think you probably won't be able to help them for what they consider are their unique requirements.
6. You won't stand out in the crowd. If you're everything to everybody, why should you?
7. You'll be spending all of your time looking for clients and no one will be looking for you. People look for specialists, not generalists.
8. If you're viewed as a generalist, people will want a discount on your services. This is simply supply and demand and does nothing to take your business in the direction you want.
9. Referrals will be few, if any, as people won't be clear on exactly what you do.

10. It will be difficult to attract successful joint venture partners as they will be struggling to determine the value you offer their niche.

When You Do Have a Niche

Now let's assume that you do have a very specific niche and you only market to that niche. Following are some suggested advantages of this approach. Note which ones you agree with.

1. You know who you're looking for and where to focus your marketing efforts and dollars. Focus plus action brings results.
2. You know where to focus your research efforts so you can intimately understand your niche, the problems they have and the language they speak. The greater your level of understanding, the more magnetic you'll become.
3. Your marketing message is very clear and focused and speaks to the needs (ears) of your niche. People know exactly who you serve and what results you produce.
4. You can position yourself as the expert in your niche. Because you are an expert, people actively seek you out and pay you accordingly.
5. People in the same niche tend to have the same problems. Once you find out what these are, you can develop high-demand services/products to solve them.
6. You can brand yourself in your niche. Your brand will work for you, attracting clients, seemingly when you're not even trying. Often people will be sold before talking to you.
7. Niches tend to hang out together and belong to groups and associations. In these groups, they often talk about their problems and how to solve them — that is one of the main purposes of the groups. Word about you will spread quickly in these groups.
8. Your chance of referrals increases, as people will immediately understand the market you serve and the results you produce.
9. You will know when to say no. For example, you will not waste your time going to a networking event if there is no one there from your niche in attendance.
10. You will be more attractive to joint venture partners in your target market as they will clearly understand the value you offer their clients.

Tessa Stowe is a mentor, coach, speaker and trainer and the founder of SalesConversation.com. She lives in Sydney, Australia.

Key Influences on the Field

The impact of other professions on coaching and niche development

By Vikki Brock

We as coaches have spent far too much time describing how we are different from other professions. Now is the time to acknowledge and understand how we are standing on the shoulders of professions that have gone before us.

We need to understand the foundations of the techniques we use with our clients. We need to keep current with other fields so we can provide the best possible coaching to the clients we serve. Membership in the professional organizations of related disciplines is one way to learn and keep abreast of recent developments.

Based on the Executive Summary of the Preliminary findings of the 2005 Survey of Key Influences and Influencers in the Field of Coaching (Brock 2006), we know three things:

1. Psychology is the identified as the most influential profession related to coaching.
 2. Membership of coaches in related professional organizations is largest for psychology organizations.
 3. Coaching niche/specialty areas are balanced approximately 50%-50% between business coaching and personal coaching.
- Below are the results of a recent study of the influence of related professions on coaching.

Professions Influencing Coaching	Professional Organization Membership Grouped by Related Professions	Coach Specialty and Niche Areas
Psychology19.4%	Psychology20%	Purpose, vision, lifestyle design, motivation, creativity, integrity, authenticity, clarity27%
Consulting11.0%	Training and Development17%	Business, entrepreneur, organization and team, professional, practice building, sales, cross cultural diversity17%
Organization Development10.9%	Other (Non-Coaching)16%	Leadership, executive and management16%
Sports/Fitness/Recreation10.1%	Human Resources/Personnel15%	Personal productivity, stress reduction/time management, conflict resolution, financial, mentor, communication, academic/education/student and other13%
Management/Leadership8.7%	Management/Business/Consultants11%	Relationship, family, parenting, teens/children, gay/lesbian, sexuality8%
Education/Teaching8.3%	Organization Development8%	Career transitions, planning and development8%
Training7.6%	Psychotherapy/Counseling5%	Transitions, divorce, retirement5%
Philosophy (+ Ontology)7.6%	Speakers and Writers4%	Wellness, self-care, addictions, ADHD4%
Human Resources6.4%	Facilitators2%	Christian, spirituality2%
Other Professions5.6%	Wellness1%	
Human Potential2.5%	Employee Assistance1%	
Movement1.9%		
Sociology1.9%		

Vikki Brock, MCC, is president of Call Me Coach!

choice asked readers to report on their particular niches. Here are some of the stories we received.

Hollywood Heart

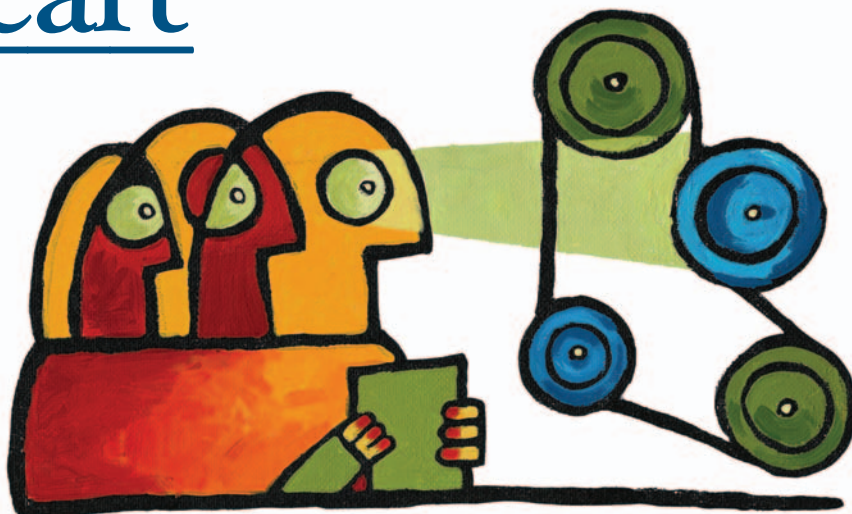
By David Brownstein, PCC

I spent my entire professional career, before coaching, in the entertainment industry. I started as a production assistant and a few years later started my own production company producing music video and commercials.

After 10 years in New York and a few in Los Angeles I got pretty burned out and disillusioned. I moved up to the San Francisco Bay area to produce video games (another burnout industry) but soon discovered coaching, and found myself living a few miles from the Coaches Training Institute's office in San Rafael, where I did my coach training.

After a few years in Northern California coaching creative people who were broke, I decided to move to Los Angeles where there were creative people who actually make money.

I started out coaching writers, partly because I'd been one, and partly because I could actually find them. I could take a table at a screenwriting conference that said, "Want an Oscar? Get a Coach!" and get into a conversation easily by asking anyone who walked by, "How's your script



“My mission as a coach is to empower filmmakers to stay strong, healthy and positive about bringing their work to fruition.”

going?” By a combination of my experience in the film industry as a producer and director, and my coaching skills, I began to find clients and inch towards making a living.

I also found myself coaching producers. Few people actually know the magic that these dedicated filmmakers accomplish, but having been one, I do. I feel their pain, I understand their challenges and their joys. Again through a combination of my career as a producer/filmmaker and certified coach, I was able to help them get more focused, get out of their own way, and get more deals made.

My mission as a coach is to empower filmmakers to stay strong, healthy and positive about bringing their work to fruition. Burnout and desperation are common occurrences in the entertainment business. By helping filmmakers get back in touch with their original dreams of connection and creativity, powered by the fuel of a more balanced life that serves them in the process, I'm confident that they'll bring forth pop culture works of power and passion that will inspire the rest of the world to do the same.

Comadre Coaching

By Nancy Marmolejo, PCC

After working over a decade in bilingual education, I created this business after the birth of my first child. My desires to work from home, help others, and serve the community merged and Comadre Coaching was born. In Latino culture, a comadre is a trusted friend, advisor and confidant who tells it like it is, and guides you to be your best. Comadre Coaching brings the comadre spirit to cutting edge Latina leaders and entrepreneurs who understand that thinking creatively and being open to new ideas are the success tools for the 21st century.

“ In Latino culture, a comadre is a trusted friend, advisor and confidant who tells it like it is, and guides you to be your best. ”

I enrolled in Coach U, started working with clients immediately, and completely immersed myself in learning everything possible about running a successful coaching business. My business has doubled each year and is poised to expand dramatically in the upcoming year with the introduction of new and more accessible programs and services.

My ideal client is an English speaking, U.S. based Latina who is either a business owner or a leader in business or the community. She understands the importance of tapping into her creative ideas, the need for balance between work and life, and the desire to be a positive contribution to the world. My future growth plans include branching out more into the Spanish speaking market. According to the Small Business Administration, Hispanic women are on the rise as business owners and look within their culture for guidance and support.

I use technology to expand my reach and boost my visibility as a recognized expert. I currently write two blogs, host two podcasts, publish an award winning ezine, and publish articles on various websites.

Life Coaching for Women in Technology



“ I realized that professional success alone would not sustain me. ”

By Diane R. Randall

A “techie” with an impressive 23-year IT background, my path to becoming a Certified Wellness Coach began when I experienced an unexplained health crisis during the height of my technology consulting career. This event could have derailed me personally and professionally, but instead I used it as a wake-up call to lead a more fulfilling and balanced life. I realized that professional success alone would not sustain me. I now use my vitality and ability to overcome challenges to help women in technology reclaim what they want out of their lives.

After launching Life Accelerated, I continued to work in my technology consulting practice. Then one day I realized that I could combine both of my passions by focusing on working with women in technology. For example, it was easy to feel burned out during a week-long assignment. So, I created an energy plan to pace myself and now I share these productive strategies with others. I provide corporate wellness programs for IT companies and divisions as well as individual and group coaching programs.

One of the comments that I often hear from women who are considering working with me is that they don't even have the time to commit to a wellness program. As a working mother, on-the-road trainer, coach and entrepreneur, I can certainly empathize with the feeling of having too much on the proverbial plate. So, I help my clients to prioritize and figure out what they can eliminate or streamline in order to make time for wellness.

This theme of improvement pervades everything that I do. In my own time, I pursue Dahn Yoga, quiet reading and enriching experiences. I also volunteer for Hands-Up Coaching, providing career guidance to women who want to change careers or find increased success.

Leading With a Whole New Mind

By Carol Ross, CPCC

I used to think that finding a niche was about picking something that was marketable, preferably with some buzz words that I saw my colleagues throwing around — working with people in career transition or leaders in organizations. What I realized is that I don't so much pick my niche as it picks me. I discovered that my niche was working with colleagues from my previous career as an engineer. I've traveled the path from left-brained thinking to right-brain sensing.

My ideal clients are those who want to use more whole-brain thinking to get to the next level in their work or their life. They are intelligent analytical thinkers, struggling with either rejuvenating their career or regaining balance in their lives. These left-brain thinkers have a change agent and/or entrepreneurial bent to them, as well as emerging creative interests. Clients have included a computer science professor who is intent on changing how technology is taught in schools, an investment banker who is passionate about creating child care options for young children, and a former management consultant who aspires to be a professional blogger.

As I've developed my niche, I've seen that it is the intersection of who I am (former engineer with a tendency towards creative quirkiness), what my passion is (exploring what the right brain knows to solve business and life problems), and who is naturally attracted to me (competent, linear thinkers who need new tools). The book *A Whole New Mind* by Daniel Pink has captured what my niche means to me — a way for individuals and teams to engage the creative right brain with the logical left brain to be competitive in business and enriched in life. The book recommends individuals develop 'Six Senses' associated with the right brain: Design, Empathy, Story, Symphony, Play, and Meaning. My niche is working with individuals and teams who are ready to explore and develop these Six Senses more fully, in service to what they want in their work and their life.

“...I don't so much pick my niche as it picks me.”

Vision, Values and Purpose

Coach school leaders speak out

By Lee Weisser, MEd, Managing Editor

These are exciting times for the coaching profession. Change is constant and the future is unknown. What we do know is that coaching is taking off around the globe and that its impact is being felt in places unimagined just a few years ago.

Lee Weisser, Managing Editor of choice Magazine, interviewed several leaders of coach training organizations to get their perspectives on coaching today and in the future. How will training help the coaching profession achieve its goals? Read on for their answers.

choice also asked readers to share their experiences as students of coach training. These stories add to the lively discussion about the present and future of coach training.

Thank you to all our contributors.

—The Editors

What is missing from coach training today?

Marilyn Atkinson, Erickson College: We need training in how to present ourselves to the world. Only now are we finding our ability to speak to all sectors of the public, helping the public understand the brain/mind connection and the value of coaching.

Frank Ball, Georgetown University: Based on what we see missing, our director is moving us to put more attention on: the business aspects of coaching, adult development, and deepening the personal development

commitment of every student that comes through our doors.

Richard Bentley, Results Coaching Systems (Europe): Coaching is both an art and a science, therefore theory and practice need to be combined to create professional and credible coaches. Coach training should have high levels of experiential content, which appear to be missing from some distance learning or academic oriented programs.

Rhonda Britten, Fearless Living Institute: As coach training organizations, we need to allow and encourage our individuality. We also need higher

standards; we're not policing ourselves.

Shirzad Chamine, Coaches Training Institute: Systems awareness is missing in most training. A coach without systems awareness could be like a hammer seeing everything as a nail. He/she might treat every issue as an individual issue. Some individual behavior is impacted by systems in which the individual lives and can not deeply shift unless the relationship or organizational system is taken into consideration.

Barbara Fagan, Resource Realizations: Coach training organizations need to understand what clients really need. As well, we need to recognize that diversity in training programs is a good thing.

Linda Page, Adler School: We need an orientation to research that practitioners can use. And we need more training in business development skills, how to start and maintain a business.

Sandy Vilas, Coach U: Other organizations don't give people the necessary marketing skills. We do, so that they can





be successful in their coaching businesses.

Pat Williams, Institute for Life Coach Training: Coaches need to know the theories and philosophies that coaching is grounded in as well as receive adequate business development training. There may even be opportunities for coaches to intern in other professions that could benefit from coaching.

Do you see any changes in the model of coach training in the near future?

Atkinson: I see more training in other languages besides English. Onsite training will still be the dominant training method, but online training using the web will increase due to the power of collaboration available through the web and the ability to use visual cues.

Ball: As more research is done on methods and their impact, the models will change. Program changes should be research-driven, not based solely on instincts.

Bentley: Any school that doesn't continually review its model in the light of new research would be foolish. Coaching is at an evolutionary stage, therefore it always needs fine-tuning. Delivery methods will change as communications technology changes.

Britten: I would like to see a shift to

create a vehicle in which you can be an accredited ICF organization without giving up your vision and unique brand.

Chamine: I see a proliferation of quick technique-based coaching, focusing solely on the 'doing' part of coaching. These techniques crumble if they sit on a foundation of old paradigms

Lawfully Yours

By Justin Stark, Portland, Oregon

I am an October 2005 graduate of the coach training program at The Centre for Coach Training in Portland, Oregon. My experience there was life-changing. The program was much more in-depth than I anticipated, training me not only in coaching techniques and their application, but the philosophy behind coaching and a business boot camp that got my business plan in top shape. The instructors were great coaches themselves, but even more important for my training, they were passionate about teaching the material. I had looked around and determined that The Centre for Coach Training provided the highest percentage of live, in-class instruction (as opposed to teleclasses) of any of the programs I was considering attending. Also, the supervision of the required hours of practice coaching was thoughtful and very educational. With the coaching skills and good business training I acquired at The Centre, my business — coaching lawyers — is off to a fantastic start.



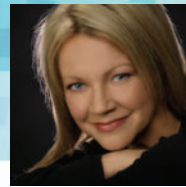
Marilyn Atkinson,
President, Erickson
College



Frank Ball,
Faculty Member,
Georgetown
University Leadership
Coaching Certificate
Program



Richard Bentley,
Coaching
Solutions Director,
Results Coaching
Systems (Europe)



Rhonda Britten,
President, Fearless
Living Institute



Shirzad Chamine,
CEO, Coaches
Training Institute

and beliefs about people. If you shift underlying paradigms, new skills automatically show up.

Fagan: We will be offering advanced courses using different models, including retreats, experiential activities and adventure learning.

Page: The ideal model of coach education should include both research and practice and include personal development, not just training. We should broaden training opportunities so that students can learn from a variety of models and schools, allowing training at more than one school to get a certificate.

Vilas: No, I don't see any changes in our model of coach training. Online training isn't relevant to us.

Williams: We should be looking at what academics are doing; training should combine theory and evidence-based research.

The variety of views expressed made us think about how the profession is going to attain these goals, and led us to our next question:

What is your view about credentialing of coaches and schools?

Atkinson: We are already aligned

with the International Coach Federation (ICF). We want to maintain a high level of proficiency, but some parties want ICF to lower its standards. We disagree with this.

Ball: I couldn't imagine *not* being aligned with ICF. It's up to the leaders of an emerging profession to increase its credibility. It is critical for numerous reasons including rigor, standards and ethics. Clients need to be able to trust that the profession has discipline and standards.

Bentley: Our ICF accreditation has led to more inquiries about our programs. International companies

Building on Experience

By Daniel Lee, Psy.D., Philadelphia, Pennsylvania

Wow! I got more than I expected! That was my revelation once I completed my Success Unlimited Network (SUN) Program. I WAS HUNGRY FOR MORE! My coaching experience left me with a sense of expectancy and motivated me to become a personal coach. I decided to become a SUN Coach because it completes me on a personal and professional level.

My purpose in life is to co-construct intimate relational experiences which inspire achievement of potential. My coach training experience has allowed me to continue to tap into, draw upon and connect to others in ways that I never expected. Teri-E has challenged me to become a Master Coach, inspiring me to achieve my potential. She is an exceptional role model, great teacher and is open to meeting my professional and personal needs in our Coach Training Relationship.

My coach training has stretched me and increased my self-awareness and self-confidence as a clinical psy-

chologist, especially in the business world. I find that I am a well-rounded clinician and a more interesting and engaging consultant and coach because I can draw upon and integrate theories and techniques from two different professions. I am more aware of my intuitive experiences, sense of humor, and sensitivity to the spiritual and creative experiences that occur in my everyday life. Since my coach training occurs in Virginia, I commute once a month. The trip itself provides me with a relaxing and rejuvenating experience.

I have also discovered that I am better able to manage the numerous professional opportunities presented to me because of my coach training. I have a resource in my coach trainer and mentor which allows me to bounce off ideas, strategize about getting new contracts and clients and enhance my networking skills to market my business. All of these experiences have challenged me to do one thing — share my coaching experience with the world so that others can achieve their potential.



Barbara Fagan,
President,
Resource
Realizations



Linda Page,
President, Adler
School of
Professional
Coaching



Sandy Vilas,
CEO, Coach U and
Corporate Coach U



Patrick Williams,
CEO, Institute for
Life Coach Training

“Coaching
is building
its own
future.”

in particular are looking to get their internal coaches accredited to ICF standards, so they can be credible all over the world.

Britten: ICF needs to communicate its high standard core coaching competencies to the public, and police its members to make sure the ICF branding is being followed. ICF should also require re-certification on a regular basis and it needs to be more inclusive; it should give coach training organizations the freedom to have their own unique way to expand on the core competencies.

Chamine: Credentialing is critical; customers will demand it. Because the barrier to entry to being a coach is so low, the client needs quality assurance. I expect there will be a proliferation of private firms that do their own credentialing. An increasing number of coaches will get their business through coach brokers or other intermediaries that can attract business to coaches and provide quality assurance to the clients.

Fagan: Credentialing is an absolute but ICF cannot be the only credentialing body. Colleges and businesses are going to take over some of this role and more specialized credentials will be seen.

Page: ICF has an opportunity to be the international gold standard (40% of ICF accredited schools are not in the US). Coaching is aligning itself more with consulting, not with thera-

Learning to Be

By Bill Hunter, CPC, CDC, Houston, Texas

My formal coaching training began at the Resource Realizations Quantum Coaching Academy. I have since completed some other programs, but Resource Realizations gave me the coaching fundamentals that I bring to all of my interactions, whether paid coaching or group facilitation work, or just when I choose to ‘show up’ as coach.

Resource calls their program ‘ontological’ coaching. For those who slept through Philosophy 101, ontological means ‘concerned with Being.’ Those who slept were awakened at the Academy. We studied Heidegger’s classic of existentialism *Being and Time* in great detail, as well as books on trust, language, and the evolution of life, culture and mind.

So, ontological and quantum (yes, we also read about quantum physics, namely, *What the Bleep Do We Know?*). Our training focused on what it is to be a coach: how to stand in relationship with another

person as a coach. And quantum in two seemingly contradictory senses: our clients make a small change which produces a huge (quantum) shift in their lives.

The heart of the ten month program was extensive coaching, with feedback from the Academy staff. We got to experience what it is to be a coach, what works and what doesn’t. I liken it to riding a bicycle: one day you can’t, and the next day you can, and your body never forgets the experience. It’s an NLP thing, and we spent six weeks focusing on incorporating NLP into our way of Being.

There were forty students in my class (the Academy is held once per year) and almost a dozen instructors. I now have forty soul-mates and fellow coaches who support me with encouragement, and who will coach me with absolutely truthful feedback. This is the legacy that I carry forward to all my coaching interactions.

py, and therefore hopes not to require government regulation (but there’s no guarantee that we won’t be regulated).

Vilas: ICF gives the profession a voice, but credentials don’t matter to me. If you’re giving value to the client, it doesn’t matter, though it might be important for getting new business.

Williams: I believe strongly in accreditation. The profession needs to be self-regulated. ICF regulates

ethics and does an annual review of continuing education.

Since high standards and accountability will be so important in the future, we asked:

What will coach training look like in your organization in five years?

Atkinson: We’ll be ten times larger and have the same high quality of trainers. I’m amazed at how much

Coaching Is Contagious

By Toni Loch, Green Bay, Wisconsin

I've spent the last 17 years in the nonprofit world, most recently as President and CEO of our local United Way. This past summer I knew I wanted a change, and thought coaching was what would fulfill me. I decided to go the ICF international conference in San Jose to check this all out. Never have I been with a group of people so positive and helpful! Their attitudes and behavior were contagious, and I was firmly convinced this is what I want to do.

I've completed two of the five modules with the Coaches Training Institute. What appealed to me most was that it is in a group setting and is experiential. I've learned so much from practicing during our sessions and from watching the professional coaches

as well as my fellow classmates. The feedback at the sessions is invaluable.

I am also enrolled in an entrepreneur program called Urban Hope. Former Green Bay Packer Reggie White started this program in Green Bay, his home town. The class runs 12 weeks. We are able to put together a business plan in that time. Every week is a new assignment, such as mission, vision, slogan, legal entity, etc. I've found this course to be extremely helpful as there is time in between classes. This allows me to work on the business development side during the program.

I am currently coaching three clients, all for bartering, and am looking forward to having my first paid client.

Putting Life Experience to Work

*By Eileen Richardson,
Sante Fe, New Mexico*

I am enrolled in a credentialed coaching program through the Institute for Life Coach Training where I can choose from available classes taught via conference calls. There are one or two instructors who meet with up to eight students twice a week for one hour. It has been very convenient and effective for me to be trained in this format since I am a mother of six children and work part time away from the home, as well as assist my husband in his business.

I have completed 40 hours of coach training and in the next few weeks I will finish 50 hours of coaching experience. The 50 paid hours of coaching I have been doing for the past few months have been

an amazing, rewarding and exhilarating experience. I will later take a 40 hour class for certification.

I have my own coach who has been a mentor to me. She has helped me see the coach/client relationship from both sides. And, I have previous business experience which I think has helped me tremendously in establishing and marketing my coaching business.

I feel my passion and talent for helping others overcome obstacles or challenges in their lives has finally come to fruition in a career and it is Life Coaching. I look forward to a lifetime of learning in coaching.

Life Coaching is my purpose on this planet, and I am blessed and grateful to have found it!

our trainers give of themselves. We intend to keep increasing the level of competence of coaches in every sector. We are currently offering specific types of training in organizations for team conversations, leaders and conflict management, and I expect this trend to continue. We are committed to helping knowledge about coaching reach the whole world. I have a vision of an academy of scholars who assist each other to give their best, a more supportive and collaborative environment than we currently have.

Ball: Georgetown core values will not change, but we will be open to new methodologies from research. We are expanding to include advanced courses, as well as courses that go more deeply into particular subjects. We will be focusing on measuring impact, hearing from organizations about what makes a difference to them in terms of coaching and coach training. And, I expect there will be new business models developed for coaching, more clarity about realistic financial success. What can market research tell us about the viability of coaching as a business?

Bentley: The exciting thing is we don't know where we're going to end up. Coaching is building its own future. I predict there will be more coach training in workplaces and a greater use of communications technology. More employers will be seeking to equip their managers with coaching skills. Coaches will request further training in areas of specialization. I expect to see more programs offered by academic institutions and the ability for students to transfer credits between coach training organizations. There will be a movement towards graduate level programs in coaching, like the one at Portsmouth

Diversity Works

By Sherry Sterling, Alexandria, Virginia

It's easy to create your own space in the Georgetown Leadership Coaching Program. Take me — I'm not the typical coaching student with a background in organization development or human resources. I'm a scientist and manager in the federal government and they accepted me into the program anyway! In my opinion, this points to one of the strengths of the Georgetown program. It is a diverse learning experience.

My fellow classmates come from a range of academic and professional backgrounds. It doesn't matter that I am not an organizational development practitioner or don't have a business degree, because there is always a classmate willing to explain a concept from their area of expertise. This breadth of experience that I can tap into has truly added to my learning experience.

Each of our sessions was taught by a different team of instructors, exposing us to at least 14 different pro-

fessional coaches, each with their own style. I appreciate the fact that in selecting the faculty, there was a conscious effort to expose the students to coaches from different schools of coaching. Seeing this kind of diversity among coaching professionals gave me a great palette to use while I am painting my own coaching practice.

The word that best describes my Georgetown experience is 'supportive.' I felt supported by the faculty, my fellow classmates and my own personal coach from the Georgetown faculty. With our classes completed, the support has continued. Being in diverse locations — from across the country to across the world — is not a barrier to this support. My classmates and I keep in touch by e-mail and have formed cyber-communities-of-practice to continue supporting each other as we establish our own coaching practices.

University in England. As an international organization, we see the power of cross-fertilization of students from around the world.

Britten: We already require four prerequisites as well as have an annual re-certification process. We are moving into a three-phase training program with testing and mentoring at each phase. Phase one involves preparation, phase two involves learning coaching skills and working with clients, and phase three encompasses outreach and business skills. We are bringing in other modalities to complement our basic program model and already have four levels of certification. I see more mentoring and leadership training for our graduates in the future.

Chamine: Our biggest initiative is leadership development. We will continue to integrate individual coach training with systems level coach training and co-active leadership development. We now offer training in Organizational and Relationship Systems Coaching,

enabling our coaches to work with teams, partnerships, and systems of all kinds. Our training focuses on causing deep shifts in the underlying paradigms and beliefs people hold about themselves and others. That is part of how lasting change of behavior occurs, rather than change that fizzles out over time.

Fagan: I would like to see teachers and parents acquire coaching skills and coach our children and youth. I see coach training organizations becoming more specialized in their offerings, and doing more international training. Continuing education will be demanded by coaches to help them sustain their businesses as they grow. More corporations will sponsor the development of internal coaches. I see an expansion to group coaching models and strategic alliances with international partners.

Page: I would like to see coach training as part of a degree program with theoretical depth, drawing on research. I see coach training

expanding to consulting services and an increasing overlap with training and development subjects. I also see more training in specific niches and business skills. I see the application of parent coaching principles and related brain research to all relationships.

Vilas: We will continue to listen to what people want as we continue to fine-tune our curriculum and delivery methods. I see us partnering with major organizations. There will be more demand for in-person training. There will be a 'shakeout' among coach training organizations; the 'mom and pop' operations will disappear.

Williams: Coach training programs will become more content-rich, based on theory and evidence. Web-based training will become more interactive and easier to use. We will be adding a residential community workshop for advanced practitioners. I see a refinement and differentiation between private business programs and college/university curricula. I'm glad that the Association of Coach

10 TRENDS YOU'LL SEE IN THE COACH TRAINING OF TOMORROW

1. Credibility and integrity of coach training programs will be increasingly important as schools jockey for position in a growing field.
2. Greater quality assurance and certification will be required by the profession as public awareness of coaching grows.
3. Coach training organizations will work with academics to integrate multi-disciplinary theory and research with practical training in coaching.
4. More colleges and universities will offer degrees in coach training.
5. There will be a greater emphasis on teaching business development skills.
6. More organizations will offer training in specialized areas of coaching (niches).
7. More organizations will offer advanced coach training curricula for graduates of basic coaching programs.
8. There will be more courses offered in leadership coaching for both personal and professional development.
9. There will be more training in group and team coaching for corporations.
10. The coach approach will be integrated into other vocations concerned with human development such as teaching, parenting and workplace learning and performance.

— The Editors

Training Organizations is encouraging us to share what we do and to support one another.

After hearing these viewpoints on training, we asked each leader to look in their crystal ball and tell us what they see for the future.

What is your vision for coaching?

Atkinson: I see the profession opening up to include multiple areas. From the broad areas of business and personal coaching, it will spread to education, families, medicine (doctors trained in conversation with patients and teams), leaders coaching other leaders and the whole field of human development. Coaching will become a more precise science.

Ball: The future is bright for those who are really good at coaching. Quality and credibility will be more important and expectations from clients will be higher. Niche areas will be more clearly defined; coaching will not be 'one size fits all.' Coaching is working its way down in organizations, from senior executives to teams and all levels of employees. We believe that coaching will continue to show another way for people in organizations to be 'with' each other, and ultimately, create a snowball effect for 'greater good' for all.

Bentley: The profession is still expanding. ICF now has over 10,000 members in 80 countries. Coaching is obviously meeting a need that knows no cultural or regional boundaries. There will continue to be a lot of growth in workplace coaching. Organizations are starting to take it seriously; this will spin down to the personal coach level as people see the impact of coaching.

Britten: Coaching is still in its

infancy. The public wants to make sure coaches are trustworthy. As a profession, we will face integrity issues, such as certification, public perception and internal policing.

Chamine: Up to now, coaching has been like a powerful engine fitted into only one vehicle, that of being a professional coach. I see the profession expanding to embed this coaching engine in many more vehicles, enabling coach-like leaders, teachers, doctors, lawyers, parents, etc.

Fagan: I see a proliferation of specialty arenas for coaching, especially family dynamics, personal growth, transition change, aging and health and wellness. I would like to see coaches and trainers share communication, have a forum to explore the diversity of coaching, and investigate how coaching competencies are defined based on the environment.

Page: I would like to see a healthy interchange between coach training organizations and educational institutions. In order to develop into a full-fledged profession, coaching needs an academic base in research and theory, a 'well' for practitioners to draw on. I believe universities are interested in this, as witnessed by the University of Sydney in Australia, the first university to offer a degree in coaching.

Vilas: The profession continues to grow in popularity, both for the people wanting coaching and those wanting training. It's growing particularly quickly in the corporate realm, as organizational culture shifts from a management style to a coaching style.

Williams: Coaching has a strong future. Our global village is in need of help. Coaching can empower people to solve social problems, both large and small, and turn problems into possibilities. •



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Welcome to our Second Annual Coach Training Roundup

Choosing a coach training program can be a big decision. With a growing selection of quality coach training organizations, you can spend a lot of time researching your decision. At *choice*, we wanted to help you make a fully informed decision, so once again we present our Annual Coach Training Roundup listing as well as announce our complete online Coach Training Roundup. (Go to <http://www.choice-online.com/schoollist.html>.)

In this growing industry, coach training offerings are always expanding. So to keep up with transitions, we launched our online version of the Coach Training Roundup. Updated regularly and dynamically by the training institutions themselves, this new online resource keeps you up-to-date. In the meantime, we will continue publishing our Annual Coach Training Roundup as a handy print companion. Our listings include programs in the United States, Canada and other countries.

We made every attempt to provide inclusive and accurate information. To add, delete or update your listing, please go to <http://www.choice-online.com/schoollist.html>. If you have questions or feedback, e-mail schoollisting@choice-online.com.

We want to acknowledge our new Customer Service whiz and certified professional coach, Monica Lambert, for being a key organizer in this data and advertising enhancements. Also, we want to acknowledge our webmaster and database programmer, Antonio Pena. Antonio built our coach training roundup database and administration tool (plus he manages our regular website). Thanks to an awesome team.

So whether you just want basic training, specialty coach training or intend to finish a full certification program, you have many choices in our fast growing industry. Please let us know what you think and e-mail us at letters@choice-online.com.

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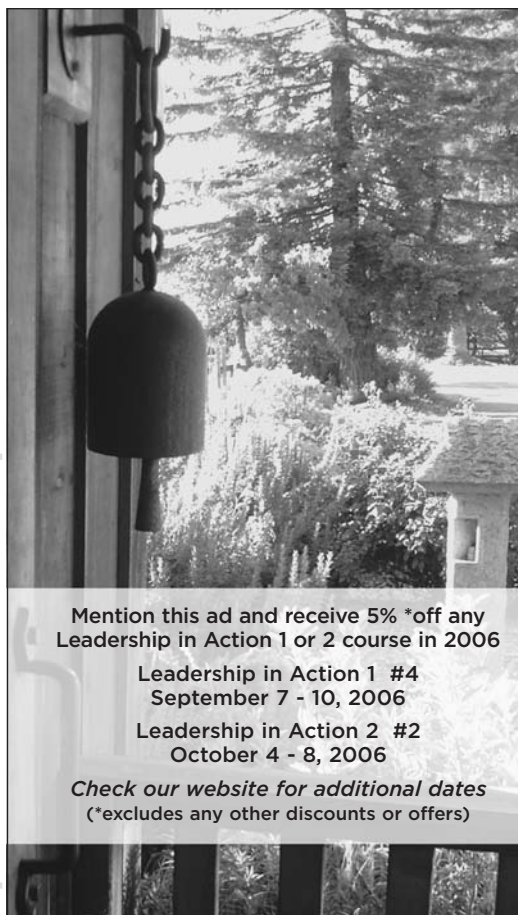
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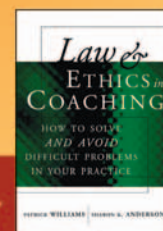
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Madeleine Homan on:

Feeling the Fear

A former actress shares her scary moments as a coaching leader

By Andrea Bauer, CPCC



Madeleine Homan, MCC, and Vice President of Coaching Services at Ken Blanchard Companies has a strong memory of the moment when she first became a coach. Henry Kimsey-House, fellow business consultant to actors and her mentor and teacher for years, called her up and said, "I've become a coach and you are a coach also and you need to hire me to help you do it." Madeleine has never looked back.

She founded and served as president of Straightline, a coaching service firm catering to work satisfaction for creative geniuses. She also developed core curriculum for Coach University and is a founding board member of the International Coach Federation (ICF). She is a founder of Coaching.com which in 2002 was acquired by Ken Blanchard Companies. She recently co-authored *Leverage Your Best, Ditch the Rest: The Coaching Secrets Top Executives Depend On*.

Though this Broadway actress turned coach will still sing at weddings and memorial services for fun when asked — Madeleine knows she has found her true calling as a coach and entrepreneur. She is passionate about her work and relentless in her drive to democratize coaching and promote its practice in organizations. Together we talked about her developmental process.

AB: How do you go about developing yourself as a leader?

MH: The development piece for me is about creating and/or seizing opportunities to put myself in harm's way. What I mean by harm's way is putting myself into positions where I don't necessarily know what I'm doing so that I'll learn something. Or positions that scare me, that don't feel safe.

What scares you?

Doing something where I don't know what I'm doing. Every part of my day is made up of different kinds of activities. I'll have a few coaching sessions which are easy and enjoyable for me. Then I'll have other things to do, some of which are tedious, but need to be done. I always need to have a few things on my plate that are pushing the envelope for me.

Madeleine recently pushed the envelope when she was invited to be part of a speaker's showcase for the Ken Blanchard Companies. Fear set in the moment she was invited. She'd be speaking to people with whom she worked, and, she had recently married into the family that runs the company when she married her second husband Scott Blanchard, also her boss. Understandably, the stakes were much higher than usual.

Never before has the expression “you never have a second chance to make a first impression” carried so much weight for me. I thought, I can get up there and do something safe, something I’ve done a million times before. I can do my shtick. Or, I can seize the opportunity to test out a new way to do keynotes that I’ve tested out only in very safe environments before.

Madeleine decided on the not-so-safe route, choosing instead to use an entirely different presentation format using mostly music, images, and a few words to convey her message. Or, as she says, “I just went way out there.” The presentation went well — despite her literally throwing up backstage before speaking.

It’s hard for others to imagine you being in such a state of terror. When you’re in that place, how do you work through it?

I practice what has helped me for years and what I’ve used with my clients. It is an amalgamation of things I developed for myself when I was an actress and what I’ve learned from reading. The first thing I do is avoid people, because no one knows how to help or what to say that will truly help when you’re in this state. Second, the instinct for people is to get over their fear. Wrong — there is no getting over it. I try instead to *be* with the

“ I try to notice how fear makes my body feel. ”

physicality of it, to notice how fear makes my body feel. I prevent myself from going unconscious. I become ultra sensitive so that I won’t leave my body. I learned that from reading Laurence Olivier’s autobiography. He said the more successful you get the more terrifying it is because you have something to lose — and this was true for me. I had a lot to lose. Of course, that is when you really start getting scared. To stay conscious, Olivier said, “Remember to feel your feet.” If you can feel the soles of your feet on the ground, that means you have to be in your body, you have to be conscious.

We then switched gears and talked about coaching niches and the future of coaching. Madeleine once wrote, “Niches have a way of finding you.” From her perspective, her niche has not changed over the years. Though her clients have

ranged from actors, artists, inventors, and entrepreneurs to CFOs, CMOs and CEOs, she still does her best work with a very specific person she calls a ‘creative genius.’

What is your definition of a creative genius?

Creative geniuses are people who are creating a new idea or new material out of existing material. I got the idea to call my clients ‘creative geniuses’ from 19th century philosopher Immanuel Kant. While I’m a good coach for people who aren’t creative, I’m a great coach for people whose discomforts in their work life are caused by their creativity.

What do you see happening 10, 15 and 20 years from now in the coaching profession?

I think what’s going to happen to coaching is the same thing that has happened with everything else. It is going to become specialized. In the future, you are going to be able to hire a coach to get ready for marriage, to get ready to have babies, or to start a business. In organizations, you’re going to have outplacement coaches, management coaches, and leadership coaches. You’re also going to see the increased use of coaching skills in other helping professions — lawyers, doctors, teachers, financial advisors and so on — all contributing to this specialization.

What about the future of coaching schools?

I think a good 18-month to two-year program where you learn to coach anybody — which is the approach of most of the good coaching schools today — is still going to be the norm. After that you’ll start seeing specialization. Graduate programs offered by schools or programs designed for specific niches, or whatever their specialization may be.

Over the years, Madeleine has become less messianic and more pragmatic when it comes to coaching’s impact on the world. Despite this, she still believes in the power of coaching to be a force of transformation in the world — and she works in organizations today because she loves seeing the difference it can make on a large scale. Though her pragmatic side doesn’t expect it, the dreamer in her hopes for the day “when some great coaches get into the Pentagon, the UN and the State Department to help our overburdened and terrified leaders make better decisions.” A dream we can all share and work together on to make come true one day. •

Andrea Bauer, CPCC, is a leadership development coach, writer and the creator of Soul Surveys.

THE THEORETICAL FOUNDATIONS OF COACHING

You mean this stuff wasn't just made up?

By Patrick Williams, EdD, MCC

Coaching is a new field that borrows from and builds upon theories and research from related fields that have come before it. It is a multidisciplinary, multi-theory synthesis and application of applied behavioral change.

Although coaching has a unique paradigm, much of what is useful in coaching goes back decades and even centuries. The attraction of pursuing personal development and exploring meaning, began with early Greek society. This is reflected in the famous quote by Socrates, "The unexamined life is not worth living." Since then we have developed many ways of examining our lives. What persists, however, is that people who are not in pursuit of basic human needs such as food and shelter do begin to pay attention to higher needs such as self-actualization, finding fulfillment, and spiritual connection. In ancient Greece, as now, an intense desire to explore and find personal meaning can be observed.

Contributions from psychology

There have been four major forces in psychological theory since the emergence of psychology in 1879 as a social science. These four forces are Freudian, Behavioral, Humanistic, and Transpersonal. In recent years there have been three other forces at work, which I

believe are really adaptations or evolutions of these four. Cognitive-Behavioral Psychology grew from a mix of the Behavioral and Humanistic schools. Positive Psychology utilizes Cognitive-Behavioral approaches and adds to the theories that Humanistic Psychology emphasizes: a non-mechanistic view, and a view of possibility as opposed to pathology as an essential approach to the client. And Ken Wilber's Integral approaches to psychology and life are, I believe, a new labeling of what was called Transpersonal. Along with each revolution in psychology, a changing image of human nature has also evolved.

Psychology began as the investigation of consciousness and mental functions such as sensation and perception. Much of the early influence on psychology came from the philosophical tradition, and early psychologists adopted the practice of introspection used by philosophers.

Introspectionists were an early force in psychology, with Wilhelm Wundt in Germany and Edward Titchener in America being two of the early defenders of introspection as a method of understanding the workings of the human mind. But they soon realized the inadequacies of introspection for the validation of the young science of psychology. Consciousness and mental functioning were difficult to study objectively. Psychology was experiencing growing pains then, much as coaching is today.



Key theorists

What follows is a quick tour of the growth of psychology and how its major thinkers set the stage for the coaching revolution.

William James was the father of American psychology. James preferred ideas to laboratory results and is best known for his view that humans can experience higher states of consciousness. He wrote on such diverse topics as functions of the brain, perception of space, psychic and paranormal faculties, religious ecstasy, will, attention, and habit. Because of his orientation, he gradually drifted away from psychology and in his later life emphasized philosophy. Nevertheless, William James had a tremendous influence on the growth of the psychology profession, and he is still widely read today. One of his most historic books, *The Varieties of Religious Experience*, is a treatise that offers as much today as it did yesterday in the areas of spirituality and transpersonal consciousness.

Sigmund Freud influenced the first force in psychology. While psychology in the United States was struggling for an identity and striving for recognition by the scientific community, European psychology was being reshaped by the theories of Sigmund Freud. Freud cre-

ously, Shakespeare had commented, “What a piece of work is man?” The Behaviorists took this literally and looked upon humans in the early 20th century as *Homo mechanicus*, an object to be studied like any machine would be studied. *Homo mechanicus* was a machine whose mind was ignored.

In the 1950s, Abraham Maslow and Carl Rogers initiated the third force in psychology, Humanistic Psychology. It focused on the personal, ontological, and phenomenological aspects of human experience, as opposed to the reductionist and mechanistic theories of Freudianism and Behaviorism.

Maslow eventually posited the fourth force, Transpersonal Psychology, which included mind, body, and spirit. It delved into altered states of consciousness as a way to explore the transpersonal realm. This research began to open up our knowledge of the human mind and expand our windows of perception and possibility.

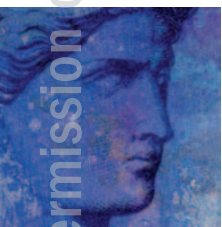
Other influences

A vast array of research into life-span developmental psychology has also created an understanding of developmental trajectories that can be very helpful to coaches. Daniel Levinson’s early work on the life development of Harvard graduates over their 50-year life span yielded great insight into men’s development within that age cohort (*Seasons of a Man’s Life*, 1978). Carol Gilligan’s work on girls and women created insight into the ways that women’s thinking and behavior differs from men’s over the life-span. Robert Kegan has created theories and methods for assessing the development of levels of consciousness in human life span development.

The hallmark of coaching is its synthesis of tools from other fields as well as its capacity for innovation. As the profession grows, it is developing a focused, research base of its own of what works within the unique paradigm that is coaching. •

For a brief historical review of scholarly theories, see www.choice-online.com for a continuation of this article by Patrick Williams.

Patrick Williams, EdD, MCC, is an ICF board member and CEO of the Institute for Life Coach Training.



“Much of what is useful in coaching goes back decades and even centuries.”

ated quite a stir in the medical community with his ideas and theories, but he finally gained acceptance in psychiatry with the ‘talking cure’ breakthrough — psychoanalysis. Freud brought us such terms as unconscious, id, ego, and superego.

As Freudian thought was taking shape in Europe and the United States, William James and others began to focus on measurable behavior. Many American psychologists began to combat Freudian theories as another non-verifiable, subjective pseudo-science of the mind.

The time was ripe for the emergence of Behaviorism as the second major force in psychology, led by B. F. Skinner and John Watson. Hundreds of years previ-

By Brad Stauffer, CPCC, CDC®

Activating your dream

Experience your dream on a daily basis

If you could feel and experience your dream every day, what would that be like? Great coaching question, eh? Yes, but it is much more than a great question. Feeling and experiencing your dream, or pieces of your dream each day, will keep you focused, on track and achieving the results you really want.

However, being the analytical, practical, to-do-list-maker that I am, I had my doubts. So who knew I could actually experience something so ethereal as ‘my dream’ every day. But with good coaching, new habits and self-permission to do things differently, I soon learned how to truly activate my dream and experience the journey. But it didn’t start so simply.

My serious journey as an entrepreneur began six years ago when I start-

n’t clear on my dream and purpose. (At the time, I didn’t realize how significant that experience would be as part of my training.) So, in short order, I went back to my corporate career. Then just one and a half years ago, I took the leap again. But the big difference this time was that I was clear on my purpose and my dream and I now practice experiencing it every day. Here’s what worked for me:

1) Speaking my dream

Chances are, you’ve written down your goals or scribed some sort of vision statement. If you’re a list-maker, too, making a list of goals has probably always been easy. Unfortunately for me, they usually

“Take a look at life experiences, patterns, habits and joys. What comes easily to you? What is difficult?”

ed my personal development work. Eager to get what I wanted, I suddenly quit my job to be an entrepreneur and go after my publishing dream. I failed fast and furious because I was-

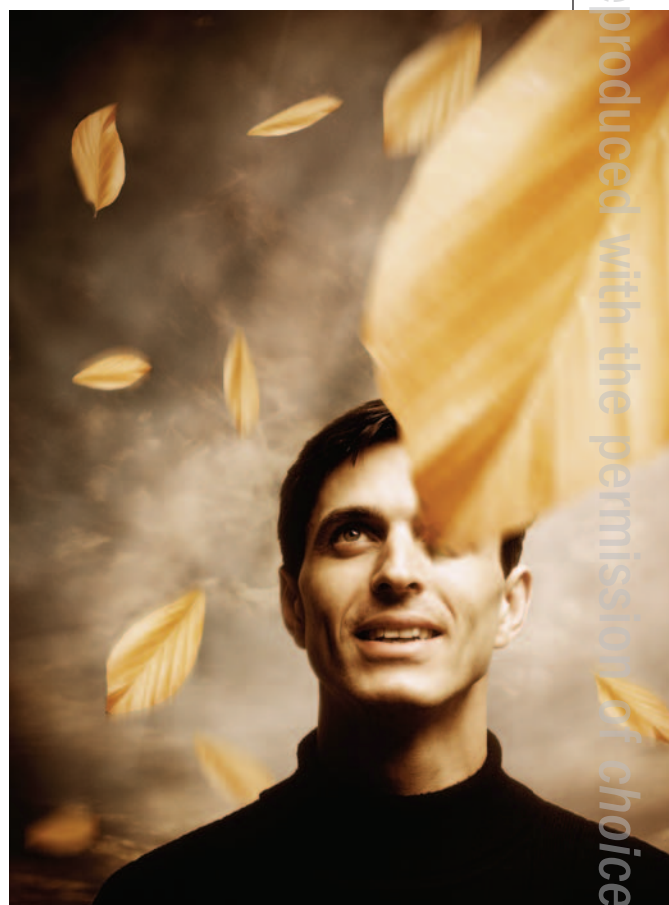
get tucked away in a journal or file, while I go on with my life.

But this time, my coach introduced me to the concept of making my dream visual. At a week-end

workshop, I stood in front of some fellow dreamers and ‘declared’ my dream. From a future perspective, I just blurted what my life was like while someone else drew a colorful, illustrative ‘mind map’ of my words. (Whoa! This was a strange experience, doing dreaming and planning without my laptop and project management software! But what the heck, I’d go with it.) Well, that simple poster paper and visual replica of my dream got me clear and continues to be a major part of keeping my dream activated and alive.

2) Learning my purpose

Getting clear on your dream is key. Learning your purpose is just as important. In my experience, I looked for the underlying theme in



all aspects of my dream. Take a look at your life experiences, patterns, habits and joys. What comes easily to you? What is difficult? This reflection will be a great step toward realizing your purpose. It's vital to dedicate time to learning your purpose. Perhaps you already know, or it's simple to discover for you. If not, dedicate the time and resources, and even work with an expert, if that's what it takes. Being clear on your purpose will prove to be an important key.

3) *Staying inspired*

Yes, put away the planning software, calendar and to-do list. Activating and achieving your dream is not always about doing. I have learned, with much resistance, that just staying grounded on my vision and pur-

pose keeps me inspired. (I always thought it was about getting my to-do's done.) This process works especially well when you're not getting enough results. Those moments or days will come along when you're just 'not feeling it.' That's the time to get grounded again. Bring out that visual. Take a look at all the words, pictures and colors that represent your dream. Study every detail. Remember each piece. Reflect on the day you blurted your dream. Ask yourself about your dream. Then, connect with your purpose. Experience once again, why you do what you do, why you want what you want. Know that you know why. Staying grounded keeps you inspired and gets you going again.

4) *Doing dream days*

This time, I picked up my calendar

and scheduled a dream day. Dream days are dedicated times where you do nothing but focus on your dream and goals. It's about experiencing what you want, revisiting the vision, making adjustments and refinements, and especially celebrating and enjoying. For me, I scheduled a day off work (while I was still working in corporate) and booked a room at an expensive hotel, not far away. (It was time to splurge on my dream.) I brought all my visual reminders, my journals and notebooks, poster paper and markers and my favorite music. I did *not* bring my laptop or cell phone.

This is your opportunity to revisit your dream and re-feel what you're passionate about. Write about your goals, add new ones, and expand your plan. Discover new ideas to get excit-

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ed about and to enhance your plan. This day is all about feeling, creating, visualizing and celebrating. Be sure to acknowledge yourself for what you've done to date. My day resulted in expanded assuredness about my dream and a lot of new ideas of how I wanted my dream and business to look. The frequent walks and inspiring music kept my energy up and cranking. Schedule a dream day at least quarterly.

5) *Taking serious action*

Dreams and goals indeed take action. Each of us has our own way to make this happen, and I don't have the secret answer other than get clear on what works for you. For me, I'm learning I work best by actually scheduling specific actions (not big projects) into my calendar.

I chunk down the projects to schedulable and doable action items. When writing your business plan and marketing plan, be sure it can translate into specific actions that you can schedule and handle one at a time. The other piece of taking serious action is to remember to ask for help and create support. Dream activation must include more than just you. This is definitely not the time to go it alone. Seek support, ask for help and take serious action.

Looking back

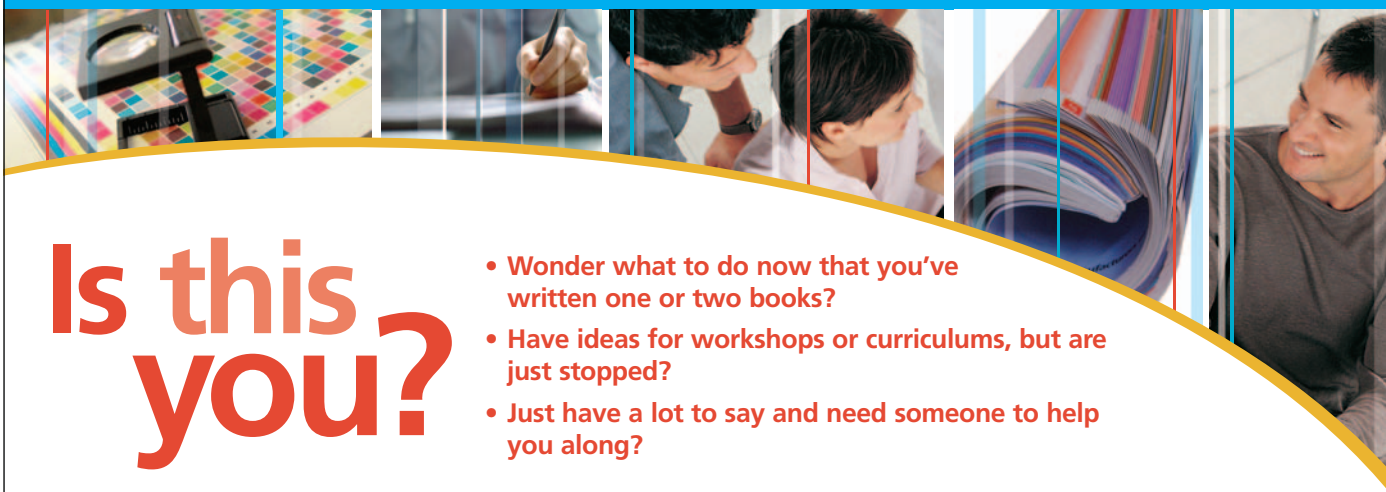
After getting clear on my dream and purpose, I clearly see the pattern over my entire life. In fact, my dream is really just finally doing what I imagined and actually started as a child. (My entrepreneurial life began

at ten years old, when I started a small 'newspaper' in my tiny farm town just south of Chicago.)

My childhood dream was indeed about having my own business. Remembering and realizing that contributed significantly to getting clear on what I wanted now. My dream and purpose was seemingly clear then, and is now clear today. Feeling and experiencing your dream every day indeed moves you forward. If it worked for an analytical, practical, list-maker, then it can work for others. It's time your dream gets activated and honored. If you could feel and experience your dream every day, what would that be like? •

Brad Stauffer, CPCC, is publisher of choice Magazine, a certified coach and the principal of Portable Publisher.

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Can You Spare Some Change?

Helping clients move beyond the fear of pain

By Melanie DewBerry-Jones

What creates and sustains change? What keeps us, or others, stuck in patterns that are no longer desired? As coaches, we are in the business of change; we could be called *change-makers* because at the base of each goal, every vision and all desires is one certainty — to attain it, change is necessary.

Why is change so hard for certain people? Why do some of us seem to glide through it while others grip, white knuckled, at the thing or situation they wish to drop? And what brings real sustainable change — not that temporary thing that looks like change but eventually fades away?

I have posed these questions to clients, friends and audience members at speaking events. Their responses were interesting but provided me few clues to understanding the

to both of us that she wasn't going to do any of the things she wanted to do. When I asked, "By when will you talk to your children?" she replied, "I don't think I will."

She finally confessed that she couldn't stand the thought of her children being mad at her for taking her life back. "After all," she said, "I've always been there to do whatever they need. They won't like me changing now." Not giving ourselves what we want is like being thirsty and not drinking water.

There are as many kinds of fear as there are people. But when you boil all those fears down, what is left is the ultimate fear, the one we would do anything to avoid, the fear of pain. We don't change because we are not willing to be with whatever pain, or painful story, we think we will have to feel.

Often, the pain clients think they will have to live with is

“ Staying with the pain of change is the definition of courage. ”

resistance to change. The standard answers were: "I'm scared", "It's too hard", "I don't know what my life would be like if I did change" and, my favorite, "others won't like me if I change." I have finally arrived at an answer and, I believe, a solution to accessing real change.

Fear of pain

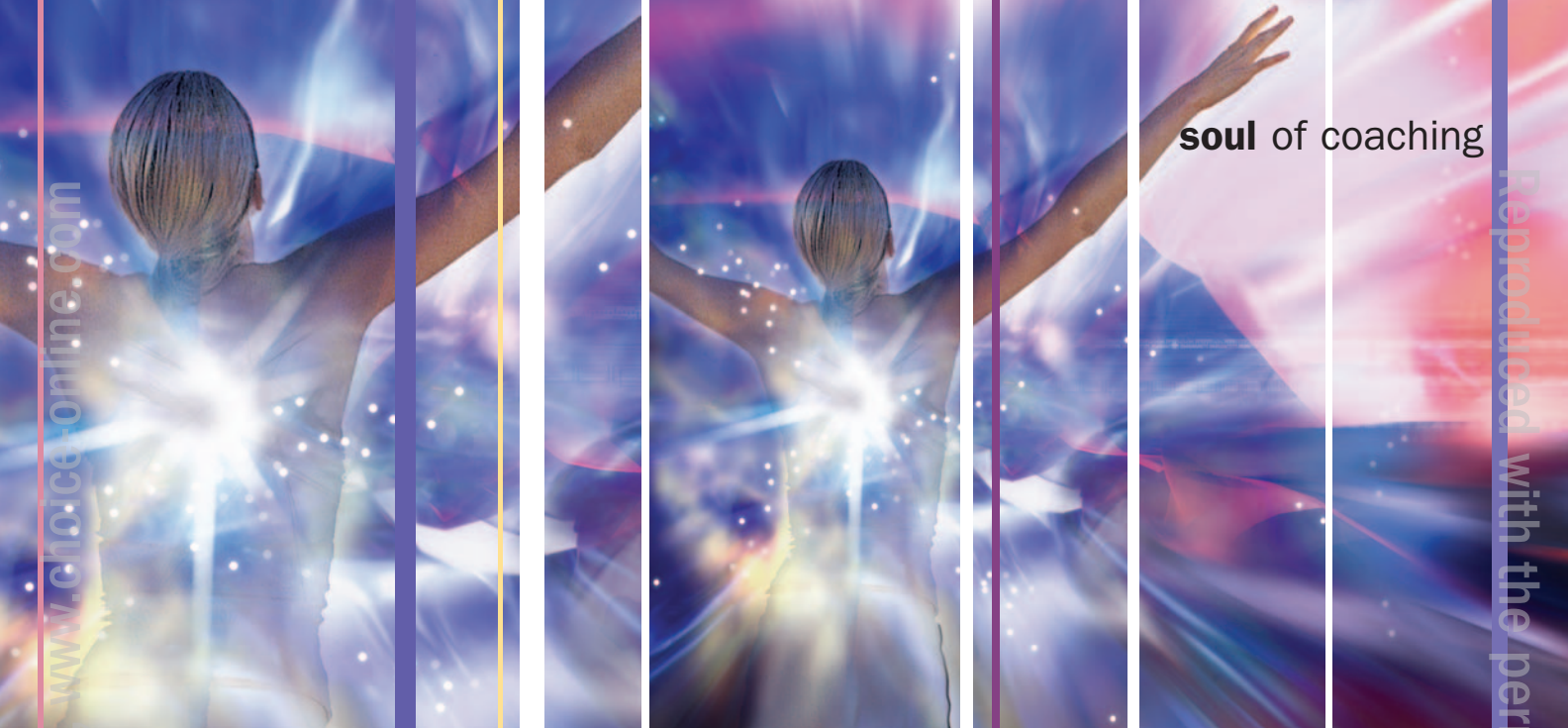
At an event a while ago, I was working with a woman in her mid-fifties who appeared much older. All she wanted was to live peacefully alone in her modest home. She was single, but her adult son, his wife and their two children were living with her. Every weekend, an ex-son-in-law dropped off another grandson. Her answer seemed simple enough — tell the adults they have to leave, and see her other grandson when it works for her. As I looked into her eyes, it was clear

much deeper, longer and more agonizing than what really occurs. What's crazy-making about these discussions of fear and pain is that our clients are *already* in pain. Though they may be desensitized to their current pain, that doesn't mean they aren't suffering — and paying a hefty price for it.

It is within our scope of ability to assist clients to distinguish the difference between an illusionary story and a real experience. It can be a matter of collecting evidence. Clients may have a ton of evidence for the illusion, but while they wade in the waters of illusion they drown out the evidence of their own reality of prior success. Most people have a previous experience of confronting fear and change, but are they using that positive evidence to compel them forward?

Staying with the pain of change is the definition of courage. The word courage comes from a French word that





soul of coaching

means to “be of heart.” Change is to be led by the heart. When I have asked clients to stay with the pain and to report on it, the reports have been amazingly similar — it wasn’t nearly as bad as they had thought. One client stated, “Being with the pain was like stubbing my toe. At first I’m shocked, then I feel the pain, then I realize it’s subsiding and then it’s done. Maybe I limp for a moment or a day or two, but then I’m walking just fine and I forget all about the pain.” Another, more humorous client reported, “Hey, I didn’t die or implode, cool!” Cool indeed.

Force vs. power

I knew a runner who could easily run eight miles a day, but ten miles would wipe him out. To reach the ten-mile mark he would summon up his human will and push right through his exhaustion, ignoring the pain to reach his goal, very proud. Reaching those last two miles felt as though he was running against the wind — nature’s resistance. This *pushing-through* is also how he made changes in his life; he would summon his pure will, and fear be damned — just do it. This kind of success felt hard, and sometimes the changes he’d worked hard to make just didn’t take. He would then give up because he had already tried really hard and it didn’t stick. Thereafter he associated change with being hard and painful, and his successes were about fifty-fifty.

The force of will, pushing through, is collusion between the mind and body that they are what makes us successful in life; only they induce change. The setting for real change cannot be sustained on the back-and-forth wavering ground of the body and mind. This is one of the biggest obstacles in change, believing that empowerment can

come from anything but pure power. Change *is* sustainable — when it comes from something more powerful than the force of human will.

Real change happens when it is motivated by something more compassionate and honest than force. Force is external and by its nature will always be companioned by resistance. Force looks for permission, either from the ego or from others, for existence. The biggest liability of force, or the human will, is that it is based in the personality. The personality is about as superficial as one can get. Established on myopic perspectives and desires, it manipulates its own self-worth to satiate childlike fancies.

Power, however, is an internal strength. Power does not seek permission; it is in alignment with Self, and thus decisive. The depth of power goes beyond momentary wants and desires, and seeks long-term positive effect. Unlike force that must be summoned like a genie in a bottle, power and strength are cultivated. We must be present, in today’s reality rather than yesterday’s illusionary story, in order to connect to it. If the mind is the machine, then the soul is the mechanic that makes it all run smoothly. Power is grounded by the soul. Internal power takes a desire further than change — it transforms the person making the change.

Strength moves us out of fear-based thinking into courageous response. As we attend to the soul, learning to be of heart rather than pushing will, we come to learn that practice really does make perfect — perfect evidence of our capabilities when we put our soul to it.

And so it is! ●

Melanie DewBerry-Jones is a speaker, writer and coach. She is a twice-certified coach and a member of the National Speakers Association.

The Sixth Annual PRISM Awards

Celebrating excellence and recognizing results

By Laura Lallone

The Prism Awards celebrate excellence and powerful results achieved through commitment to coaching as a leadership strategy in large, medium and small organizations.



Lance Secretan

Over 135 business leaders and coaches gathered on May 12th for the 6th Annual Prism Awards hosted by the Greater Toronto Area Chapter of the International Coach Federation (ICF-GTA). Lance Secretan, renowned author and leader, kicked off the event with an inspirational keynote speech challenging the audience to look at how all people are ONE and what progressive organizations are doing to recognize this.

Please join us in congratulating the four organizations and coaching teams honored with the 2006 Prism Awards:

Bell Canada, Small and Medium Business Marketing, under the leadership of Jon Wiese, Senior Vice President, coached by The McNeill Group, CEO Dan McNeill and associates Troy King and Chrystine Langille.

The coachees have found more balance in their lives and fulfillment from their work, which has allowed them to drive business results with every portfolio growing faster than market and taking market share in key portfolios. Kristine Emmett



Chrystine Langille (coach) and Kristine Emmett, Vice President, Bell SMB Marketing

Campbell Company of Canada, under the leadership of Phil Donne, President and Greg Smith, Vice President Human Resources, coached by Nick Evans, internal coach and Director of Organizational Effectiveness, partnering with Wayne Stark, Pursuit Inc.

Often we forget to capture the stories of our focus and success. Preparing the submission for the Prism Award was a great reminder to stop and celebrate our focus and accomplishments to



Wayne Stark (coach), Nick Evans (internal coach), Campbell Company of Canada

date, and honor the partnerships that have been created along the way. Nick Evans, internal coach and Director of Organizational Effectiveness, Campbell Company of Canada.



Sandy McMullen, Karen McKnight, Sara Thompson (coaches), Faye Johnson, Woodlands Manager - Ontario, Grant Forest Products

Grant Forest Products, under the leadership of Bob Fleet, Vice President Woodlands and Environment and Faye Johnson, Woodlands Manager - Ontario, supported by Larry Locken, General Manager Human Resources, coached by Sara Thompson of Sage Transitions partnering with Karen McKnight and Sandy McMullen.

I have come to realize that leadership is about serving the people that report to you, that my role as a leader is to maximize the strengths of the people reporting to me and that each person is unique. Faye Johnson Woodlands Manager - Ontario Grant Forest Products, Inc.

Kent Legal, under the leadership of Keiran Glynn, President and Susan Bennett, Vice President, coached by Wendy Hue of Partners in Progress.

We experienced some very measurable results such as a 32% sales increase in direct hiring sales from 2004 and 2005 and we have drastically improved our ability to recruit and retain top talent. Keiran Glynn, President Kent Legal



Wendy Hue (coach), Keiran Glynn, President, Kent Legal

For additional insights about these award winning collaborations, go to www.choiceonline.com/prismawards.html •

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By Michael Charest

Tactics to Stay the Course

Fighting against isolation and loneliness

"I love coaching, but I get lonely working by myself."

"Owning my own business is awesome, but I miss working with others."

"Working from home gives me so much freedom, but I sure do feel isolated sometimes."

Do any of these comments resonate with you? If so, you are not alone.

I have spoken to over 2,000 coaches around the world and this is a big challenge for many of us. And it makes sense. We are social beings. As much as we wanted to break away from the constraints of the corporate world, we miss our office mates, group lunches, brainstorming sessions and even just the office energy.

Here are six strategies that will drastically reduce the intensity and fre-

quency of feeling isolated and lonely. Automatically decrease your sense of isolation and loneliness.

2) Partner up!

I encourage you to look at partnering up with another coach or colleague. Your collaboration could be synergistic in that you will serve more people than you would each have separately. There's a good chance that you will make more money together, as well as enhance your products and service. Most of all, you may find that having a partner allows you to be much more creative and have fun at the same time.

3) Create an executive committee

A good executive committee will help you shape the strategy of your company. Members will hold you accountable, challenge you, and inspire you. You can discuss topics such as enhancing or streamlining your programs, what products and services to add, what your pricing structure should be and how to attract more clients.

4) Work outside

Consider doing your non-coaching

work at coffee shops, hotel lobbies, and bookstores. If you're like me, you will feed off the energy these places generate. In addition, you will meet great new friends and colleagues and who knows what can come from that...certainly less isolation and loneliness!

5) Go to lunch!

I have found that when I clean up, dress up and go out to lunch with fellow coaches, colleagues or friends, it really breaks up the day and gives me the bonding that I crave. Try it...you'll like it! Plus, I bet you will get more work done in the morning hours, and return from lunch refreshed and inspired.

6) 'Bundle' your appointments

Be relentless about grouping your coaching sessions together in blocks of time vs. having them scattered throughout the day. You will utilize your non-coaching time more effectively and your day will fly by, leaving you little time to feel lonely. •

Michael Charest is the president of Business Growth Solutions.



"We are social beings."

quency of feeling isolated and lonely.

1) Invest in a quality assistant

A quality assistant can be a God-send. My sister-in-law, Julie, is my assistant, friend, sounding board, partner, editor, project leader and collaborator. Think about how much more marketing and coaching you could do with the time you save delegating projects to an assistant. Hiring an assistant will help your business grow and dra-

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V₄N₃—Fall 2006

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