



international-coaching-news.net
**INTERNATIONAL
 COACHING
 NEWS**

LEADERSHIP COACHING

The Complexities of Modern Leadership Demand A New Coaching Approach

by Dr. Darren Stevens (UK)

Leadership in a New Era

by Helma Lieberwerth (Netherlands)

Managerial effectiveness: A Culture of Conscious Coaching

by Barbara Mutedzi (Zimbabwe)

Feminine Leadership – Women Take On The World

by Ela Staniak (Australia)

Consummate Leadership: Indispensable Qualities of the Humble Servant Leader

By David D McLeod (USA)

AUGUST 2021

ISSN 2021 - 0801



34 772050 08 2021

34 >



Thinking of becoming a Coach?

"To improve the world through coaching".
See our mission statement here:
vimeo.com/462962023

From One-day Foundation to Doctorate



Noble Manhattan
"fortune favours the prepared mind"

Our flagship course prepares students to be professional coaches

Who are we?

- A world-leading international coach training company
- The largest and longest established in Europe (training coaches since 2003)
- Head Office: United Kingdom
- Local Offices in: USA, UK, Europe (5) and United Arab Emirates
- Students from: 30+ countries

Our students

Are those who want to:

- Retrain at work
- Reskill
- Change career
- Want to develop their coaching techniques for everyday life.



Noble Manhattan
"fortune favours the prepared mind"

Call or email: Ian Jefferis, Noble Manhattan
Email: ian.jefferis@noble-manhattan.com **Tel:** +44 1305 898074

You can either start at the beginning and progress in steps as far as you wish, or you can select the level that will achieve your personal goals.

Practitioner Coach Programme:

Blended learning Certificate and Diploma level courses.

Workplace Coaching Programme

Two levels of ilm (City and Guilds) accredited training, designed for supervisors and managers, and those aspiring to leadership positions.

Child and Adolescent Coaching Programme

For teachers and others who want the specialist training to support children and adolescents.

Accredited by:



INTERNATIONAL AUTHORITY FOR
**PROFESSIONAL
COACHING & MENTORING**

Call or email: Ian Jefferis, Noble Manhattan
Email: ian.jefferis@noble-manhattan.com **Tel:** +44 1305 898074

MESSAGE FROM THE DIVISION HEAD



Leeann
Leeann C. Naidoo
Division Head, iCN Magazine



Welcome to another exciting edition of the International Coaching News (iCN) online magazine!

Our 34th edition, is themed Leadership Coaching inspired by leaders to help them gain self-awareness, clarify goals, achieve their development objectives, and unlock their potential.

This is loaded with content on a variety of relevant topics. It focuses on latest leadership coaching models, transforming mentee into mentors/ employees into leaders, coaching tips & tools to becoming a good leader and various leadership and relational styles, to improve and enhance relationships. Look out for the article ‘Coaching Leaders with Imposter Syndrome’ by Tara Halliday from United Kingdom. Tara discusses how leaders can have a good practice for managing and addressing imposter syndrome. Another noteworthy article ‘Leadership in a New Era’ by Helma Lieberwerth from Netherlands. In this article Helma shares insights into how you can be your true self by using guiding methodology Intention of Being and Quaning. ‘Consummate Leadership: Indispensable Qualities of the Humble Servant Leader’ by David D McLeod of USA. David enumerates the skills one needed to master to help people deal with virtually every situation in their life, and be better prepared to step confidently into leadership roles and excel in those positions. ‘Feminine Leadership – Women Take On The World’ by Ela Staniak from Australia. In this article Ela highlights 3 key elements of ‘feminine leadership’ which are fundamental for women to implement in their performance for the purpose of succeeding on their journey to earning their rightful place at the boardroom table, earning their worth and to fulfilling their birth right to achieve whatever they want to achieve.

Each of our columnists, too numerous to mention individually, has taken some really interesting perspectives, and I would encourage a thorough read-through of this edition.

Just like all our other editions, this is not just an interesting read, but it provides you with helpful personal development ideas and professional development techniques to grow your business and improve your lifestyle. I hope you enjoy this issue and do let us know if there are any topics you’d like to see covered in the future.

DISCLAIMER:

Disclaimer: The views and opinions expressed in this magazine are those of the authors and do not necessarily reflect the official policy or position of the International Coaching News Magazine, or Noble Manhattan Coaching Ltd

ICN TEAM AND CONTRIBUTORS



iCN Core Team

CEO

Gerard O’Donovan (United Kingdom)

DIVISION HEAD

Leeann C. Naidoo (South Africa)

EDITOR

Lovelial A. Caracut (Philippines)

DESIGN & LAYOUT

Joyce Sy (Philippines)

ICN MEDIA & ADVERTISING MANAGER

Ioana-Roxana Cozma (Romania/Spain)

iCN Journalists

- | | |
|-----------------------------------|----------------------------------|
| Anna Grechishkina – Ukraine | Malcolm Nicholson – UK |
| Blanca Perez - USA | Nadia Themistokleous – Cyprus/UK |
| Bob Larcher - France | Rupinder Kaur- India |
| Ian Pilkington – UK | Shirley Wiggins – UK |
| Maddalena Fumagalli - Switzerland | |

iCN Contributors

- | | |
|---|---|
| Anne Bachrach (USA) | Keith Merron (USA) |
| Barbara Mutedzi (Zimbabwe) | Malcolm Nicholson – iCN Journalist (UK) |
| Charlotte Housden (UK) | Lauretta Gavin (UK) |
| Cristina Burcă (Romania) | Maria Biquet (Greece) |
| Dr. Darren Stevens (UK) | Michelle Lucas (UK) |
| David D McLeod (USA) | Preeti Govada (India) |
| Ela Staniak (Australia) | Ruby McGuire (UK) |
| Fabienne Renders (USA) | Sharon Gavin (UK) |
| Helma Lieberwerth (Netherlands) | Tara Halliday (UK) |
| Ian Jefferis (UK) | Terri Levine (USA) |
| International Authority of Professional Coaching & Mentoring (IAPC&M) | |

CONTENTS

Message from the Division Head

by Leeann C. Naidoo

iCN Team & Contributors

7 Leadership Qualities You Need To Run Your Coaching Biz

by Ruby McGuire

Leadership in a Global Economy

by Malcolm Nicholson – iCN Journalist

Managerial effectiveness: A Culture of Conscious Coaching

by Barbara Mutedzi

The Alpha Group Updates

The Complexities of Modern Leadership Demand A New Coaching Approach

by Dr. Darren Stevens

4 Time Management Principles Guaranteed

to Help Accelerate Your Results

by Anne Bachrach

Coaching Leaders with Imposter Syndrome

by Tara Halliday

Leadership in a New Era

by Helma Lieberwerth

SECTION: Quarterly Columns

High Quality in the Coaching Process

by Maria Biquet

Leverage The Power of Tools and Team

by Terri Levine

Did you Miss these Business Growth Resources

by International Authority of Professional Coaching & Mentoring (IAPC&M)

Consummate Leadership: Indispensable Qualities of the Humble Servant Leader

by David D McLeod

Vital Traits Required in a Leader

by Cristina Burcă

Feminine Leadership – Women Take On The World

by Ela Staniak

Using Imagery to Engage your Team – Two Tips from Two Coaches

by Michelle Lucas & Charlotte Housden

How to Grow a Next Generation Leader

by Ian Jefferis

I’m Up for so Much More!

by Fabienne Renders

Top 3 Reasons Why You Need a Career Coach

by Preeti Govada

What is Success?

by Laretta and Sharon Gavin

BE READY. BE SECURED.

Combined Professional Indemnity,
Public Liability and Medical Malpractice **INSURANCE**

Get **DISCOUNTED**
insurance here

Easy online application to immediate issuance of insurance
certificate and cover

Insurance for individuals, partnerships, limited companies, entities
and groups

- >> Up to £5 million cover for UK customers
- >> Up to €6.5 million cover for Eire customers
- >> Over 400 different business practices covered

For a **SPECIAL DISCOUNT** visit:

<https://westminster.global/uk/?Introducer=2>

<https://westminster.global/uk/>



7 LEADERSHIP QUALITIES YOU NEED TO RUN YOUR COACHING BIZ

by Ruby McGuire (UK)



Visionaries & influencers

Lead by example

Committed

Act with integrity

Strong decision-makers

Believe in themselves & others

Take responsibility

Be the Queen of your Biz - www.rubymcguire.com

If you are running a business, you need to think like a CEO and be a leader. In my world, I play with royalty when I talk about leadership, so I talk about Kings and Queens. I work with Queens, mostly, but I do work with some Kings too! Kings & Queens are just a way to characterise leaders. When you are the royal head of a country you need to think strategically, inspire and lead your people. During the 'thing we won't name' that's been going on over the past year-plus, business owners have had to adapt to constant change. It's now more important than ever to step up and be a leader.

Leading is about being confident, having a sense of surety about you. There are many different types of leaders. You can be autocratic, democratic, laissez-faire, direct, coaching, supportive, bureaucratic, to name just a few. There are also many different traits that you perceive a good leader has to have, i.e. integrity, compassion, vision, self-awareness, communication skills etc.

What characteristics do you think make a good King/Queen?

The beauty of running your own business is that you get to define the kind of leader you want to be.

You complete your coach training and then you have to figure out how to run a business. This means getting brave and stepping up as a leader.

Here are 7 things you need to be a successful leader of your coaching business.

1 Good leaders are visionaries and influencers. You need to think strategically and be willing to try new ways of doing things. Inspire others to think and dream bigger. Be a trailblazer, not willing to always follow the crowd, but define how you want to carve out your business and life. It's very easy to follow the trend of what everyone is doing, especially in the online space, but that will separate you from other people marketing their businesses. Take a stand, be willing to go against the grain of what everyone else is doing, and forge your own path. Yes, it can feel very uncomfortable, but you can have powerful conversations with kindness and generosity.

Each day, decide how you can inspire someone, whether it's through a conversation, your writing, a video or any other method of communication. By doing this you are showing that you're not afraid to walk your talk, you are not afraid to lead by example, you are not afraid to be a trailblazer. You are inspiring people, and you are giving them hope and encouragement that they can also step up as well. The more you step up, the more people you will inspire to step up in their own lives.

2

Good leaders lead by example – You have spent time perfecting your craft and skillset, and you need to make time to continuously learn and hone your skills. Don't just teach people what they should do, you do it yourself first, and then share your experiences of it, i.e. 'This is what I tried'. 'This really didn't work for me'. 'This is what I am doing'. Allow people to follow along your journey with you.

The **ASK** triangle is a great way to explore areas of development. Simply draw a triangle on a piece of paper, write the words Attributes, Skills & Knowledge on each side and then explore as follows:

- **Attributes** - What attributes do you need to adopt? (e.g. Maybe it's kindness, generosity, or resilience. What do you need to do to build some of those attributes?)
- **Skills** - What skills do you need to develop? (Maybe you need to develop your coaching skills, or sales skills so that you can have conversations that convert clients)
- **Knowledge** - What knowledge can you hone to be a better leader? (What areas could you research/learn to enhance your current knowledge base?)



3

Good leaders are committed. You need to be 100% committed to your business and the work it involves. Commit to taking action, walking the talk, and being accountable. You know you will never be perfect (perfection does not exist), yet keep being the best person you can be with your knowledge, skills and attributes. Have a winning attitude, one that says you can solve any problem that comes your way, and that you have everything you need to make your business successful. Don't just give up when the going gets tough, know that success is a journey, not something you achieve overnight.

4

Good leaders act with integrity - Be trustworthy - Do what you say you are going to do, honour your commitments to yourself and others. Speak your truth with kindness, even if it feels uncomfortable. Be clear on your values, and what you will and won't tolerate within your boundaries.

Be authentic in everything you do. Part of this integrity is your willingness to be vulnerable, in order to connect with your people. While this may not come naturally, keep developing the skills so that it becomes easier with time. Have high standards and know it's better to under promise and over deliver.

5

Good leaders are strong decision-makers. Be brave, and stand up for what you believe in - Be true to yourself and ditch the people-pleasing. Make a decision and stick to it, and know when to change the plan if it's not working.

Be decisive. Even if that decisiveness means going back to your best friend, mastermind group etc. to help you make a quick decision. You need to behave in a way that shows you as a leader, not a follower. That confidence sets you apart.

6



Good leaders believe in themselves and others - Know that you have an abundance of tools and resources available to you.

You might lack confidence from time to time, so do the inner work to overcome any of those obstacles that might get in the way. Build your confidence and define your actual strengths. Remember that while you might face challenges, you have survived 100% of them up until this point.

There needs to be a belief in your business, a belief in what you are offering within your business and a belief in your clients. Learn how to build your confidence muscles, work with a coach or mentor to do this if you need to. We know as coaches it's quite challenging to coach yourself, you just get in the way! Don't waiver when you speak. Be clear, succinct, decisive and authoritative. So if you are running groups for example, be the leader, take control of conversations that don't fit within your group rules. if you are writing a blog post or doing a video, speak as the expert. Your knees might be knocking, but don't let that stop you. Push through your comfort zones.

7

Good leaders take responsibility - For your actions, for the mistakes you make. Don't blame others, take responsibility. Be solution-focused rather than problem-focused. Acknowledge failure, and then use the feedback to catapult you further forward.

When you take responsibility, you own the problem and the solution. You are not reliant on external sources.

Set your intention today that you are the leader of your business, and develop your leadership skills one day at a time.

The beauty of all of these traits, and any that you believe you need as a King/Queen, is that you can adopt them right now. Your royal duty is to show your people by leading by example, being a model of transformation, sharing your experience, and your hopes and dreams so that they can be inspired by you to be their best selves.

Embody the King/Queen you want to be, allowing your skills to expand and change over time.

You get to decide - What type of leader, aka King/Queen, would you like to be?



ABOUT RUBY MCGUIRE

Ruby is a Business & Mindset Queen. She is an Accredited Master Coach, Mentor, Trainer, Speaker and Writer. She loves helping her clients step up and become leaders (aka Queens) of their businesses by developing leadership skills, ditching self-doubt and creating a success mindset. She's a Brit on a mission to live a simpler life without marketing with social media so that she can spend more time in her beautiful Scottish surroundings. You can find her at her [pretty online home](#) or satisfying her obsession of pinning on [Pinterest](#)! Finally, check out her mini guide to [Marketing Without Social Media](#) (an extract from her book, Ruby's Coaching Gems).

Leadership Coaching: Is it Really any Different than Other Forms of Coaching?

by Keith Merron (USA)

To answer the question as to whether leadership coaching is different than other forms of coaching, one would need to believe that leadership coaching is a 'form'. In my view, it is not. It is a focus on coaching. When coaching leaders, the form is the same, but the content may be different.

When I work with leaders who want to be better leaders, then that becomes the goal, or should I say, the direction or aim. It is not quite a goal for it is not precise. It does, however, give me a starting point to what the client wants. Inevitably, the leader will say, 'I want to be a better leader,' to which I reply, 'What do you mean by leader? What is a leader to you?' Later, I will ask 'What does better mean to you; better in what way?' But for now, we begin by being sure we are on the same page as to what we mean by 'leader'.

Interestingly, often the client is not sure what a leader is to him or her. Through the conversation, we almost always find our way to exploring the classic distinction between management and leadership. Management, as is often understood, is about getting stuff done. It is about directing, controlling, measuring, monitoring and evaluating, which are often, depending on a person's role, important parts of what they do. Yet, management is not same as leadership. You can be a good manager and get stuff done, but still be a poor leader, and vice versa. Leadership is more about inspiration than direct task management. Leaders inspire others to do the right thing or to do the thing well, while managers get it done. Often, people, when inspired, do the thing they are inspired to do well, or work hard to do things better and that is what many leaders want from others.

While leadership is about inspiration, this is often not enough to set the goal of our work. Although directionally useful, it is still vague. It defines the territory of our exploration, but still not the goal. At this point, I often ask, 'What does it mean to be a great leader?' Almost always, the client says that a leader gets stuff done through other people and therefore a great leader is someone who inspires others to get stuff done faster or better than they otherwise might not. While I might agree, I don't think we are yet in the realm of leadership that will define a powerful journey of transformation. You can get others to do things faster and better, but can they sustain it? Crack the whip more and they will work harder, but this is hardly sustainable, or if it were, is it desirable? In my value system, it is not. If it is in their value system, then I am not the right coach.

My sense of what great leadership is about has less to do with what a leader does directly to or at people. It has more to do with how the leader shows up and the context he or she creates. In my view, great leadership is about being and doing things that create conditions where others want to raise their game to new heights.

What are those conditions? They have to do with clear, high standards, and with trust and commitment.

They have to do with speaking in ways that cultivate focus and clarity of attention, where goals are understood, and purpose is infused in everything we do. They have to do with developing a strong sense of teamwork, that we are all in this together, pulling our oars in the same direction. This is the realm of great leadership in my mind, and when I say this to clients, almost always, they get excited. 'Yes, that's what I want to get better at!'

So now the client and I are in the realm of leadership and we can explore much more fully where, in that territory, the client has strengths and where are there weaknesses to address, develop, or transform. As is almost always the case, because of who I am, I am mostly interested in coaching others toward transformation, so I ask the question, 'If you could be the great leader you want to be, and there are no limitations, what would that look like?' Often, I hear things such as:

- ▶ 'I want to have more confidence or gravitas.'
- ▶ 'I want to have stronger presence.'
- ▶ 'I shy away from confronting people or issues and I want to be bolder.'
- ▶ 'I am too controlling and not inspiring enough.'
- ▶ 'I am new to this executive role and I want to do it well.'

Whatever the client says, we explore this more deeply which sets the trajectory of our work together.

Whatever their desire, it will almost always require the shifting of one's paradigm. I have spoken about what a paradigm is, in prior articles, so I won't belabour the point here. What is most relevant, is that, inevitably, the search for great leadership requires a journey toward being and embodying a more expansive paradigm.

A more expansive paradigm, in my experience, has the following five characteristics:

1 Spacious and expansive:

It is by definition more holistic. It takes into account all the relevant variables and seeks to create a win-win-win outcome – I win, you win, we win.

2 Generous:

It has the feature of being in service to others and to the whole system.

3 Generative:

It tends to help you and the people around you to learn and grow.

4 Life-affirming and life-giving:

It leaves people more encouraged, more vital and alive.

5 Sustainable:

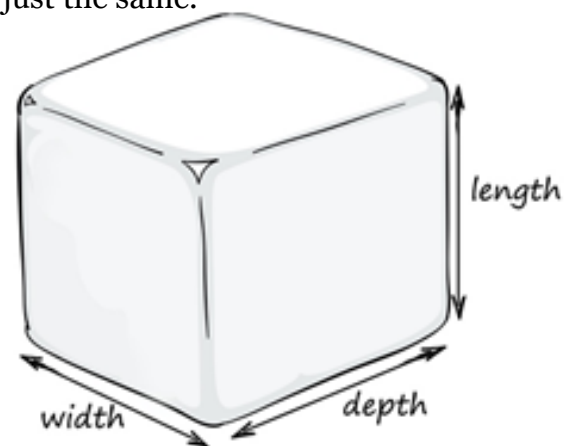
It takes into account the long view. It is like the Native American idea that one should make decisions that positively affect the world seven generations from now, so that it finds ways to achieve its goals in a sustainable way.

With this in mind, when shaping an exploration, a good leadership coach might ask what a more spacious way of viewing would be; or what would be more generous; or what would be more generative, and so on. These questions will help your client seek out, find, and define a better paradigm.

Ultimately, no matter where you go, the direction of leadership coaching will take you toward helping the client find greater wisdom. Wisdom is the ability to make decisions or take action that, by definition, bring us to a higher and better place. To make or take wise actions require us to broaden our mind, to look further or deeper, and this becomes the role of the leadership coach—to help the client do just that.



Let me explain further what I mean. Picture a paradigm as a box. It's a box of one's thinking. We all have paradigms, and we all are in a box. Some boxes are bigger than others, but they are boxes just the same.



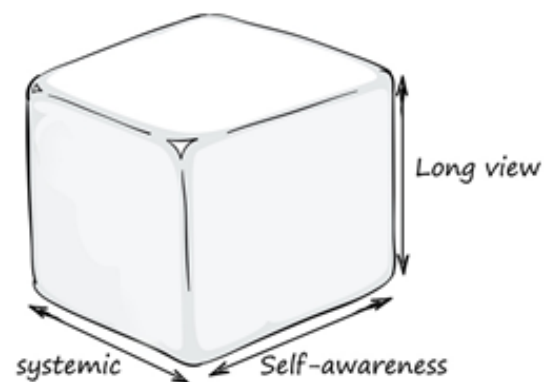
There are three primary dimensions to the box: width, length, and depth. Width represents the degree to which the person thinks of multiple variables and in systemic ways. (Coach: 'What other variables might one need to think about to address this problem?')



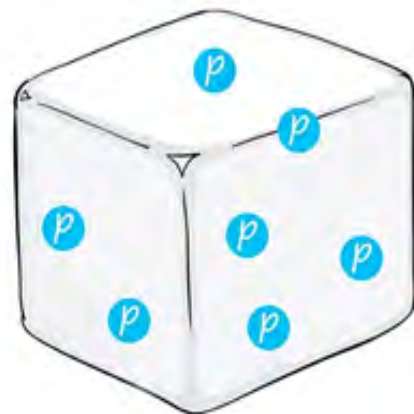
Length represents the degree to which the person demonstrates long-term thinking. (Coach: 'How might you think about this if you were committed to a sustainable solution?')



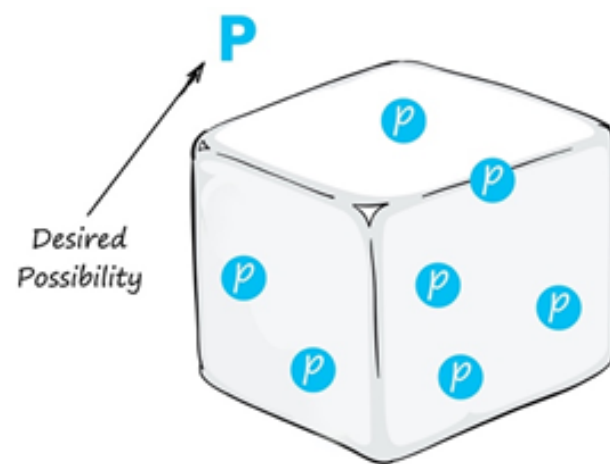
Depth represents the degree to which the person can self-reflect and become aware of their own role in the dynamic they are trying to change. (Coach: 'How are you thinking about this? What assumptions and beliefs might be guiding you? What alternative assumptions or beliefs might guide you differently or better? How are you affecting the very thing you are trying to change?')



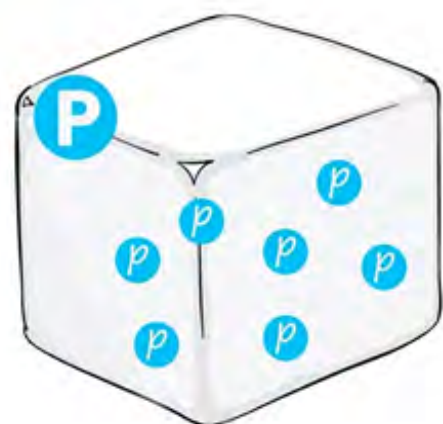
My clients often find this image of a three-dimensional box useful as a way to understand the limits of their current thinking and personal paradigm. They recognise that, at least up to this point in their lives, they were only able to consider possible choices and actions that fit inside the box, represented as a 'p' (for possibilities) in the image below.



However, desirable possibilities, represented as larger 'P', might lie outside their existing paradigm.



In theory, if they want a different possibility or different outcome in life, it will require different thinking – in essence a different paradigm. That means the box of the client's thinking has to shift or expand in order to produce a different behaviour and, therefore, a different outcome.



This, then, is what leadership coaching is all about. It is about enlarging a client's box. But here's the rub. The same is true about coaching anyone. If you are in the transformational arena of coaching, then that is always the goal. So again, what's the difference between leadership coaching and other forms of coaching? My answer is NONE! It's the same form if we are talking about transformation. The only difference is the content. You or I, as a coach, don't need to be an expert leader to coach another toward greater leadership. We do need, however, the ability to cultivate wisdom and that does not require leadership knowledge; it requires the understanding of what wisdom is and to embody that wisdom for oneself.

My greatest guidance to anyone who explores the realm of leadership is to therefore cultivate wisdom in oneself. The journey to become a leadership coach is, therefore, an inner journey. It's a journey toward wholeness, depth, and grace. John Dewey, the famous educator, once said, 'He who dares to teach must never cease to learn.' It is those words that guide me to keep working on myself, for that is what enables me to be a better coach to others.



ABOUT DR. KEITH MERRON

Keith Merron is the Managing Partner of Leadership Pathways, a consulting firm dedicated to helping organisations with bold visions achieve sustainable high performance and industry leadership. As an organisation's effectiveness and an executive development consultant, he has more than 35 years of experience assisting executives and managers in business, government, and education.

In the context of his consulting, he works with the C-suite as a transformational coach. In addition, Keith has designed and led over 100 seminars and workshops for leaders. He has helped create some of the most innovative leadership training programs in the country. Through his consulting firm, he regularly offers a workshop for coaches called: The Art of Transformational Coaching. See his website: <https://www.artoftransformationalcoaching.com> for more information.

Keith received his Doctorate from Harvard University in 1985, where his studies spanned the fields of human and organisation development. He is the author of five books on human and organisational change and is putting the finishing touches on a new book, tentatively titled: The Art of Transformational Coaching.

Leadership in a Global Economy

by Malcolm Nicholson
– iCN Journalist (UK)

I recently had the pleasure of interviewing John Owen, who has been leading technology organisations for around 30 years. He has a wealth of experience in both international markets and leading global teams. For the last five years, he's been running a global software company, based in India, during which the revenue has increased by 5x, the share price by 10x and Employee and customer satisfaction scores are at an all time high. I think we call that a full deck in terms of achievements.



We talked about leadership, with a particular emphasis on leading multigenerational teams, which, of course, for young managers particularly can produce a range of individual challenges.

I asked John what he saw as the biggest challenges for leaders in global businesses during 2021.

‘2020 was probably the biggest challenge, when everything changed because of COVID. We built confidence through 2020, moved to work from home, and realised we could still run our companies.

But leaders need to be more adaptable and acknowledge we have moved out business into people’s private residences – starting with simple things like being more adaptable to dogs barking, children crying and doorbells ringing and clarity around what can be delivered and when.

In cross cultural roles our challenge is to create an environment for the smart people who usually are at the edge of the business, to feel empowered, trusted and respected, to make the right decision on behalf of the company.

What I say is irrelevant, but when somebody comes to interview, do they experience what we projected on our website and social media – is it authentic? Authority comes from getting the right person to make that decision on behalf of the company, which is now getting closer to the edge of the organisation. Intelligence is where the people touch the technology or touch the customer or touch the market or touch our recruitment, because that's the brand of the organisation.

And in 2021, I honestly think businesses can be more dynamic. It is now a truly global marketplace for talent.’

Malcolm Nicholson (MN). *Around the world, mental illness is a very, very real issue. How should leaders balance welfare with delivery?*



JO John Owen (JO): ‘Most companies are human capital based businesses. We have got to attract, retain or develop human capital. And we should spend as much time thinking about how we manage the capital in human aspects as we do our financial capital. I think it’s that - 50/50.

So in order to focus on delivery, we have got to focus on delivering with people for people. We should also run a balanced scorecard. You cannot just have a financial or operational delivery, you’ve got to have people and environmental delivery. We are certainly scrutinised and more accountable to more stakeholders than we have ever been.

For example, most people start managing people at around 30 years of age. And they get their first formal management training, by 42 years of age, which is shocking. So we are making it up by trial and error for 12 years on average. Most new managers are totally, totally, totally ill equipped to understand that the team is greater than the individual. We have to close that gap.



And one word binds it all together - authentic. We have got to be a lot more authentic than we have ever been.’

MN: *How do you introduce authentic and consistent leadership in a range of organisational and geographical cultures that may have wildly differing expectations of the role of leadership?*

JO ‘Leaders need to look at the success of others, not the success of ourselves. Just implementing what we thought of in one Office is the last generational management. The world’s moved on, and quite rightly so. The Internet has opened up that opportunity of information.



From a generational leadership perspective, there’s a potential pressure, because the average age in our company is 30 years of age. One of the reasons that leaders of multi-generational teams are struggling, is that in certain geographical or organisational cultures, the oldest person is seen as the smartest person where the decisions get made and for others, experience comes with tenure. So people defer to the most senior person in meetings, assuming they will have the right answer. But it should come from anywhere. You cannot build a global organisational structure and say all the intelligence resides at the top. And as somebody that represents the top, I can assure you it does not!

In the end, a leader is there to serve the organisation. So emotional intelligence is probably the attribute you most need to develop as a leader. I don’t have the highest IQ in any organisation. But I think EQ for a leader is vital. Our job is not to be the smartest person in the room.



I have never looked at the business and had a unique insight into the strategy, the market, the financial engineering, the operational excellence or whatever it is, my job is to see how do we collectively play as a team to the benefit of the organisation? Now, I was lucky, I played a team sport, and you realise in a team environment, everybody has a role and responsibility, you have a strategy, you have tactics, you play to your strengths, you know where your strengths are, you know what your weaknesses are. But the lovely thing about playing team sports is the feedback loop is immediate. And if you play well – or badly! - your teammates are going to give you feedback straight away.

As leaders, we should check our egos in at the door, the future is about enabling other people's potential. And then you get reflected progress. Most people will follow people who they trust, who they know are working in their best interests. And from my experience people will cut you a lot of slack, even when you get it wrong, if you make it for the right reasons and you're clear and consistent.

If we are not authentic, consistent, or are giving inaccurate information, or not living up to the values of the promises that we make as a company about our environmental credentials, or our CSR or our customers, then there is a lot more information out in society that holds us accountable. And that makes us better leaders so makes companies better.

And it will find out the companies and the leaders that are living in the past and not living in the future.'

MN: How do you keep the business relevant for up to 5 generations of talent already in the organisation and those who you want to attract?

JO 'Our job is to create an environment; then improve it.

People are now coming into a global workforce and will not be fixed to one organisation. I think when you are managing multiple generations, it comes down to 'Do not force fit your limitations on your workforce'.



You have got to become more adaptable, as how we communicate to people in their 20s is different to how we communicate people in their 60s - and every group is very important. There's an onus on leaders to think more about how information is being received.

Secondly, There is only a handful of companies in the footsie 100 today that were there when it started in 1984. So if we want to be here in 15-20 years, companies need to invest in people and make it real. This investment isn't a nice to have, it's a must have. And we have got to make it authentic because the people that we want to attract will call us out very quickly as they can say, 'That's rubbish, because you don't demonstrate it here, here'. Things like automation, robotics, artificial intelligence will drill a hole through repetitive labour intensive processes. We have an obligation to keep people's career developing, to make sure that we are investing in the careers and skills development.

There's a lot more subtlety that we have got to build into our systems, our process and our management skills that we did not need to do 10 years ago.

Leadership is now about careers, integrity, core social responsibility and environmental credentials. You cannot just turn a convenient blind eye to certain things, 'it does not matter because we are performing well', because this generation in the workplace don't want just financial performance, they want the organisation to have a purpose, and a positive impact on society. And I think that's really good.

So as leaders, we have got to become a lot more agile, adaptable and responsive. We have got to become better at listening and less dictating. Those companies that thrive and adapt, will grow. The market's bigger than all of us, and companies that don't will struggle. And I think that's the same for leadership.'

MN; And finally John, how do you see the role of leadership coaching in this environment?

JO 'I would encourage everybody to find a coach, and probably a coach outside the organisation, someone with whom you can have an honest conversation.

It's good to have a relationship with somebody because the more you make yourself vulnerable in a safe environment, the stronger you will get, because you will learn and you will come over as a lot more authentic. We all benefit from coaching. The greatest sports people need coaches. If we take essential performance in business, you need to have a coach. And everybody needs that feedback. And leaders have got to learn how to follow; we have also got to follow the feedback that we are given. And share that in a safe environment, someone who may be a little more experienced, and has no agenda to follow, other than your development. Good coaching de-risks everything for everyone.'

MN: John, the leadership messages and insights that you have given have been invaluable. So on behalf of International Coaching News, thank you very much indeed. And I look forward to our next conversation.

To view the full video interview, click [HERE](#)



ABOUT MALCOLM NICHOLSON

Malcolm Nicholson is the owner and Coaching Director for [Aspecture](#), and has worked successfully with a wide range of international business people for 20 years, enabling them to improve business results and personal growth through transformational changes. To find out how he can help your organization contact him at malcolmnicholson@aspecture.com or on +44 1932 267597.



Managerial effectiveness: A Culture of Conscious Coaching

by Barbara Mutedzi
(Zimbabwe)

We have all heard the term that culture eats strategy for business. I feel like this statement is misinterpreted a lot, and I will share how we actually take advantage of the strategy as a starting point to create the culture we need, and from there allow the culture to envelope and take over future strategies. When our strategy is focused, clear and transparent, we are able to curate an ever evolving and inclusive culture that feeds back into that strategy, and with time, totally enfold into the strategy in a reverse method of containment.

This article speaks to the steps you can take to align culture with strategy and strategy with culture for managerial effectiveness. We will focus on two things. The first is to help you, as the manager, create a focused, clear and transparent strategy for your team and department. The second, is to share coaching tips that helps you leverage your management skills beyond just managing, to cultivating a conscious culture of growth, contribution and success. Let's begin.

Strategy

Most organisations, let alone departments and teams only focus on 4 elements of a strategy, leaving out the most important one, that which makes sure your strategy document becomes a living document. The most common 4 elements that most organisations focus on, are the purpose, vision, mission and values. What is usually missed, is the implementation plan. The implementation plan, speaks to how we can actually action what we have set out in our business, department and team.

As a manager you need to be clear on all these 5 elements at organisational, departmental and team level. Once clear, share these with all you lead so that you are all on the same page as you all work toward clear and transparent goals. Here are questions you can sit down to answer: (1) What is the purpose of the organisation? It's vision, mission, implementation plan and values? (2) From there, ask yourself: within this organisational strategy, what is the purpose, vision, mission, implementation plan and values of my department or team?

Once these are clear, we can start to address, these higher level managerial questions and thoughts:

1 If the Purpose of the organisation is the reason the organisation exists, what is the purpose of my department and my team in contributing to this purpose?

2 The Vision of the organisation is the long term financial, human resources, sales, marketing, product and so on, of the organisation in the next 2, 5 or 10 years.

Do I know and understand what these are? If not, who do I need to ask to gain clarity? And from there, what is the vision of my department and team? In other words, what is the role of my department or team in helping the organisation attain these goals?

3 The Mission of the organisation, is the vision broken down into yearly, quarterly, monthly, weekly and daily goals, that is, the shorter term activities that we need to engage in to achieve the long term goals. For my department and team, what I need to do, is to break down the vision listed above into bite sized (short term) activities over each year, quarter, month, week and day.

4 Values are usually standard with the organisation. And not values just to memorise them, but expressing them in all our activities and behaviours. Even if our customers are not aware of our actual values by name, the way we treat and serve them should speak of those values. We embody our values in our work. How is or can each member of my team and department start to serve our customers in the way of our values?

Values are how we showcase our work. They are important in that they are the building blocks to the culture we are curating. This is why a clear strategy is so important. At this stage, it would be important to sit down with your team, so you can map out how they do their work in a way that embodies and illustrates the values.

5 Once you are clear on the purpose, vision, mission and values of the organisation, your department and team; the next stage is to actually implement all the steps to all your long and short term goals. This is where the Implementation plan kicks in. Let's create one together:

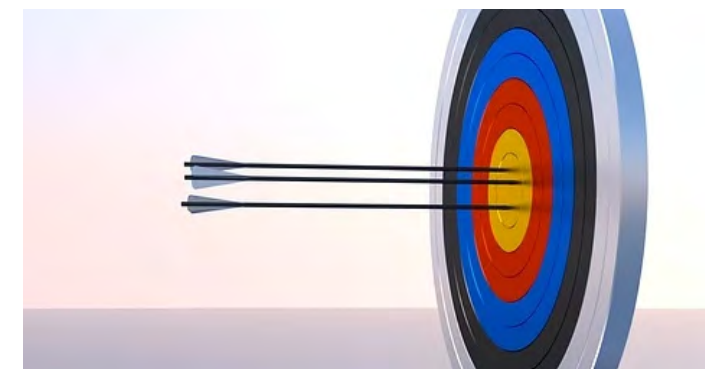
On your left hand column or vertical y axis, list all the activities from your mission. Start with those that need to be completed in a week, then once you get a handle of the process, you can expand to activities for the month, quarter and year. On the top or bottom horizontal x axis, list the dates or days that you will be actioning those activities.

Next to each of the activities listed in the left hand column, list all the resources you not only need, but actually have in hand, to action these activities. Note that resources include time, people, finances, office supplies and raw materials, tangible and intangible that you need to effect these activities. Once you have the first draft, it would a good stage to sit with your team and share with them the strategy in its completion, seeking out any advice on how with the skills you hired them for, they can contribute to make the process or service fast and of quality. In this meeting, there is also an agreement on who is doing what and any other resources your teams may need to effect their duties.

Your role is to manage systems and processes to make sure they are suitable for the department to deliver on its activities. You hold each other accountable because everyone is clear on their roles. There is also plenty of room for adjustment, as is needed in the running of a business. The implementation plan thus acts as your monitoring, evaluation and performance tracker for your team and department. This is all the first stage of effective management. If you want to take it a step further, knowing the strategy of other department increases opportunities for cross-silo collaboration.

A Culture of Conscious Coaching

The second stage speaks to humanising the process. In order to sustain the above and to be flexible and adaptable in the face of continual change, we need a culture that is transparent, open and flexible to the needs of the business, department, team and individuals in the team. This is where we cultivate our innate managerial traits and skills to helping our teams come together and work toward commonly understood goals. We bring in an element of empathy and compassion, improving our listening and communication skills, all whilst being on target in all our collective goals.



When you have a strategy that is clear to all you lead, it makes it easier for the team engine to move without or with fewer glitches. It frees up time for you the manager, moving you away from micro-managing to speaking, listening and coaching your teams, as you find out ways that you can be of service to their productivity needs.

As you can see, the implementation plan has many roles, including monitoring, evaluation and performance tracking. It allows for open conversations at both team and individual meetings, because everyone has been included in its development and is aware of all its elements. It removes many challenges that managers face in their roles, allowing them to take on a more coaching role, as they ask more empowering and supportive questions such as,

Morning James, I see that we are lagging behind a bit when we compare where we are and where we need to be according to our implementation plan. What can I, as your manager, do help you get up to speed?

This becomes a supporting and coaching space where you as the manager are (1) improving the way you communicate with your teams, and (2), how you can encourage a culture of two-way feedback and follow-up that is non-threatening because of the transparency of the implementation plan. This means that change in the team's performance is ongoing as you help and coach them through their work every day or week, as opposed to waiting for the end of the year.

The more you engage with your team, the more conscious and self-aware you are, of the inclusive and collaborative techniques you use which increase trust and therefore performance in your teams. When we create an open culture of dialogue through all of the above, it makes it easier to attend to challenges soon as they appear as well as to retain what is working as we can improve performance, with the purpose, vision and values in mind.

The purpose, vision, mission are our guiding torch; the implementation plan is what keeps us in check; the values build our culture and managerial effectiveness. At the end of the day, we all win.



ABOUT BARBARA MUTEDZI

Barbara Mutedzi is a Conscious Leadership Coach trained in Neuroscience-based coaching (study of the mind and brain for higher performance; a course accredited by the International Coach Federation – ICF). With a background in Health and Community Psychology; Socio-cultural and Medical Anthropology, Barbara helps people become better versions of themselves, by helping them tap into their inner wisdom for higher level leadership of the self and others. Specific to Business owners and Leaders, Barbara's focus is on sharpening their Conscious leadership skills for higher performance, impact and profit on purpose. Barbara is a transformational speaker, author and self-proclaimed Human Catalyst.

Twitter: twitter.com/bmutedzi
 Website: designyourlifefoundation.com
 Instagram: [instagram.com/barbaramutedzi/](https://www.instagram.com/barbaramutedzi/)
 Facebook: [fb.com/designyourlifewithbarbs](https://www.facebook.com/designyourlifewithbarbs)
 Newsletter signup: mailchi.mp/4abe0a8484d8/updatesfrombarbara
 LinkedIn: [linkedin.com/in/barbara-mutedzi-conscious-leadership-coach/](https://www.linkedin.com/in/barbara-mutedzi-conscious-leadership-coach/)

SECTION: Advertorial

The Alpha Group Updates

By inspiring better leaders, The Alpha Group is creating business success. Join us and our mission of helping 1 MIL SMEs worldwide!

The Alpha Group Regional Director Training

The Alpha Group has already run 4 successful Regional Director Training this year.

If you are interested in making an impact and changing the outlook of the SMEs sector, starting this year, NOW is the time to join forces.

Apply for Regional Director



Foresight Series - Overcoming your inner critic with Kimadele Platts

The Foresight Lecture project reached its 9th lecture. In this last FREE session you'll learn how to overcome your inner critic to achieve business success.

You can get free access to all our past lectures.

**GET
ACCESS**



The Alpha Group NEW ELITE BOARD

BY COLIN LINDSAY,
THE ALPHA GROUP MANAGING DIRECTOR

Colin Lindsay, TAG Managing Director is launching a new ELITE Board

As the Managing Director of The Alpha Group, Colin Lindsay has been involved in training over 200 amazing regional directors around the world to build and run executive peer to peer boards during the last 9 years.

Do you feel you are the right type of person to make this happen? Are you are willing to make the sacrifices that you will need to make to achieve your goal? Then why not jump on a call, have a coffee with Colin - colin.lindsay@the-alpha-group.biz

If you would like more information, contact us at info@the-alpha-group.biz

To Your Ongoing Freedom and Success!



The Complexities of Modern Leadership Demand A New Coaching Approach

by Dr. Darren Stevens (UK)

Over the years, a variety of coaching methodologies have been introduced, each suggesting an incremental improvement in the coaching effectiveness for the client.

In 1st Generation Coaching (1990-1999), the main focus was on performance management, compelling others to change and coping with 'difficult' employees. It was a more command and control approach, coaching to specific rankings/ratings, which might have worked for some leaders.

From a Leadership perspective, in 2nd Generation Coaching (2000 – 2010), you deal with possibilities, rather than simply transactions, and the main focus was on driving change whilst maintaining authority and hierarchy in order to change others. This was accomplished by standard one-to-one coaching conversations to obtain specific predetermined goals for the client – what does their organisational future look like? It was a more prescriptive 'how to coach' model and change was seen as linear, and to be controlled, which helped some leaders understand their outcomes.

Then came 3rd Generation Coaching, led by Reinhard Stettler (2014) whose main focus was attraction not coercion, modelling change behaviours in order to shift individual and organisational mindsets. 3rd Generation focused on putting the principles into practice to ensure change in both individual and system thinking. This seemed more Leadership-focused.

3rd Generation coaching showed how organisations over the years have shifted their attention from managing performance to building the skills and talents of their employees by creating a culture of quality conversations where employees are coached to balance work and life challenges.

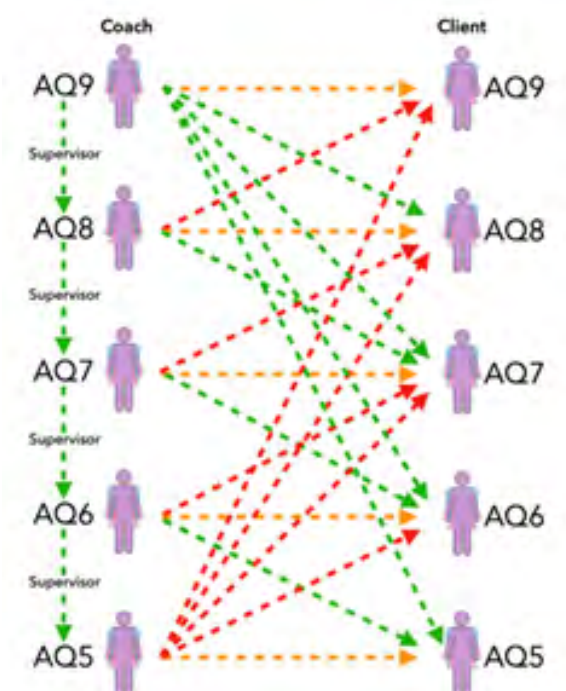


Figure 1: The CDT Coaching 2.0
Hierarchy

This approach also argued for simplicity. It provided coaching that was supported by qualitative evidence-based research, and was in line with the client's values, language and cultural narratives. You can see how this would appeal to some leaders in a modern business environment.

However, in a more complex, connected globalised business environment today, the existing coaching methods are not enough if we are to tease out the future capacity of the leader's decision-making capabilities in order to prepare them for the complexities that lie ahead.



We must therefore ask ourselves: from a coaching perspective, what would better-serve the Leaders of tomorrow? If 1st Generation and 2nd Generation were structured-oriented, and 3rd Generation is process-oriented, what is the lowest common denominator that demands a new approach? What we need is to look at Leaders in a Vertical Developmental capacity and tease out how they construct their thinking in the moment in order to understand what is the difference that makes the difference in their Leadership Thinking Style. What we need is:

A Developmentally Different Way of Measuring Leaders

In 2020, I developed a new framework for measuring an adult level of cognitive development. In other words, how capable are we of 'joining the dots'? He demonstrated in his new theory – called Constructed Development Theory – that a client's world is a product of their unconscious construction based around the use of fifty Cognitive Intentions. These CI's are essentially shortcuts in our thinking, and are either within, or without awareness. He showed that it is our level of awareness of our use of all 50 that is key to our capacity to think, as adults.

For example, a Leader's capacity to make long term decisions can be measured by comparing their use of two Cognitive Intentions, namely Short Term and Long Term. Where a leader is required to make decisions that will have ramifications 20 years down the line, they will need to have awareness of their long-term/short-term split. Elliott Jaques called this their 'span of discretion'.

The facets of Leadership Excellence become measurable when you take into account the other 49 unconscious Cognitive Intentions, then the full picture of a Leader's Thinking Style emerges. In 3rd Generation coaching, it was suggested that the best we can do is to allow the things we hear our clients say, or the things they do, influence the way we think as coaches in the coaching relationship. However, with sufficiently high DI, the coach can choose to be influenced or not, in the moment. This is a different Intention entirely. When observing the coaching relationship from a Vertical Developmental perspective, the client's language is key to their construction of self, and a high DI coach will hear their limiting patterns in their client's language, from which a developed coach will discern the client's construction of self.

In order to differentiate the new Constructed Developmental approach to coaching, I called this framework:

Coaching 2.0



Often, coaches assume that they can coach anyone. They assume their certificate qualifies them to step into the fray at the highest levels because they have a few tools, procedures and ideas in their coaching toolkit. This is because they are often taught that the problem they are trying to solve is a problem the client is aware of, and thus needs help to overcome.

However, in CDT terms, the client very rarely understands the problem. This is because the problem is always a problem of construction, not of utility or agency, as is often thought.

What this means in theoretical terms is that an individual's construction of the problem is determined by their level of Dynamic Intelligence. However, this level also acts as the limiting factors in their construction method. A person with low Dynamic Intelligence will construct a particular problem very differently to a person with high DI. In Leadership terms, this means that a more complex leader will not even notice the problem a low complex leader worries about as their constructions of the perceived problem will be completely different.

How they construct their problem in accordance with CDT is by use of the four pillars: Intention, Awareness, Choice and Response™. The greater our Awareness of our Intention in the moment, the greater our capacity to Respond.

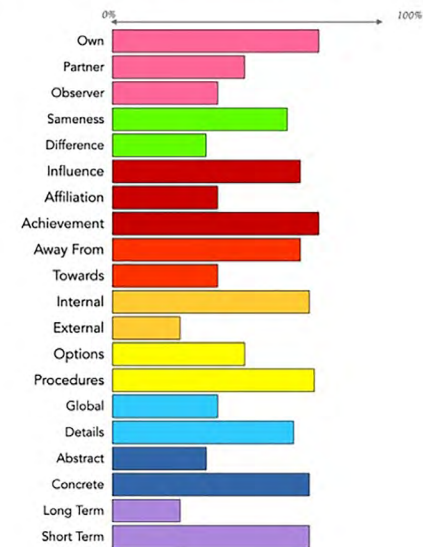
This Intention and Choice is measured using a bespoke tool called the **Awareness Quotient (AQ)**.



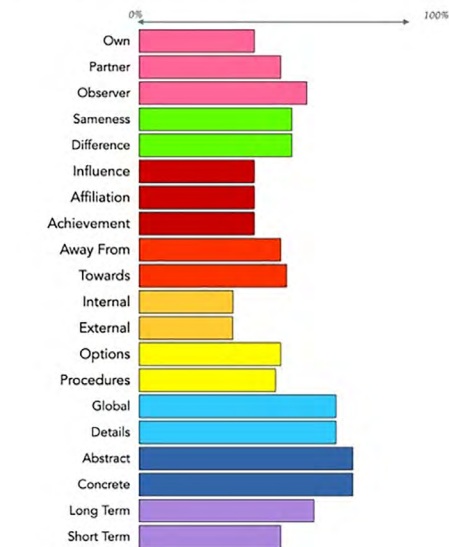
The first major difference between conventional coaching and Coaching 2.0 is the Intention of the coach. As mentioned, when one is aware that the problem is constructed, the coach is free to investigate the construction of the client's thinking in order to understand how they have limited their thinking around their problem.

The **Coach 2.0** listens for how the client constructs their thinking in the moment in order to offer this construction in feedback. If the coach is focused on the content rather than the process of structuring the client's thinking, then the relationship is not developmental for the client, as this suggests that the coach and the client are on the same AQ Level. Often, traditional coaches get lost in the dialogue as they focus on uncovering values and beliefs. Once we realise that these are also constructions, and thus abstractions, we can focus on the construction of them instead. The Intention, Awareness, Choice and Response around them.

Low Dynamic Intelligence



High Dynamic Intelligence



The second major difference with Coaching 2.0, is that the Coach understands that all the problems the client presents, are problems of construction. There is some limited perspective, or habituated pattern of construction that is holding the client's Awareness and Choice back. It is the Coach 2.0's role to uncover the limitation on behalf of the client, not to fix their problem, per se.

The third differentiator between conventional coaching and Coaching 2.0 is that in **Constructed Development Theory**, we know that empathy (social-emotional complexity) is a low-level mode of connecting, and as such, no one grows when only empathy is in the frame.



Standard coaching becomes problematic when it suggests: 'each tries to understand the dialogue partner on his or her own terms'. This is not possible for the Coach who lives at a lower AQ level than their client. This becomes even more pronounced when the client is a leader within a large organisation, as the lower level coach cannot see the high level patterns needed by the CEO to run his organisation at the highest level. Thus, Coaching 2.0 offers a more ethical framework for coaching.

The Coach 2.0 supports the client in uncovering and experiencing what is within Awareness in the present moment as an ever-deepening and unfolding embodiment of the fifty Cognitive Intentions. As this occurs, a Leader uncovers their innate AQ level, they become more resourceful (Choice), and they express more creativity (Response) in skilfully navigating the complexities they encounter whilst leading.

As new Choices arise from an increased balance between Cognitive Intentions, the Coach 2.0 helps the client relate to them in such a way as the Leader recognises their greater choice in their construction of their thinking. This translates to the Awareness that the problem the Leader initially brought with them can be constructed in a new, higher DI way, and thus the problem construction has changed.



When leading an organisation, the problems encountered every day are not really problems. Those that demand a leader to stop, reflect on their construction of self, and present as an issue of Dynamic Intelligence are the ones that can only be solved from a Coaching 2.0 perspective. Anything else is lower level...

To summarise, from a Coaching 2.0 perspective, the problem we are trying to solve is: how is the Leader's habituated Thinking Style impacting their perception of and ability to solve their problem?

We are listening for the client's unconscious Intention, level of Awareness, resultant limited Choices and finally how they habitually Respond. A new framework that goes beyond all existing systems!

In order to coach out the highest-level Leaders, we need the highest-level coaching framework!

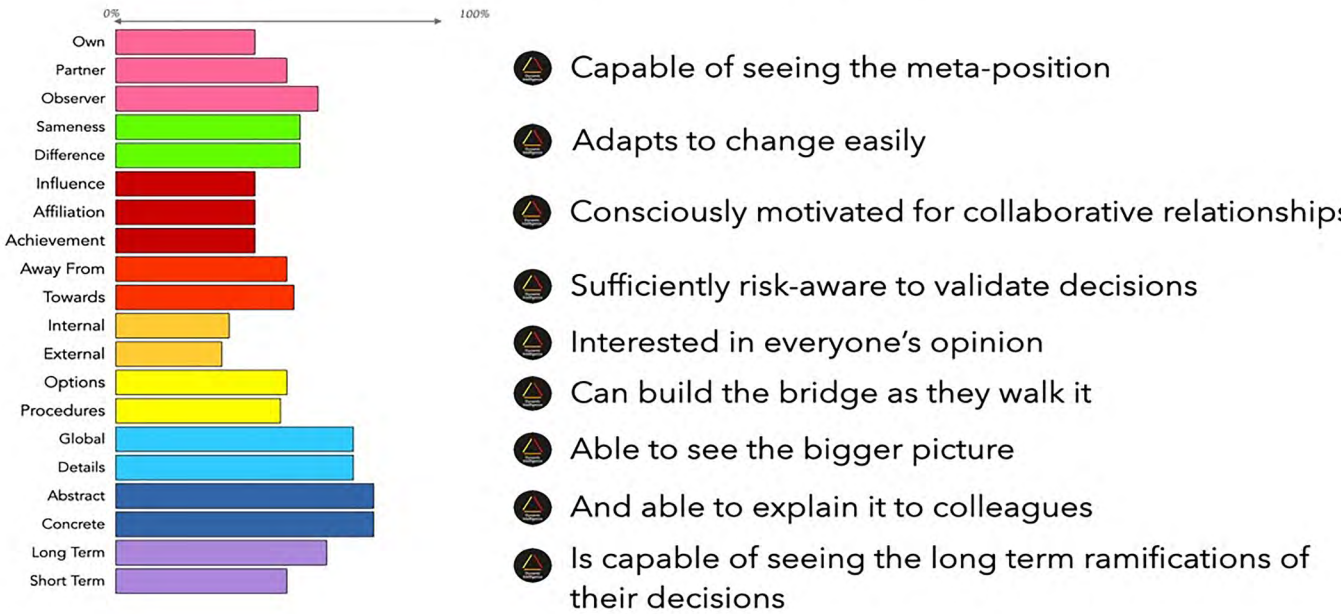


ABOUT DR. DARREN STEVENS

Darren is an adult development specialist, with research and interests in how we think and grow. He uses his doctoral research and expertise in both academia, where he lectures at various levels, and organisations, where he offers bespoke vertical development workshops that grow the participants' Dynamic Intelligence. In a more complex and connected world, Darren is aiming to help people create those connections using Constructed Development Theory, and provide the measure of these connections using a bespoke tool called the Awareness Quotient. Finally, feeding this awareness of their construction of self back to clients to show how those connections combine to create their unique Thinking Style.

The new coaching framework that emerges from CDT is being utilised by a number of specialists across the globe, including America, Australia, Spain, Norway, Germany and more; and his work is currently being translated into the respective languages as it begins to gain traction through workshops and consultation. Darren's focus on how we construct our thinking using specific cognitive shortcuts allows a new epistemology to emerge which greatly impacts adult development specifically, and coaching practise in general.

High Dynamic Intelligence Leader





4 Time Management Principles Guaranteed to Help Accelerate Your Results

by Anne Bachrach (USA)

Time management is not just a buzzword that you can throw around but never dig into. It is also not something you try on for a week or two and become instantly successful at. If you want to truly accelerate your workday efforts and get more done in less time, it will require discipline and humility.

The rewards though? They are well worth the sacrifice. In addition to having more mental and physical bandwidth for the people and projects in your life that you truly care about, improving your time management gives you mental space for a renewed passion for your business and increased patience and resilience for the difficult things your workday throws your way.

While there are many different principles that you can focus on that will help move you closer to a more productive schedule, these four time management principles are guaranteed to help accelerate your results and boost your productivity. The catch is that they all require intentionality.

These principles will not work unless you do, which is both liberating and limiting. However, if you are ready to find freedom and move beyond being a slave to your business and your to-do list, then roll up your sleeves and get ready to dive in.

1

Remove Distractions – Even the Good Ones

Perhaps one of the greatest workplace myths is the one that says we can multitask well.

We may be multitasking, but the ball is always getting dropped somewhere. Our brains are only hardwired to be able to handle one thing at one time. We are fooled into thinking we are doing multiple things at once, but really our brains are just swapping back and forth at tremendous speeds.

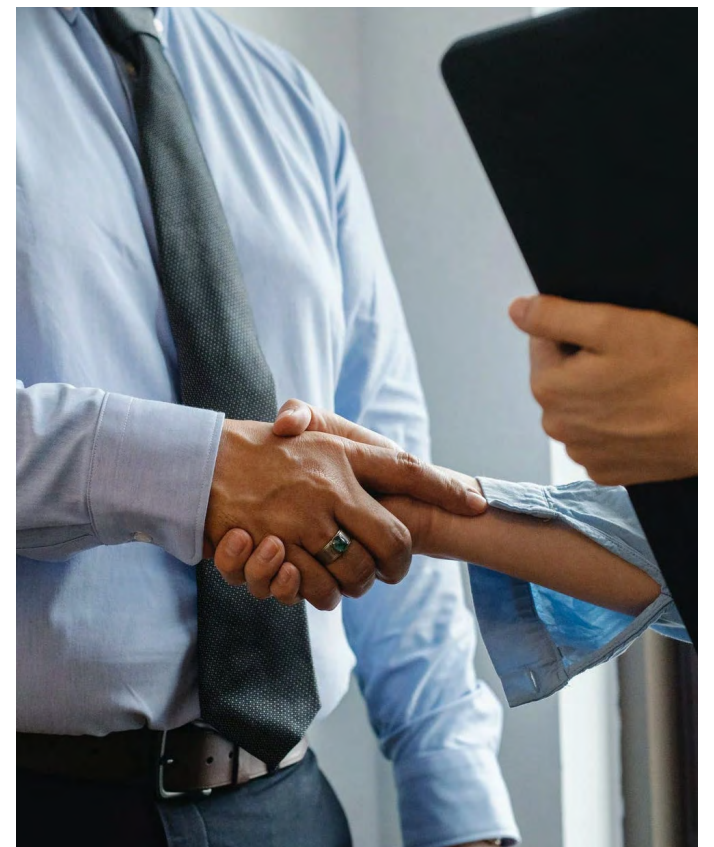
Adding more to the already spinning plate just makes it more difficult to gracefully switch to something different when the time comes. Not only that, but it actually takes longer to complete tasks this way. When was the last time you found enjoyment and success while trying to simultaneously eat a waffle and go for a jog? The answer is never – you would never try to overlap those two tasks because of the sheer impracticality of it all. Multitasking in business may appear to be more practical, but don't be fooled. Dialing in your focus on one thing at a time whenever possible is a truly simple way to see amazing time management and productivity results.

2

Track Your Time and Then Honestly Evaluate How You Spent It

In order to truly accelerate your time management efforts, you need to have a solid understanding of where you are missing the mark. The only way to do this is to be able to honestly evaluate the time you spend each day. This is where time and task tracking comes into play. You could keep a bullet list on a notepad of everything you do and how long you spend doing it, or you could jot down voice notes on your iPhone. Or you can download my complimentary Time Log Sample and help you be even more time efficient, so you are in a higher probability position to achieve your goals, go to: <https://www.accountabilitycoach.com/time-log/>. Simple instructions come with the sample document to help you know how to complete the time log.

How you chart everything you do is irrelevant – just do what is the easiest for you to do consistently. The important thing here is to write down everything. Including the time spent on social media during your commute, or the time you spent checking emails while on the sidelines of a child's game. Don't leave out things you are not proud of having spent time on. This process is meant to illuminate areas of your day where time is being wasted instead of intentionally spent, and then finding ways to redeem that lost time moving forward.



3

Find Accountability Partners

One of the biggest enemies of progress is our own subconscious self. We are excellent self-saboteurs and are able to talk ourselves out of or into things that we would never allow for someone else. The best way to silence your inner critic and set yourself up for long-term time management success is to allow a few people into your life as accountability partners.

High-powered execs, small business owners, and even individuals alike are flocking to accountability coaches in droves, and one of the main reasons for this is the ability of an outside figure to help you break through mental barriers. They see your life from a different perspective, and are able to challenge you in ways you could never challenge yourself.

4

Don't Confuse Busy Work with Truly Important, Dial-Moving Work.

We have all been there: caught up being busy only to get to the end of the day and feel the crushing guilt that comes with not having accomplished anything of real value. Whether it is office chit-chat or a meeting that goes on way too long, there are pockets of time in every one of our days that are no doubt spent being busy instead of actually being productive.

How can we avoid this? The first step is to honestly evaluate where your greatest value and benefit lies. What can you do that someone else cannot? Once you start identifying the areas in your business where your skills truly shine, you can begin to move away from those areas that don't require your best self to show up. At the end of the day, we all want the work we do to be meaningful and important. We want to go home feeling like what we did mattered and moved the needle forward. Do what only you can do and delegate everything else, even if you don't mind doing it.

Download a Free Delegation List Sample to help you identify more activities to delegate, by going to www.accountabilitycoach.com/delegation-list-sample/. Delegation helps give you more capacity and bandwidth to do what you need to do that nobody else can do.

Remember: Progress Equals Freedom

One of the thought leaders in time management and habit formation, Brendon Burchard, says, 'Everybody hates talking about time management...there is no such thing as true work-life balance. But if you are not making progress in your life, you are not happy. And worse, without time management you will never find freedom. You want more freedom and free time? Then get more focused and productive in managing the things you have to.'



ABOUT ANNE M. BACHRACH

Anne M. Bachrach is known as The Accountability Coach™. She has over 23 years of experience training and coaching. Business owners and entrepreneurs who utilise Anne's proven systems and processes work less, make more money, and have a more balanced and successful life. Anne is the author of the books, *Excuses Don't Count; Results Rule!*, and *Live Life with No Regrets; How the Choices We Make Impact Our Lives, No Excuses!*, and *The Work Life Balance Emergency Kit*. Go to <https://www.accountabilitycoach.com/Achieve.Your.Goals.Free.Gifts.Now/> and get 3 FREE gifts including a special report on 10 Power Tips for Getting Focused, Organised, and Achieving Your Goals Now. Join the FREE Silver Inner Circle Membership today and receive 10% off on all products and services, in addition to having access to assessments and high-content resources to help you achieve your goals so you can experience a more balanced and successful life (<https://www.accountabilitycoach.com/coaching-store/inner-circle-store/>).



Coaching Leaders with Imposter Syndrome

by Tara Halliday (UK)



As an executive coach or a leadership coach, you will have clients with imposter syndrome. About 70% of high-achievers experience imposter syndrome at some point in their careers(1), men and women equally(2).

As leaders start to struggle, they can be motivated to get coaching support. You want to provide the best coaching support and tools for your clients, to help them reach their goals in career and life. But the imposter syndrome can be tricky as it does not respond to standard coaching techniques.

The internet has also become noisier about imposter syndrome in the last five years, with lots of 'advice', much of which is unhelpful, and some of it even makes things worse.

Effective coaching is all about using the right tools for the job. Here are some tips for coaches to help your clients who experience imposter syndrome.

What is imposter syndrome

Imposter syndrome is the secret feeling of being a fraud, when you are not. It is self-doubt and a sense of not being good enough. Your success feels fake, and you are worried about being found out as a fraud.

It is not a lack of confidence, lack of awareness of strengths, a negative mindset or low self-esteem. But it can often look like that, or your clients may present it as that.

Imposter syndrome is knowing, intellectually, that you are competent, capable and successful, but at the same time feeling internally that you are not (quite) good enough and that your success has not been earned.

It is a dissonance between outer facts and inner feelings.

Why is it a problem?

When people try to make sense of this dissonance, they usually conclude that they are not good enough and that this is a personal weakness or flaw. The fear of this being found out means that people keep this 'flaw' a secret. They don't tell anyone, soldier on and, as a result, feel isolated. They feel that they don't belong in this team, role or at this level.

But when everyone keeps it a secret, then people don't see colleagues struggling with imposter syndrome. Everyone around them appears to be confident and not doubting themselves. The secrecy of imposter syndrome makes people feeling even more isolated like they are the only one.

Sometimes their coach is the only person they confide in. Imposter syndrome sufferers discount and make excuses for their successes and can't own their genuine achievements.

They get anxious making mistakes that would 'prove' they are a fraud. It leads to disturbed sleep and the Sunday evening dread of Monday morning. Because maybe that's the day they will be found out.

Many people with imposter syndrome overwork to try and ‘make themselves good enough.’ Except their work is already good by external standards, and their overworking does not change how they feel either. Perfectionism, over-preparing and procrastination are typical behaviour patterns, leading to exhaustion and even burnout.

The stress triggers people’s nervous systems, and they go into fight/flight or freeze states. This chronic stress affects their ability to focus and make good decisions, strains personal and professional relationships, and reduces energy levels and health.

Despite all of this inner turmoil, these high-achieving leaders appear to be confident, successful and not in need of any help.

The cause of imposter syndrome

Imposter syndrome is not a medical condition and does not require medication or psychotherapy. It is a symptom of an underlying belief which most people hold unconsciously. This is the belief that their worth is conditional; their worth depends on what they do (3)(4).

This is an identity-level belief and requires specific methods to change. This is deeper level work, involving letting go of emotional memories that support the belief, and then changing the belief itself(5). The result is deep self-acceptance from which calm confidence, resilience and authenticity naturally arise.

While this belief work is not therapy, it is working with emotional memories at a deeper level than typical executive and leadership coaching.



How coaches can miss the mark

Many coaches get frustrated when they attempt to resolve imposter syndrome because standard coaching techniques don’t make changes at the belief level.

You may have tried coaching techniques you are familiar with. However, these may be ineffective, don’t last or can even make your client’s imposter syndrome worse.

Here’s why:

Confidence building – although the imposter syndrome often presents as a sudden, inexplicable loss of confidence, that is not the cause. High-achievers already have in their ability to perform, which is why it’s so confusing to them.

Trophy cabinet – A list of their past achievements does not uplift them and can make them feel more uncomfortable. They don’t connect with their past successes, not feeling like they were earned. They feel that their successes were a fluke, just luck or good timing.



Strengths awareness – people with imposter syndrome know intellectually that they are capable and competent. When asked, they can already state their strengths clearly. Their issue is they don’t feel like that’s enough or that they are enough.

Affirmations and positive self-talk – Belief-change needs a specific process, and you can’t talk yourself out of a belief.

Reframing – similar to affirmations, reframing is an intellectual exercise that can seem to help temporarily. But it does not address the emotional part of the imposter syndrome belief, so it will be a temporary fix.

Your client will soon forget this reframing, or spend a lot of energy and focus reminding themselves of the reframe.

Praise – Pointing out your client’s success and trying to get them to see how well they have done can backfire. A typical imposter syndrome pattern is to discount praise and not believe it. If you praise your client, they will not believe you. They may even see you as just another person they have fooled, disconnect from you and lose their trust in you.



When the imposter syndrome is not resolved, coaches sometimes conclude that their clients ‘just have to live with it.’ Because nothing seems to be working. Both client and coach get frustrated when imposter syndrome resists that change.

This can even trigger imposter syndrome in the coach, who might start to doubt themselves because they are not getting the results for their client.

How can coaches help?

Even if you are not an imposter syndrome specialist, there is still plenty of help and solid support you can provide your client.

1 Awareness

Firstly coaches can help their clients understand several facts about imposter syndrome.

- It’s not a personality flaw or weakness
- It affects 70% of high achievers at some point in their career
- It affects men and women equally
- They don’t need to just suffer it

Awareness of the facts can help your client feel less isolated or flawed. You can run through an assessment of their skills too. Some clients self-doubt is because they lack certain skills, especially in a new role. But they are reluctant to ask for training because they think a lack of skills means that they are not good enough. They don’t want to point that out to anyone.

As a coach, you can present an unbiased second opinion and encourage them to get additional training if needed.

2 Stress management tools

Here you can assess their self-care habits and also work with your client to identify ways to get out of the fight/flight/freeze states. These can include body-based techniques such as shaking out the hands, slow stretches, breathing etc.

Be sure to have your client do stress-hormones releasing exercises before trying meditation, and slow breathing, for example. They need to move out of the activated nervous system state before deeper calming methods will be effective.

Human beings have a surprising variability in physiology, so no one thing works for everyone, and it needs to be tailored to your client according to what works for them.

3 Managing circumstances

Imposter syndrome comes and goes in response to circumstances. It is triggered by a combination of high challenge and low support.

A coach is in the perfect position to provide that support and significantly reduce the stress of imposter syndrome. The essential part is to see, hear and accept your client.

A toxic work environment may have triggered your client’s imposter syndrome – another instance of high challenge and low support. They may tell you that their goal may be to deal with the situation better.

But it’s imposter syndrome thinking to assume the problem is themselves, and to expect that they ‘should be able to handle it.’

Your external view can see whether their circumstances need addressing too, and support them in making changes they need.

Summary



Workplace changes in 2020 and 2021 have led to a greater awareness of the need for mental wellbeing, including at the top leadership levels.

Imposter syndrome has a significant, negative impact on a leader's ability to access their innate strengths and talents. It actively holds them back and create unnecessary stress. Certain coaching techniques do not resolve imposter syndrome because the root cause of is a belief in conditional worth.

Even without doing the deeper work to change this belief, coaches can still help leaders manage imposter syndrome by creating awareness, stress management and by providing support. This is vital work, as leaders usually keep their imposter syndrome feelings to themselves, and only share them with a trusted coach.

My vision is that good practice for managing and addressing imposter syndrome becomes more commonplace and that the secrecy and shame around imposter syndrome start to disappear.

References:

1. P.R. Clance and S. A. Imes (1978). 'The Impostor Phenomenon in High-achieving Women: Dynamics and Therapeutic interventions', *Psychotherapy: Theory, Research and Practice*, 15, 241–247.
2. S. Fried-Buchalter. (December 1997) *Sex Roles*, 37, Issue 11–12, 847–859.
3. C. Rogers (1959). 'A Theory of Therapy, Personality, and Interpersonal Relationships, As Developed in the Client-centered Framework', in S. Koch (ed.), *Psychology: A Study of a Science*, Vol. 3: Formulations of the Person and the Social Context, New York: McGraw-Hill.
4. T. Halliday (2018). 'Unmasking: The Coach's Guide to Imposter Syndrome', Rethink Press
5. T. Halliday (to be published 2021) 'Understanding: Imposter syndrome, Neuroscience and You', Rethink Press



ABOUT TARA HALLIDAY, PHD.

Tara has been a holistic therapist and coach for 21 years and is an imposter syndrome specialist. Each year Tara talks with hundreds of C-level executives, one to one, about their imposter syndrome. Those conversations prompted this article.

Author of the Amazon #1 bestseller, 'Unmasking: The Coach's Guide to Imposter Syndrome' Tara will soon publish 'Understanding: Imposter Syndrome, Neuroscience and You.' Tara is the creator of the Inner Success Method™ that uses deep belief change to eliminate imposter syndrome in high-achievers. She also runs Advanced Coach Training in Imposter Syndrome for experienced executive coaches.

www.completesuccess.co.uk
<https://www.linkedin.com/in/tara-halliday-phd/>



Leadership in a New Era

by Helma Lieberwerth - Netherlands

We live in a world where all kinds of developments follow each other. They do this in such quick succession that we have never experienced before i.e. COVID-19, race of gender issues, or in the field of accelerated technological developments, just to name a few. Something that yesterday was still part of our imagination will suddenly be possible today. Tomorrow there will be something that you would never have imagined. It affects our reality when it comes to organisational forms and the people who work in it. We will keep on undergoing metamorphoses in the coming years, which means our approach to leadership will have to adapt towards such changes!

Leadership vs. Management

A lot of people associate leadership with management. The manager has a team of employees, all with certain jobs. The manager tells them when and what to do to achieve specific objectives; this is their responsibility. It has worked like this for many years. However, all the rapid changes have a major impact on how responsibility is born and by whom. Management is still needed, however leadership is key!

In addition, responsibilities shift from the manager to the workforce. An employee will manage their own field of work, vitality, workmanship and ability to change.

A manager makes the step to become a professional or a leader. A leader who has a vision and works with various teams in which everyone's unique contribution and talents has its own benefit, as well as the benefit of the organisation's contribution. Employees really want to be connected to such a leader.

Responsibilities

Duties will increasingly change into roles. Work is increasingly organised into projects, where a choice is made by an individual to decide where and when they work. Technology is what enables this. It requires the individual to interact and communicate effectively on a personal level.

Inner constant

These changes ask people, whether they are an employee or a leader, to really know their true selves: who they are in essence, what they contribute to themselves and others from their inner desire, to whom they contribute to and how they manifest this.

Essentially, their personal leadership will always be there and in all forms completely naturally, and from an inner constant.

Unique Contribution

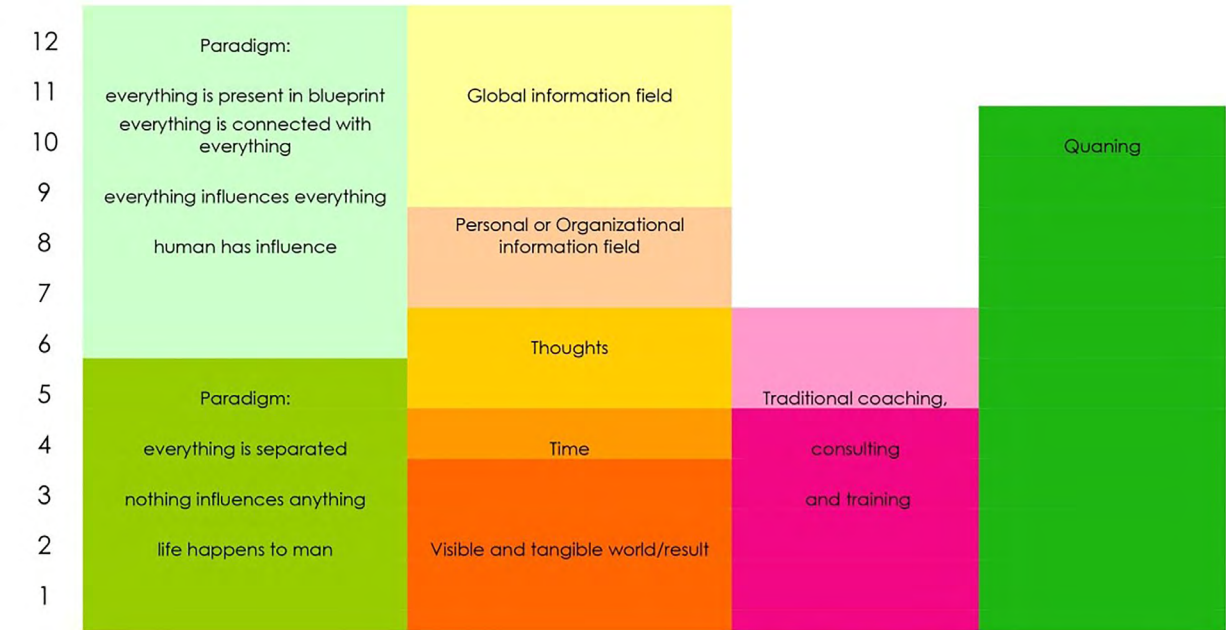
Every person is part of the world to contribute something unique to themselves and to a specific group of people. That’s what I call their Intention of Being. This is something quite different than a mission or a purpose or a why, which all can be conceived rationally and socially desirable. The Intention of Being is who a person essentially is. Deep down, they know exactly what that is. It is stored in every cell of their body. They automatically live out their life from their Intention of Being from the very beginning. Whether they are aware of their Intention of Being or still have to become aware of it, it is there.

Intention of Being

An Intention of Being is a comprehensive concept and at the same time powerful in its simplicity. It is usually expressed in one or two words. For example: place, upscaling, movement, safety, expression, being. There are many, many more expressions of Intentions of Beings. The wording is very personal and unique to every individual.

QUANING

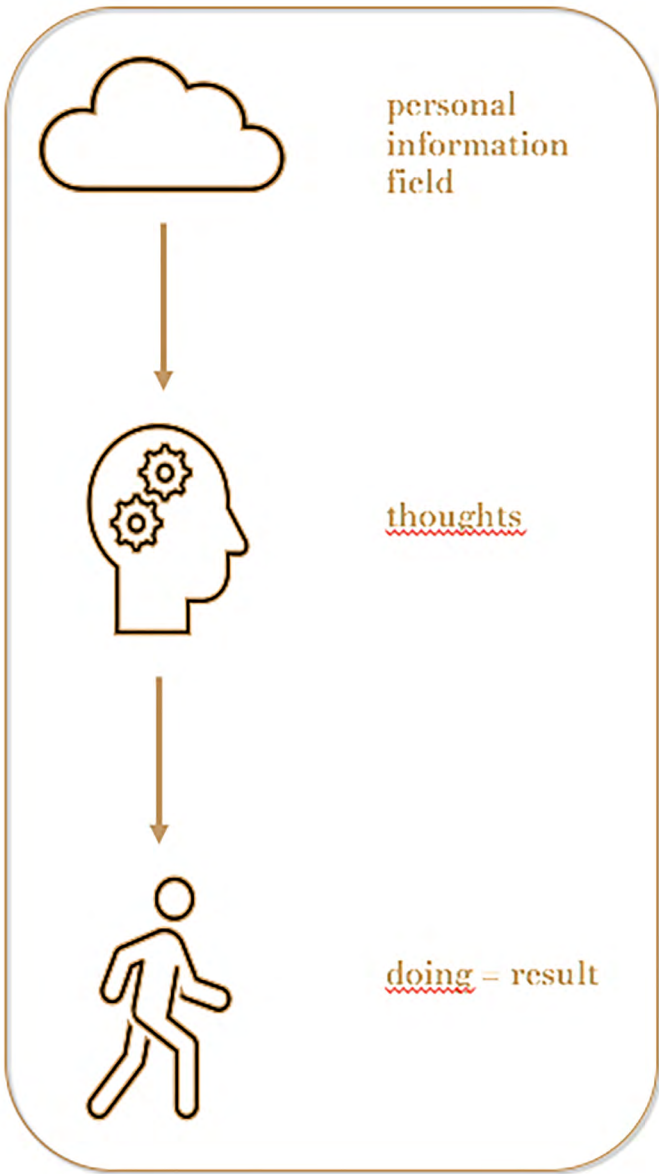
Vision Helma Lieberwerth
on people and personal growth



TM Helma Lieberwerth - www.helmalieberwerth.info - 2021

There are various elements that together form the Intention of Being. Together they ensure that the Intention of Being is realised. They say something about where, for whom and how they contribute from their Intention of Being. The different elements together form their unique self and make them fundamentally different from other people. The elements are:

- Desire: the natural driving force to want to realise their Intention of Being. It is constantly motivating you to do so, to set you in motion for it
- Body: they have the body that enables them to fulfil their Intention of Being
- Talents: at birth, they have been given talents that enable them to realise their Intention of Being. They use them effectively from the very beginning. It is what they can do naturally, where another person has to learn to do so.
- Context: the environment in which a person is born and raised shows exactly to which specific group of people, where and how they have to contribute their Intention of Being, what the context to do so is.



The Source of your Behaviour

The personal information field is that place in a person where all information about their Intention of Being is stored: what their Intention of Being is, their desire to manifest it, their body, their talents and what they see, hear and experience in the first ten years of their life for the first time and what prepares them to be able to fully manifest their Intention of Being later in life. This information is the source of their thoughts. These thoughts in turn form the source for their behaviour and thus form the result of their life.

Signals

One has been realising their Intention of Being more or less all their life. They are used to it and just do it. Yet, how do you consciously know who you are? That is a question that concerns many people.

It is our natural instinct to want to be aware of who we are and how we can truly be of value to others. About who you really are, what your Intention of Being is: you receive a lot of information, many signals, about that every day. If you know what you have to pay attention to, it will become clear whether you live completely from your Intention of Being and by that, show natural leadership.

Hypersensitive and Intelligent Feedback System

Humans are electromagnetic beings. We radiate the information in our personal information field continuously and it has magnetic appeal. The people around us, everything around us, responds to it very precisely and delicately. Exactly in line with the information that we radiate. It is a hypersensitive and intelligent feedback system that indicates in signals where a person is already manifesting their Intention of Being and where they can realise their Intention of Being even more fully. Everything is related to their Intention of Being. When you recognise these signals and understand their meaning, the ingenious, serving effect of their environment becomes abundantly clear.



High Craftsmanship

Acting on those signals unleashes your clients authentic leadership. That means, for you as a coach, you have to understand what those signals say about someone, and that you have to take care of the change of information in the personal information field. And that might be difficult, for several reasons. One is that you have to look at situations from a different angle. Instead of coaching your client to deal with such a situation, you help them understand the meaning of it in relation to their Intention of Being. On top of that, you will have to deal with the life mechanism that will do everything to keep your client within the old and familiar, because that is labelled as safe and secure. This requires the high craftsmanship and the tissue thin work of highly qualified professionals. If this professional has managed to guide their client to live and work fully from their Intention of Being, then the client will show natural leadership in all circumstances, even if the world is turned upside down. That is exactly what we aim for in our field of work!



ABOUT HELMA LIEBERWERTH

Founder Intention of Being and Quaning. **Helma Lieberwerth** is the worldwide authority for providing insight into how you can be your true self. She has a phenomenal talent to give meaning to signals that we receive on how to live a fulfilling life from inner trust. She described her revolutionary view on people and personal growth in her vision Intention of Being.

She also developed the paradigm shifting guiding methodology Quaning. Helma has more than 35 years of international experience in guiding, training and inspiring people and in educating and guiding leaders, Quaners, trainers and consultants.

Publications

Whitepaper Intention of Being, Magazine Coaching Craftsmanship Rules! and currently writing a book on Intention of Being – expected publication date: fall 2021

Socials

[Licentrix:](#)

Quaning methodology:
[website](#) | [Facebook](#) | [Insta](#)

Helma Lieberwerth:
[website](#) | [Linkedin](#)
[Youtube](#) | [Facebook](#) | [Insta](#)



INTERNATIONAL AUTHORITY FOR
**PROFESSIONAL
COACHING & MENTORING**
Experts in Accreditation since 1998

HOW TO WIN & KEEP CLIENTS

**"Build a trusting
relationship with
your clients."**



Hear some authors bring their chapters to life:

- [Heart-Led Marketing](#)
- [Your Pathway to Success](#)
- [4 Steps to Better Time Management](#)
- [3 Fabulous Strategies to Create Your Dream Business](#)
- [\(A+V\) x T = Clients: The Formula for Winning and Keeping Clients](#)

Reviews

- [What Industry Leaders Are Saying About Our Upcoming Book "How to Win & Keep Clients"](#)

Meet the co-authors here:

- [Leon Taylor](#)
- [Ali Temple](#)
- [Lorna Phillips](#)
- [Adele McCormack](#)
- [Anna Stapleton](#)
- [Monique Daigneault](#)
- [Ruby McGuire](#)
- [Maria Hocking](#)

BUY A COPY HERE

The IAPC&M is the **ONLY** professional accreditation body for the coaching & mentoring industry to be approved by the British Industry Ombudsman

To benefit, join us here www.coach-accreditation.services

Registered Office: ECI Accreditation Limited, Kemp House, 152-160 City Road, London EC1V 2NX
Registered in England & Wales 5009757. © ECI Accreditation Limited. All rights reserved.

High Quality in the Coaching Process

by Maria Biquet (Greece)

Practicing Coaching for years and reaching a point of maturity I have come to some observations and conclusions about what we really do when we work with people in a coaching process.

Practicing Coaching for years and reaching a point of maturity I have come to some observations and conclusions about what we really do when we work with people in a coaching process.

Quality is the key issue for such an 'easy to entry' job and this is what I believe differentiates excellent professional coaches to good and average coaches.

The 8 Essential Components of High Quality Coaching

From my experience in working initially as an Executive and later as a Coach with Banks, multinational companies and non-profit organisations, I have concluded that there are 8 essential components of High Quality that can be split across four quality levels:

1. Interest in people (Pre-requisite)
2. Technical Process Knowledge (Basic level)
3. Professional Experience (Basic level)
4. High Intelligence (IQ) (Advanced Level)

5. Multidisciplinary knowledge and cultivation (Advanced Level)
6. Emotional maturity (High Quality Level)
7. High ethical standards (High Quality Level)
8. Higher purpose linked to others and society (Excellence)



© Maria Biquet, Business Consultant – Executive Coach / Neurocoaching Expert

Basic Level

This is the entry level of what we use to quickly assess via simple observations of what's expected of a Coach.

The Essential Prerequisite For a Coach is Interest in People

How else can we do a job that focusses on people and their needs? How can we imagine and ask the right questions that will lead to a breakthrough in the Client's thinking? And how will we be able to support them through the hard process of change if we are not truly interested in them and engaged in the process of developing them while protecting them from triggering their trauma?



Technical Knowledge and Professional Experience

They are the basis of anything we do. We need a process that is designed to lead to a result. And we must try to practice what we have learnt; follow the specific steps to build gradually the way to the desired goal. This is the role of Coaching models that set a standard process for a new Coach who tries them, understands them and gains the knowledge of what works and what does not.

Advanced Level

At this next level, it goes BEYOND the application of a Coach simply applying a process TO being empathetic with high intelligence with each of their clients AND working across multiple contexts and cultural levels from expanding our intelligence.

High Intelligence (IQ)

High quality Coaching requires a Coach that can understand the client's mental models and thinking process in order to be able to bring transformation. A highly intelligent person has the ability to analyse and map the thinking process, not just understand the thoughts. If a person presents their thoughts and beliefs, we Coaches need to have a developed intelligence in order to be able to think in a wider and deeper way and figure out how the person perceives the facts and events and interprets them in their own reality. In this way we can help them reconstruct their own thinking towards their objectives and goals.

Intelligence Goes Together with Multidisciplinary Knowledge and Cultivation

In fact, continuous learning and study of various subjects in science, business and art enhance our cognitive abilities and expand our intelligence. A cultivated person that dedicates time to read, think and incorporate the new knowledge into their practice improves their intelligence. For a Coach it is not enough to know the coaching models and methodologies; we need to have knowledge of anthropology, politics, history, biology, sociology, psychology, business, management and all sciences related to human behaviour in order to be able to understand our clients' reactions in different conditions and situations.



High Quality Level

To be consistently operating at this level of high quality suggests that a Coach has reached a level of maturity that is able to absorb, manage, normalise and let go of tensions that typically arises in each and every moment of a complex coaching conversation caused by externalities and internal conflicts. This means a Coach needs to both emotionally mature and constantly maintain high ethical standards; role modelling the characteristics of what it means to be of high quality.

Emotional Maturity is Probably One of the Most Difficult Personal Achievements in the Process of Our Own Development

If we reach the point that we understand ourselves, our fears, our inner motives, our behaviour, our relationships, our position in our environment, the way we relate to others and consciously manage to regulate our behaviour and take responsibility for our actions, then we can start talking about emotional maturity. This is a highly complex and difficult process that never ends; it is our continuous effort to 'know ourselves'. If we want to help others in their own journey to self-discovery, we must get rid of our ego and our egotistical needs for acknowledgement, power, acceptance and vanity.

We must step down off the stage and let the client be who they are; facilitate them become their own best and not what we think is best for them. Our own limiting beliefs and emotional needs like need for love, lack of self-esteem, jealousy, negativism, lack of realism and the list goes on and on, must be out of the way and this is possible only if we are mature enough to see it.

Together with Emotional Maturity We Must List High Ethical Standards

In a way they go together because emotional maturity is a prerequisite for a person in order to have high ethical standards. High ethical standards are not the theory but the real practice of what we truly believe and the manifestation of our value system in the work we do and the life we lead.

Respect of any kind of differences in culture, background, mentality, needs, privacy is the basis.

Working with the client for their own objectives and for their own development is essential. On the other hand, we should respect our own work and set limits in our own personal engagement treating them as professionals and not as friends.

Would you coach an unethical executive who destroys people's lives and careers to further improve their 'performance'? Ethical dilemmas are the most difficult to answer in our job... It is also very tricky when the client asks for support in achieving something that is professionally or socially unethical; we must decide about our own ethics in that case. Would you coach a criminal? Probably not. Why then support an executive who is doing harm to other people's lives with his/her actions? Ethical dilemmas are the most difficult to answer in our job... But even in the simpler cases, like for example, trying to extend a contract for longer than needed or accusing the previous coach that they didn't do a good job, do not consist a professional approach and we can see them both happening very often.

Excellence – Higher Purpose

Higher Purpose is the unique attitude and the goal that distinguishes the very few who become a paradigm in this job and their lives!

- What makes a Coach reach the level of Excellence? Why do we do this job?
- Is your own purpose in life manifested through your work?
- Is it linked to a Higher purpose for the good of others and the society?

Although it sounds too ambitious and romantic for our technological and scientific era, this is the privilege of the very few people who really want to make a difference in this world.

Where Next?

In this article I have provided some insights from my experience of what I think is required from high quality coaching. As the beginnings of a working framework, it has helped me to share and map out what I believe is a more useful way to differentiate between Excellent and Good coaches. Each of the components deserves its own explorations, and I hope to do that in future pieces.

Meanwhile, the following are some key questions that I have tried to answer in this article and would be happy to receive your thoughts:

- How do we define Quality in a complex process like this?
- How can we claim that we offer high quality Coaching during the whole process from the first meeting to the last session?
- Does Accreditation or Certification guarantee that the Coaching you deliver is high quality compared to a non – accredited Coach?
- And, most importantly, what is High Quality Coaching compared to standard Coaching delivered by most Certified or Accredited Coaches?

If we want to help others in their own journey to self-discovery, we must get rid of our ego and our egotistical needs for acknowledgement, power, acceptance and vanity.



ABOUT MARIA BIQUET

Business Consultant | Executive Coach, Neurocoaching Expert
Author | Coaching Supervisor & Trainer
www.mariabiquet.com | e: maria@mariabiquet.com | t: +30 6944 889526

Maria Biquet is an experienced Business Consultant and Executive Coach with vast experience from diverse business fields. She has worked with senior executives from different countries in the private sector, the public sector and international NGO's. In the last 25 years she has worked for multinational companies in strategic marketing positions and led start – up projects for setting up new companies. She brings knowledge of diverse business sectors such as Telecommunications, Automotive, Retail Financing, Insurance, Banking and Consulting.

Maria holds an MBA-International Marketing from Sunderland University – UK, a BA in Literature and Linguistics from the University of Athens – GR and a Diploma in Coaching from the Coaching Institute – UK, and has an advanced certification as neuro-coach by NeuroBusinessGroup in the USA and a Certified Master Coach by the CAC (Centre for Advanced Coaching) in the USA.

EMCC Accredited Senior Practitioner Coach, VP Marketing Communications of HCA/EMCC Greece since Jan 2018 and Senior Researcher on Ethics in EMCC (European Mentoring & Coaching Council) since 2018. Author in 'The Good Coach' Professional Coaching blog since 2017.

Leverage The Power of Tools and Team

by Terri Levine (USA)

Would you like to put certain business tasks on autopilot? Is it time for you to stop being the one who does everything?

If you are not ready to hire a team of people, don't worry. You can still use automation technology to make some of your daily tasks easier to manage. Keep in mind, too, that if you are ready to delegate, hiring an assistant for minimal hours each month is a great way to start. Once you realise how much time is freed up between automation and delegation, you will start to find more ways to use these options.

The Decision to Automate or Delegate

Did you know you can automate or delegate almost everything in your business, minus the actual coaching you do?

If you want to focus on bigger projects or hit your next level goals—not to mention stop spending all your precious time doing stuff you don't love—you need support. When you get help with the parts of your business that you don't enjoy or don't need to do, you get to focus more on what you love.

This can either happen two ways: delegate or automation. Automation means you are putting a tool – such as a computer system or software – to complete certain tasks, whereas delegation means you are hiring a real person to complete those tasks.

Some tasks are better suited for automation versus delegation (and vice versa) but aiming to use both of these options in your business will free up more time on your schedule than you can imagine!

Automation is best for tasks that:

- Happen at specific times.
- Don't need customisation
- Are 'tiny' but happen often

Delegation is best for tasks that do require personalisation. You can also delegate tasks that need to be set up for automation.

Processes, Systems, and Workflows

A process is a sequence of related tasks that make up a larger system so the system functions. Systems are a specific method, or way of doing something in your business. One example of a system is the process for creating a new blog graphic. Consider this one part of your bigger blogging system which documents how you go from idea to published post.

A larger system might be how you create an eBook or course from beginning to end. Your onboarding of new clients is another process that would benefit from having a system in place.

The systems allow you to move quickly and smoothly through the steps, without forgetting anything because those same steps are repeated every time. Writing down these systems also helps when you have to hire a new assistant. Simply give them the system directions as a step-by-step guide.

Think about every aspect of your business for a moment. I bet you have a system for everything you do, whether you realise—or have it documented—or not!

A document system is usually called an SOP (Standard Operating Procedures). A standard operating procedure is a step-by-step description of actions that need to be performed to get a particular result. It also includes the who, what, where, when, why and how behind each system.

SOPs are what separate crazy, chaotic businesses that drive their owner's crazy from streamlined businesses where the owner has ample free time, space, and creativity. To create an SOP, walk through the process yourself and write down each and every step along the way. An experienced VA can offer some streamlining tips, but most importantly, YOU need to be comfortable with all the systems. This IS your business, after all!



Here are the basic systems you want to get clear on and create specific processes and systems for that are specific to a coaching business:

- Lead generation
- Content marketing creation
- Client experience
- Follow up

If you are unsure what systems to start documenting...

- Think about what you do each day in your business.
- Think about what you do each week in your business.
- Think about what you do each month in your business.
- Think about what your assistant does each day, week, or month for you.



These are the tasks you will really want to focus on either automating or delegating. Once you have created tangible SOPs for each system, go back and decide which steps you don't want to—or need to—do yourself. These are the tasks you can use the power of tools and/or a team to either automate or delegate. Let's dive deeper!

How do you know what you should automate and what you should delegate?

1. Automate anything that can be done by software on autopilot
2. Delegate anything that cannot be automated, but does not need to be done by you. Generally, this will be anything BUT actually coaching clients!

This quote from Tim Ferriss ties it up quite nicely:

'Never automate something that can be eliminated, and never delegate something that can be automated or streamlined. Otherwise, you waste someone else's time instead of your own, which now wastes your hard-earned cash. How's that for incentive to be effective and efficient?'

– Timothy Ferriss, *The 4-Hour Workweek*

Start Streamlining Your Lead Generation Process

Thanks to software and technology, a lot of lead generation can be automated.

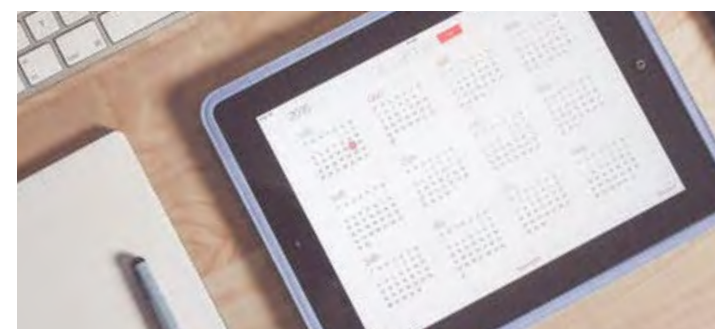
To attract leads onto your email list, you need to have a free gift to give away. You can always offer exclusive content as opposed to a checklist, templates, or eBooks. All you need is a landing page for your free gift so people get into your email list. That landing page will connect with your contact management system and will drip out a welcome email to your new lead.

To get prospects into your lead generation process you can automate social media posts, use evergreen webinars, Facebook ads, and more.

Nurture Prospects Automatically

Delegate or automate your weekly marketing tasks like social media posting, and blogging tasks, and video marketing and even podcasting.

Sign Up New Clients with Scheduling Systems



Remember in the not-so-distant past all the emails you had to send back and forth to schedule a discovery call and/or coaching sessions? Then your assistant would have to send reminder emails or make reminder phone calls. While you may default to that method because you're used to it, you can save yourself lots of frustration by using an online scheduling system.

Clients can even schedule appointments with you directly with a calendar link.

Process Payments and Balance your books

I know I am stating the obvious here, but your business will only be successful if you collect money for your services and programs. While some local clients or older clients may still prefer to pay by check, your options for accepting payments online are numerous. These options also allow you to set up recurring billing payments or recurring invoices, thus saving you time during your day.

Automatic billing – aka subscription billing – is ideal to set up for clients who pay the same amount each month. They might have private coaching sessions, be a member of a group coaching program, or have access to your membership or mastermind programs. Setting up a single subscription payment puts this billing on autopilot.

Use a bookkeeper to reconcile and categorise expenses, and help you be ready to present to your accountant at tax time.

Provide a Smooth and Seamless Client Experience

Believe it or not, once someone becomes a client you do not need to be on call 24/7. Instead, you can automate the entire process of working with you and make sure they feel taken care of every step of the way – with less work on your end!

Client onboarding is much more than simply filling out paperwork for new clients. It really encompasses keeping clients happy and well-cared for during the entire time they are coaching with you. However, if you use a robust, all-in-one project management platform to handle your client onboarding process, you will be off to a great start.

Project management programs allow you to automate client workflow. This is very much like a flow chart of what has to happen in which order. Add automation to it and the client workflow should run by itself while you do other things.

Your client workflow might look something like this:

Send invoice >> Client pays >> Send coaching contract >> Client signs >> Send welcome packet (with link to scheduler) >> Client books call >> Send questionnaire

Nurture Customers Without Lifting a Finger!

Once you have completed a coaching relationship, you can still continue to delight clients with automation while you get to keep your focus on doing your best work. Email sequences are the easiest automated way to stay in touch with former clients while still directing them to other products or programs they might find helpful.

Your off boarding sequence might include: a wrap up email; a testimonial request email; a referral request email; a 'special promo just for past clients' email; and a 'How are you?' email sets to go out at different intervals.

Enjoy your time freedom as you put this to work for you.



ABOUT TERRI LEVINE, PHD,

Terri is a business coach and the best-selling author of *The Conversion Equation*. She has appeared on every major television station, on the TEDx stage, and in publications such as *Forbes* and *Fortune*. Dr. Terri has worked with over 6,000 clients worldwide to create their coaching businesses to impact more people, create more income and have more time freedom.

She, has created a movement at www.Heartpreneur.com disrupting traditional marketing, advertising and selling methods. Her approach is doing business heart-to-heart with transparency, integrity and authenticity.

Daily she serves coaches with free training in her on line group. <https://www.facebook.com/groups/heartpreneurswithterrillevine/>

Did you Miss these Business Growth Resources

by International Authority of Professional Coaching & Mentoring (IAPC&M)



The International Authority of Professional Coaching & Mentoring (IAPC&M) has a proven track record in providing coaches, mentors and training providers with a 1st class personal service; a wealth of value-added business-building resources, and outstanding CPD benefits to help you to deliver the best possible service to your clients. The IAPC&M is the ONLY accreditation body for the coaching & mentoring industry that is approved by the British Industry Ombudsman.

We have been sharing some fabulous content and opportunities, both for members and non-members. Here's what you have missed:

CPD Business Building Webinars

1. [11 Coaching Capability CPD Videos For IAPC&M Practitioners](#)
2. [How To Win & Keep Clients - Chapter by Chapter Overview Webinars](#)
3. [Learn How to Let It Go](#) with David Rahman
4. [Health Coaching & Mentoring Webinars](#) with Jennifer Helene
5. [Series of 15 Webinars from the International Coaching Week](#) with a range of experts
6. [Business of Coaching](#) with Nikki Wilde - A year-long webinar series to help you maximise our Business of Coaching & Mentoring online training programme – We have covered Sales Conversations, Marketing Basics, both on and offline, and choosing a niche. (Recordings can be accessed in the Secure Members Area)

Book Reviews

We added two new book reviews to our growing Book Club review list that you can find [here](#). We hope it helps to shortcut your search for books you might like to read.

New Initiatives

1. To protect our physical and mental well-being, we have had expert Jennifer Helene Popken's start her [series of health webinars](#).
2. From June, we will have an [‘At a glance’ calendar for IAPC&M events & webinars](#)
3. Child & adolescence coaches/mentors special interest group (SIG) is now underway - To familiarise yourself with the aims & objectives, and join this SIG, [see here](#)
4. Child & adolescence supervision 1st Sunday of every month, contact [dawn@coach-accreditation.services](#) to benefit
5. Mental Health First Aid training coming this summer. Hear the initial recording [here](#)

Lots of exciting things have been happening over at the IAPC&M. If you are a world-class Coach, Mentor and/or Training Provider that wants to be recognised as a leader in your field, come and join the IAPC&M 1% Club, for practitioners who believe in the importance of accreditation.

Here's what people say about us:

‘The IAPC&M is the most caring sharing hands-on practical support available’.

We would love to have you join our 1% club!

Why Are You Hiding?
Attract more higher paying clients – faster!



**Apply
HERE.**

Become accredited with the IAPC&M - the ONLY accreditation body for the coaching & mentoring industry that is approved by the British Industry Ombudsman





Consume Leadership: Indispensable Qualities of the Humble Servant Leader

by David D McLeod (USA)

The Prime Directive

As a decent coach who recognises that you are a spiritual being participating in a transitory physical human experience, you do personal inner work in order to heal your old wounds and raise your level of consciousness. This inner work usually involves processes to tame or quiet your ego-mind and to allow your soul to emerge into the forefront of awareness as a source of authentic guidance. In other words, as someone who is truly dedicated to raising awareness and improving the world, then your first priority is to do your own work as an example to the people you intend to support.

This process of 'walking the talk' is a prime directive of all coaches, and—not surprisingly—it is also a prime directive of the most successful and inspiring leaders. After all, as most of us already know, like it or not, the way we show up in the world reflects what we believe about ourselves and how we are likely to interact with others. But more than that: our expressed behaviours are clear indicators of our expected leadership style.

Leader Styles

Numerous attempts have been made to come up with a more-or-less definitive categorisation of leader styles. One of the most succinct and expressive models consists of only 5 categories:

1 Authoritarian. The leader is in command, and directs all operations toward the fulfilment of a desired objective.

2 Collaborative. The leader seeks to encourage participation through some form of democratic process that allows team members to help define and achieve the objectives.

3 Delegative. The leader assigns responsibility for a specific task or sub-goals to individual team members, presumably based upon their competencies.

4 Transactional. The leader uses a reward system to motivate team members to achieve specific goals in service to the main objective.

5 Transformational. The leader holds the vision for the ultimate objective and inspires team members to enrol themselves into this vision and empowers them to bring it into reality.

Every leader style has benefits and drawbacks, and the consummate leader invariably engages many different styles as needed according to the circumstances at hand.

Leader Qualities

Ultimately, the most effective leader is not identified by his/her peers, but rather by the people who follow. If we really want to know what constitutes a list of desirable leadership qualities, we need only ask the followers what it is that inspires them to follow someone.

1 Trust. Not surprisingly, the number one thing followers are looking for is trust. They don't always use the word trust in this way; sometimes they refer to integrity, honesty, truth, or consistency instead. But ultimately, what they are saying is that they want to be able to trust their leaders.



2 Responsibility. Leaders are not expected to be perfect! They are humans, after all, and they are expected to make mistakes—perhaps (rarely) even terribly costly ones! But they are also expected to take responsibility for the choices they make and the consequences of those choices. While there may sometimes be extenuating circumstances for any undesirable outcome, leaders cannot be seen to be looking for a scapegoat for their own poor choices. If they do this, then the trust they have with their followers will suffer—possibly to the point of being lost altogether.

3 Clarity of Purpose. The leader must have and maintain a clear vision for the desired objective and be able to articulate that vision in a way that inspires followers to enrol into its manifestation. When followers are convinced that the leader truly believes in the vision and is fully committed to achieving it, they are much more likely to follow willingly.

4 Authenticity, Honesty, Openness. No matter what the circumstances may be, the leader will obtain the best results when s/he is completely honest, open, transparent and real with the members of the team. The leader communicates regularly with the team, and willingly shares relevant information so that everyone is on the same page. This includes 'bad news'! Any effort on the part of the leader to withhold unpleasant truths always leads to an erosion of trust.

5 Commitment to Ideals & Values. The best leaders embody very high ideals for themselves, and articulate these in the form of values such as integrity, truth, respect, authenticity, or love. These values, however they are described, are felt by the followers because they are embedded into every action taken by the leaders. This dedication to ideals is a great source of inspiration and motivation among the followers.

People who embody all of these qualities set themselves up for a truly fulfilling and magnificent life, whether they choose to lead explicitly or not. But, what's even more important, they naturally exude the kind of confidence and non-egoic self-love that inspires others to want to follow them and emulate them.





Servant Leadership

The concept of servant leadership is built upon the idea that being of service to a vision of ‘the greater good’ is much more important than being ‘the leader’. It prioritises the well-being and growth of the team over achievement or ambition, and consequently it quite naturally supports the development of new leaders from within the team while at the same time encouraging the building of community.

The servant leader embodies, models and facilitates powerful skills such as self-awareness, empathetic listening, empowered communication, and enthusiastic commitment to personal growth. And all of this is done with an attitude of humility: servant-leaders exude confidence and self-assuredness, but without any egoistic arrogance or narcissism. They keep their ego-mind in check and foster inclusiveness, compassion and mutual respect in all interactions with their team.

Coaching Magnificent Servant-Leaders

If you wish to support the creation of magnificent servant-leaders in our world, your first step should always be to coach individuals to become the best people they can be. This means helping them to develop and practice the 10 key skills of Life Mastery:

1 Acceptance. Learn to release all judgments and stories so that you can accept things as they are, and in particular, accept yourself as you are right here, right now.

2 Identity. Become clear about who and what you really are (as opposed to who you think you are), and how you show up in relationship to what is.

3 Choice. Accept full responsibility for everything you have created in your life so far, and make all your current and future choices consciously and responsibly.

4 Compassion. Develop and practice compassion for yourself and others.



5 Forgiveness. Learn to forgive everyone for everything you imagine they have done to you...all the time—even in the future!

6 Purpose. Uncover, embrace and follow your deep, spiritual purpose for being.

7 Integrity. Allow your purpose to guide you in every area of your life, and make use of accountability tools to help you get back on track when you slip up.

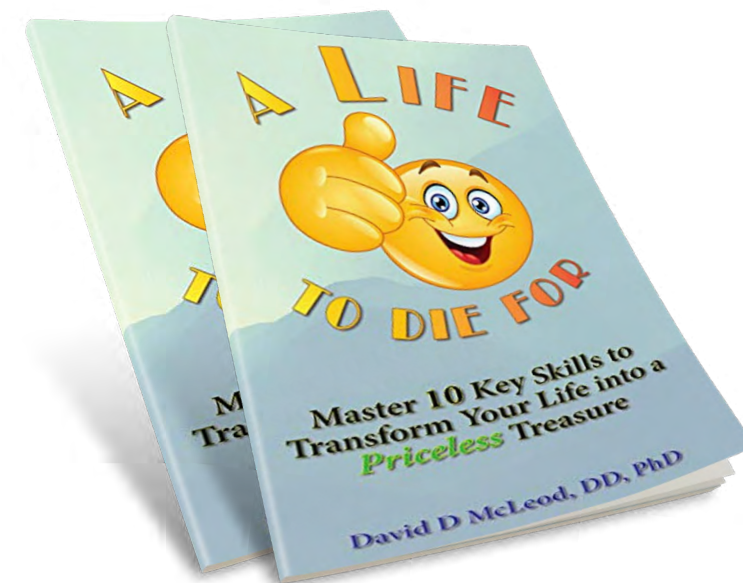
8 Shadow. Uncover, illuminate, heal and integrate beliefs and behaviours that keep you from fully expressing and experiencing your true self.

9 Relationship. Recognise all relationships as opportunities for fully understanding and experiencing yourself; approach all relationships consciously and authentically and recognise all participants as spiritual partners on your journey.

10 Flow. Move into a regular practice of mindful awareness of the present moment, and allow yourself to follow the flow of your life.

Mastering these skills helps people to deal with virtually every situation in their life, and the more skilled they become, the better prepared they are to step confidently into leadership roles and excel in those positions. Furthermore, because of the focus on ‘doing their own work’, your leader clients will naturally seek to encourage their followers to learn the same principles. In other words, your leader clients will prove the adage that ‘the best leaders are the ones who create even better leaders to replace them’.

If you would like to know more about the **Life Mastery Paradigm**, please check out my book ‘A Life to Die For: Master 10 Key Skills to Transform Your Life into a Priceless Treasure’, available on Amazon in both electronic and print form.



ABOUT DAVID MCLEOD

Fighter pilot. Best-selling author. Software engineer. Mentor. Aerobics instructor. Poet. Janitor. Lifeguard. Musician. Graphics designer. Father. Student. Teacher. Photographer. Ordained minister. Yogi.

These roles—past and present—add up to a LOT of life experience, which **David McLeod** brings to bear in his capacity as a transformational speaker, life-mastery coach, experiential facilitator, and writer/storyteller.

As a Certified Master Life Coach with a PhD in Metaphysical Sciences and a DD in Holistic Personal Coaching, David shares his wisdom, insights, personal lessons, and expertise in countless ways that help people all over the world to become true Masters of their lives.

Find out more at:
<https://www.thewellnessuniverse.com/worldchangers/davidmcleod/>



Vital Traits Required in a Leader

by Cristina Burcă (Romania)



Becoming a leader starts with Personal Leadership. As **Ionuț Iulian Ungureanu**, UK based leadership and life coach, founder of **Raise the World organisation**, states, the transition from a mentee to a mentor, to a leader, makes this quest the DNA of a leader:

How can I create a legacy that my actions will inspire people around me to learn more, to achieve more and to become more in life.

With a life story that breaths personal leadership, **Ionuț Ungureanu** talks about vital traits required in a leader, as a legacy to pass forward. An interview to the point.

Topics we cover:

- 1. Personal Leadership.** How to properly understand it and enhance it in 5 steps.
- 2. Team Leadership.** Which are the vital traits required in a leader, versus a manager?
- 3. Success stories.** From a coachee to a leader.
- 4. Leadership coaching.** How does having a coach impact one's transformation in becoming a leader, both of their lives, as of their team/business/ organisation?

Q1: Personal Leadership. How to properly understand it and enhance it in 5 steps?



In the photo: **Ionuț Ungureanu**

Ionuț Ungureanu: Personal Leadership is such an important and vital skill for our existence, as human beings here on Earth. I believe this should be a practical skill taught in schools and universities, to guide young adults to become the next generation of leaders.

There are many steps to enhance Personal Leadership and to understand this process. For me, the most important 5 steps are:

1 Communication. Everything in life starts with the ability to communicate our feelings and emotions to others, to ask and give things, to sell and negotiate, and so on. There is something special about Personal Leadership when we communicate it to people around us. We all speak, but very few truly connect! This is the difference between someone anonymous and a great leader in their field. So, my point on this first step is that we should learn how to connect with people, through communication, better than ever before.

2 Organisation. This is so important for anyone who wants to become a leader. You can't say you are a leader until you are great at organising your time and resources in a way that will inspire others and guide them to do the same. By doing so you will also be able to build and develop your team to achieve great results.

3 Vision. This is my favourite one! You can't be a Leader without the vision. After all, you will not be able to lead people, because you will not have direction and destination. Your vision as a leader should motivate you, empower you, and inspire people to follow you. Your vision is the main reason of 'Why you are doing it?'

4 Confidence. It is the key when you take this journey of becoming a leader in everything you do in your life. Confidence is the ability to believe in yourself and in your potential, to show up and stand by your values and beliefs as a leader, someone who achieved great results in life.

5 Consistency. No one can really escape or say something about this step as it is a must in this process of personal leadership. Having this healthy habit, of being consistent in everything you do, will definitely take you where you deserve to be as a leader. Practice every day.



Q2: Team Leadership. Which are the vital traits required in a leader, versus a manager?

Ionuț Ungureanu: When we speak about team leadership, the whole game is changing because the whole dynamic is different.

This is very straightforward in my opinion, regardless of the position one holds in the organisation. One thing should be very clear: We manage things, and we are leading people.

We can manage our resources, but lead our people. Managers fail when they try to manage people instead. There are things that separate them and things they have in common, as responsibilities and organisational skills.

The leader is the team player, the one who goes the extra mile, the one who shows you the way, because most of the time they took it before. The leader empowers every team member to achieve the targeted results, by leveraging the skills they are best at.



Q3: Success stories. From a coachee to a leader.

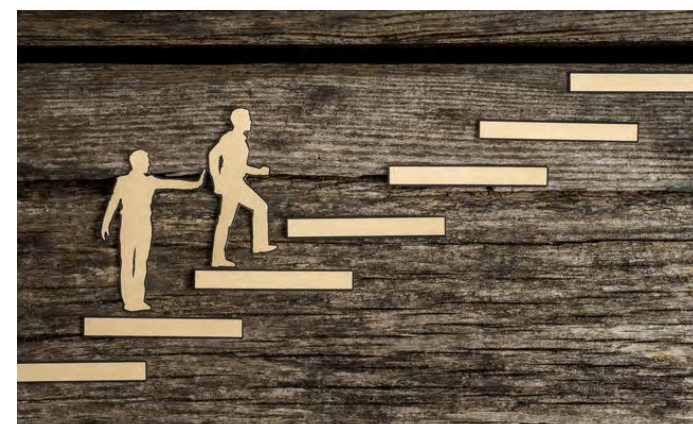
Ionuț Ungureanu: Most of my coachees, when they approach me, are looking to define their vision, are lacking motivation, goals, self-discipline, core values etc. A few months ago, when a client came to me for coaching, he was in a vulnerable point. He needed to work on habits, discipline, goals, vision and mission, beliefs and values, and emotions understanding, all of which impacted personal confidence.

We started to work on a weekly basis with one-on-one coaching sessions, and after we finished the foundation to enhance the leadership skills and potential, I advised him to go to group coaching sessions, where he could develop his personal leadership in a more effective way.

The time needed for transformation depends on every individual, as everyone has a different way to assimilate the process. The client I mentioned earlier needed 6 months to become the leader who is today. He is now aware of his core values and belief system, is more disciplined, sets goals, created powerful habits, all of which led him to a better lifestyle and work-life balance. He is now much more aware of his potential and strengths.

Q4: Leadership coaching. How does having a coach impact one's transformation in becoming a leader, both of their lives, as of their team/business/organisation?

Ionuț Ungureanu: I believe in the power of coaching in one's journey of becoming a leader. The impact is positive, valuable, and worthy of all investment one makes in terms of money and time. I cannot stress enough the individual transformation that occurs with the right coaching tools and methods.



Ionuț Iulian Ungureanu is the founder of Raise the World organisation, a UK based motivational speaker, life coach, author and blogger. His personal story and life journey, shared in his book 'Live. Love. Dream', inspires and motivates people to transform their life for the better, to fight for their dreams and to live life with passion. Ionuț provides educational training, mentoring and personal coaching to both individuals and organisations, since 2013. His life motto is:

'Never give up, you never know what you are capable of, until you jump out of your comfort zone and do it.'

Ionuț Ungureanu can be found and contacted on:

LinkedIn: [Ionut Iulian Ungureanu](#)
Facebook: [Ionutcoach](#)
Instagram: [Ionutcoach](#)
His book 'Live. Love. Dream' is available [on Amazon](#).



ABOUT CRISTINA BURCĂ

Cristina has contributed to iCN magazine since 2014, with international leaders and coaches' interviews. She is an online communication specialist, guiding solopreneurs in their journey, so they can scale with clarity, authenticity and balance. Cristina brings in an international acumen and vision, combining communication tools with ancient wisdom techniques that help the individual to leverage their authenticity, bring clarity in their online communication strategy, and scale without burning out. Cristina's activity, on: <https://balanced-communicator.com>



In this article, I am intending to highlight 3 key elements of 'feminine leadership' which have proven to be fundamentally important for women to implement in their performance for purpose of succeeding on their journey to earning their rightful place at the boardroom table, earning their worth and to fulfilling their birth right to achieve whatever they want to achieve!

Statistics show that women are highly underrepresented in decision making in Australia. According to 2019/2020 WEGA report, women hold 14.6% of chair positions and 28.1% of directorships, and represent 18.3% of CEOs and 32.5% of key management personnel. More diversity through female voices at all levels of leadership will result in better decision making and achieving greater equitable outcomes worldwide.

Having had the privilege for over a decade to work with high calibre female leaders internationally athletes, millionaires, entrepreneurs, specialising in behavioural change and executive high performance coaching I witnessed time and time again powerful women who believed that creating a career comes with serious sacrifices. Having experienced a series of 'lessons learned the hard way' myself, I believe I am more than equipped to say that 'some costs are just too high to pay'.

Building a career to the detriment of one's wellbeing or questioning the possibility of fitting a family into a busy lifestyle is not acceptable. It is astonishing the high percentage of women who tolerate feeling unconfident and undervalued. In these cases, Imposter syndrome seems to be the norm and feeling like a fraudster robs women of experiencing any sense of freedom, fulfilment or satisfaction.

Feminine Leadership is an active practice of 'owning your presence', as a powerful woman. Integrating ALL facets of one's identity. For this to occur one needs to 'do the inner work'.

Some of the most priceless benefits of having women at all levels of decision making are:

- 1** Communication. Women tend to utilise the power of the process of communication rather than the outcomes in isolation.

Masculine approach would seek a resolution and drive the conversation towards faster outcomes. Feminine approach appreciates the process and doing so ignites opportunities for greater connection in communication, sets the tone for openness and vulnerability and can facilitate delivering difficult messages in a more nurturing way. Sometimes investing time into meaningfulness of the interaction allows for new, unexpected outcomes to be born beyond expectations.

2 According to Anne Cummings, a director of the 'Women in Leadership: Legacies, Opportunities and Challenges' program at Wharton Executive Education men tend to be more task-oriented while women take on a more interpersonal style of leadership. Therefore, a 'masculine' style tends toward assertive and task-based behaviours, while a 'feminine' style is more relationship oriented and 'democratic.' Greater outcomes are created in environments where support and togetherness are walked within the culture.

3 Financial outcomes. In a workplace study by McKinsey, 21% of businesses are more likely to experience above-average profitability if the workforce is gender-diverse. Diversity also improves productivity.



This conversation is not about who is a better leader, a man or a woman. This discussion is about highlighting women's unique approaches to leadership which allow for unprecedented results. It compliments the masculine without question. It is only when we let go of old generational paradigms of stereotypical workplace and home structures that we will then see the real change take place.

“ You cannot discover new oceans unless you have the courage to lose sight of the shore. ,

- Andre Gide

This leads me to the essence of today's article, the three key elements of feminine leadership which women all around the world are successfully utilising to lead and live 'the ultimate life':

1 INTUITION

Every single person is born with a natural instinct, the gut feeling, however, most people either choose not to listen to it, or ignore the power of it. Women truly do have a sixth sense. This is not a woo-woo practice as some may think. Albert Einstein once said 'Everything is energy, and that's all there is'. Those female leaders who are guided by and combine their instinct/ inner voice/ senses as equally with their intelligence, professional expertise and rationality are powerful beyond imagination. Having trust in the ability to make aligned decisions in any circumstances at any level of importance is an immense asset. Women who feel connected to their faith and have an unbreakable bond with various definitions of what we call the 'high power' are more equipped to avoid running confusion, procrastination, avoidance or any other form of self-sabotage.

2 HANDLING RESISTANCE

We know that what truly demonstrates excellent leadership is one's ability to co-exist in uncomfortability. In fact, some of the greatest leaders seek the discomfort because they understand that overcoming challenges is the fastest way to succeed, while the general public moves away from discomfort.

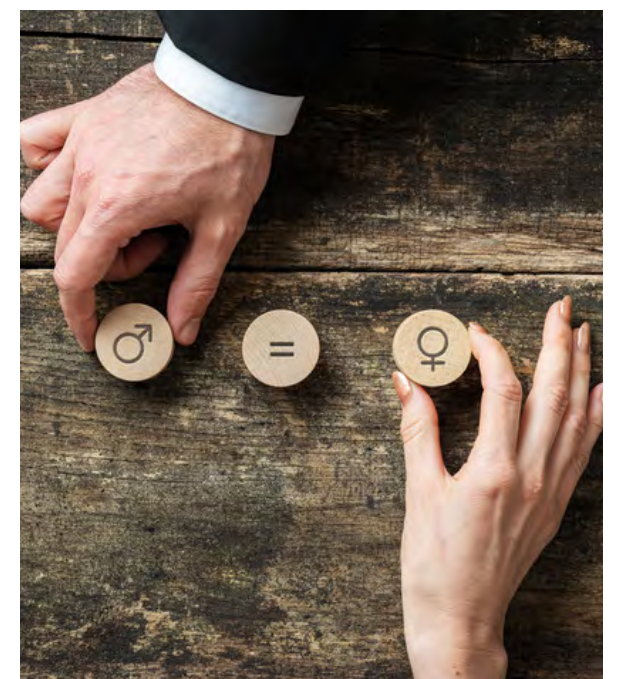
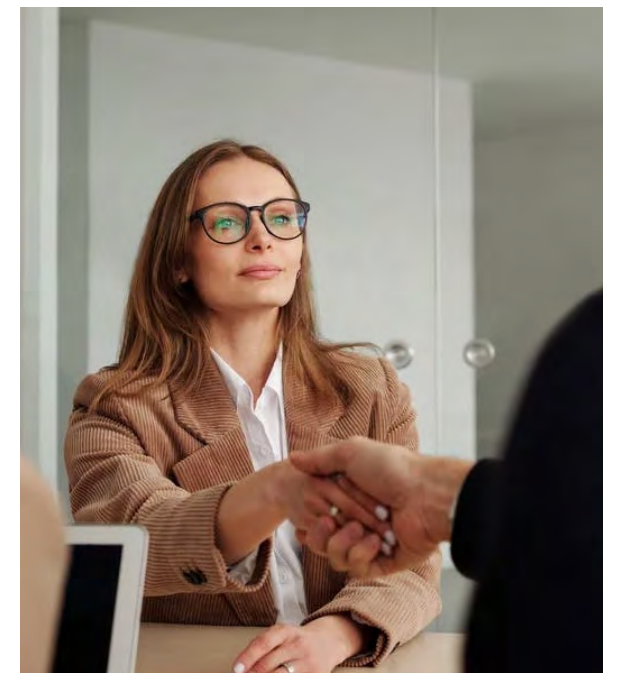
Most women have a significantly different approach to handling resistance than the majority of men do and it comes down to different approaches to taking ownership/ taking responsibility. As mentioned earlier the masculine approach would be to focus on cutting through the noise and driving initiatives towards achieving fast outcomes. Whilst this is a critical skill to have, it's about what happens before the outcome is achieved which matters the most instances. Feminine leaders embrace the process, are more inclusive and engender trust environments and facilitate & respect all perspectives. This approach allows for people involved to feel included in the process. It also prompts the benefits of learning and reflection which are great self-assessment and evaluation tools. This in no way extends the timeline of the process, but it certainly changes the dynamic of the whole decision eco-system in a more inclusive way.

3 COMMITMENT

It is a well known fact that women tend to have trouble with putting their own needs first. Not feminine leaders! Those women who prioritise their needs, honour their personal and professional boundaries and place equal value on themselves as they do with anybody else are women who demonstrate BEING leadership versus DOING leadership. These are the women who walk the talk. These are the women who own their presence. Why should you commit to yourself first? Because your level of wellbeing, your certainty and your passion are unspoken factors which people notice as soon as you enter the room. Your presence on its own is influential. When you own your power you educate those in your environment on how to treat you. Those female leaders who embrace their value report to have the resourcefulness, resilience and capacity to overcome any adversity and those are the leaders who we want to see as role models in our society for ourselves and for the next generations to come.

Can you imagine a world where we see more women leading thriving businesses and global organisations. Women who live by their values, honouring their boundaries and experiencing what it means to be successful in all areas of life? Imagine thriving workplaces built equally by men and women championing each other's strengths and supporting each other in the pursuit of extraordinary results.

For women globally to be treated equally, and command respect to the same level as their male counterparts, they must realise the importance of 'doing the inner work'.





Why? Stigmatisation and existing inequalities are the current paradigm and women, whether we like it or not, have to work harder than men to be seen, heard, and understood at the highest levels of leadership. The more stable, robust and integrated they are in their own skin will enable them to champion any situation, any paradigm. My highest recommendation today to those women out there who know they have unlimited potential within them is this: invest in finding the right mentor, coach, accountability partner to take you where you want to go. Getting the right support is your most priceless asset. Anyone who has achieved greatness knows that having the right support is one's biggest strength!

Today, we are still in early phases of honouring and respecting the feminine aspects/qualities of leadership as much as we do the masculine and I for one feel privileged to play a part in inspiring the next generation of women who are ready to AWAKEN their potential, CHAMPION their brilliance and SUCCEED to unfathomable heights personally and professionally.

References

- <https://www.wgea.gov.au/publications/gender-workplace-statistics-at-a-glance-2020#:~:text=Women%20in%20leadership,-Latest%20results%20from&text=Women%20hold%2014.6%25%20of%20chair,no%20female%20directors%20%5B20%5D.>
- <https://www.workplace.com/blog/diversity-in-the-workplace>
- <https://knowledge.wharton.upenn.edu/article/the-masculine-and-feminine-sides-of-leadership-and-culture-perception-vs-reality/>



ABOUT ELA STANIAK

Ela Staniak - As a Feminine Leadership Coach to female CEO's, Executives, and Business Owners Ela champions stratospheric results for feminine leaders ready to breakthrough the perception of the 'glass ceiling' and gain their rightful place at the boardroom table or claim their space in their entrepreneurial zone of genius.

Having had the privilege for over a decade to work with high calibre female leaders internationally athletes/millionaires/entrepreneurs specialising in behavioural change and executive high performance coaching Ela witnessed time and time again powerful women capable of achieving incredible potential struggle to achieve the next level of evolution personally and professionally.

'Feminine Leaders' was born out of a passion to empower women to champion their 'inner game', reclaim their moxie and feminine leadership qualities.

Ela landed coverage in print and broadcast outlets around the world, including my 2020 TED Talk 'Diversity Inclusion are logically impossible'.

Exclusive Peer-to-Peer Executive Boards helping SMEs worldwide solve difficult challenges, evaluate opportunities and develop effective strategies for better professional and business performance.

SCAN FOR
MORE
INFORMATION



Become a Regional Director with The Alpha Group

The Alpha Group mission is to help 1 mil SMEs worldwide to double the value of their business and dominate their marketplace. Join us as a Regional Director and help the Alpha Group members make strategic decisions and transform themselves and their business.

We are looking for motivational, inspiring leaders, like yourself! Get ready to transform the performance of businesses and impact the productivity of your peers' organisations through focused meetings, practical training and valuable business support.

As a Regional Director you will have an exclusive area, town or part of a city and no other member of The Alpha Group will operate in your area. With the Alpha Group team support you will recruit and develop the group to the optimum of 20 members.

You will get trained to manage invaluable business strategy workshops using our unique high impact FastGrowth workbooks and facilitate masterminds where members get the opportunity to present a current business situation to their peers.

Meetings are inspiring, helpful, uplifting, motivating, advising. Are you ready?

Successful Alpha Group Regional Directors:

- Have a passion and desire to coach and help business owners grow and succeed
- Want to enjoy the freedom and flexibility of being your own boss
- Want a business coaching model with superb cash flow as well as wealth building opportunities
- Want to be independent, but not alone
- Want to join forces with the future global leaders of the peer-to-peer boardroom industry
- Want access to the world's best system for increasing value of small- to mid- sized businesses

We are accepting applications for Regional Directors who are committed to achieve transformational change for their members.

The application process consists in a two-stage interview, followed by an extensive training period.

Contact us for more details:

COLIN LINDSAY

The Alpha Group Managing Director
07795976292 | colin.lindsay@the-alpha-group.biz



Using Imagery to Engage your Team – Two Tips from Two Coaches

by Michelle Lucas & Charlotte Housden (UK)

You have probably come across this Einstein saying:

‘the significant problems we have cannot be solved at the same level of thinking with which we created them.’

Life and work have become more increasingly more complex and to address this we need to see the world through different lenses. As coaches, we play a key role in helping our clients to think differently. It's why we often prefer to coach a client out of their office - why we invite clients to map out a situation using objects or stand in different places as we discuss an issue. More recently, we have noticed how imagery can help shift conversations into richer territory. These ideas stem from executive coaching and yet, with some thought, leaders can also use them with their own teams. In this article we take a few examples that we have found beneficial in one to one and group coaching and suggest how they can be applied by leaders with their teams.

TIP# 1 How to get people present, very quickly

Clients are intelligent and resourceful people, yet the pace of change and the complexity of their organisational systems impedes their ability to think clearly. While coaching provides an opportunity to stop and think - increasingly we notice clients find it hard to be fully present. Coaching sessions are often wedged in between meetings. Clients arrive focused on the past – full of adrenaline from the last meeting and perhaps feeling guilty that they have not completed their actions from the previous session.

Or they are in the future – worried about their next meeting or interaction. In this state, it's difficult for leaders to step back, reflect and see the whole.

What can we do if our clients arrive in this state? Many coaches offer a transition activity to settle them in, e.g. a short mindfulness or journaling exercise. However, for some people mindfulness may be too much of a contrast with their mental and emotional state and journaling may increase the intensity of their thinking. Instead, in our practices, we are gravitating towards imagery to transition into a more generative space.

We use the simple question ‘how are you arriving today?’ which gently shifts people into a generative energy. This question can be adapted to suit a leader's style, language and needs. The aim is to disrupt internal dialogue, chatter and worry, and help people arrive in the moment. When working with groups it prompts renewed interest and curiosity in other's contributions and experiencing a new approach together has the effect of building trust and connections within the team. See the sidebar 1 for details on how a leader can use this with their team.

SideBar 1:

- 1** Work with the same 35-40 images to accommodate different preferences (concrete vs abstract; industrial vs nature; mono-chrome vs technicolour; people vs things).
- 2** Explain that you will pose a question and ask them to choose an image which helps answer it. Reassure them there are no right or wrong choices and encourage them not to overthink, rather to select an image that appeals– even if they are not sure why!
- 3** Pose a question like ‘how are you arriving today?’ and give them time to select an image.
- 4** Invite each person to share their chosen image and to say something about it.
- 5** When facilitating, stay neutral, without commenting on their explanation. A simple ‘thank you and who is next?’ generates a sense of appreciation, makes it alright for different energies to be expressed and moves the exercise along.
- 6** The leader could create a montage of chosen images to share as follow up. Additionally, by keeping it anonymous shows respect and helps build trust.



7

If there is time it also works well to use the same exercise at the end. An example question is: ‘how are you leaving today?’ We find it interesting to see what has changed.

TIP# 2

How to think with more than just our cognitive powers



Neuroscience is starting to provide evidence that our way of living and working reduces our cognitive abilities. Our amygdala is the part of the brain where we process strong emotions like fear or pleasure. When we are under pressure, or experiencing anxiety, the amygdala will snap into fight or flight mode, overpowering our frontal lobes, where we process memory, initiates impulse control, manage social interaction and problem solve. As Daniel Goleman puts it, we go into ‘amygdala hijack’ and these executive functions are impacted. Conversely, when we're feeling safe and at ease, we can be more reflective, balanced and free to problem solve.

In the last few years there has been a shift to thinking about the body's role in learning and developing. Kontra, Goldin-Meadow, Beilock have researched how thinking can be driven by physical embodied experiences. Aquilina says: ‘when we learn through the body, we go beyond our intellectual understanding or cognitive awareness, to being able to take new action with ease, repeatedly, even when under pressure.’

Somatic coaching is based on the premise that to make significant and lasting transformation you have to focus on a client's physiological responses, as well as their thoughts and actions. It says we hold our history and habits in our muscles as well as our minds. Using imagery is one way to tap into this.

Imagery is a good vehicle for helping people tap into their ‘knowing’ using more than just their cognitive functioning. We have discovered how beneficial images can be, even for those clients (and coaches) who pride themselves on being highly thought based or logical in their approach.

‘I recognise I have a preference for thinking and logic rather than feeling and creativity. Practicing with the cards reminds me that I can inhabit the opposite of my preferences and choose alternative approaches. Something I know I try to help my clients to do. Just having the images in my bag is an invitation for me to offer clients an alternative way.’ Executive coach

Another of our clients says that working with images is a valuable and creative resource, ‘assisting clients by stimulating meaningful reflection and insights; transformative moments occurred for them, as well as great fun story telling with pictures.’

These principles can be useful for a leader when they are seeking input from their team and notice they are stuck in a ‘polite’ response. There are many reasons why people might not tell their leader what they really think. The organisational culture, the leader’s style and the individual’s confidence to speak out all affect their openness to what might seem like an innocuous question. The difficulty is how does the leader break through all of that?

A favourite exercise of ours is to ask people to choose one image to illustrate their current situation and a second one to illustrate their desired future situation. Then we invite them to choose one or two more to illustrate what resources or support they might need to move from the current situation to the future.

This is a classic coaching approach and could easily be adapted when a leader is inviting feedback on a particular proposal or option. We offer some guidance on how this would work in the sidebar.

Sidebar 2:

Outline the proposal or idea relatively briefly. Then invite the team to select cards as follows:

- 1** Choose one image that says something about how you see the situation right now.
- 2** Choose a second image that says something about how you imagine the situation would be if we implemented the idea.
- 3** Choose one or two images which illustrate what could help the idea succeed and/or the concerns that you hold about the idea.

Using imagery is different. It’s a powerful intervention that slows down our thinking, allowing clients and their teams to genuinely respond, rather than react with rehearsed, or politically acceptable answers. Communicating through imagery enables a client to access their feelings and body senses very quickly. If this sounds complicated or a bit whacky – it needn’t be! It’s very easy if you follow our suggested steps above.

One caveat though is if leaders feel hesitant about these more innovative approaches, their team can sense it and become more sceptical.



To appreciate the power of these visual approaches, it’s best a leader experiences these techniques first-hand. The best way to do this is to try them out themselves when they are being coached.

To help coaches become more familiar with image-based work we run regular ‘sandbox’ sessions, which are free to attend. During the workshops we offer an opportunity to practise using images and to become more comfortable with this way of working. You will also experience the richness of the dialogue that results. Get in touch if you’d like to come and experiment.

Further Reading:

- Aquilina, E. (2016), *Embodying Authenticity: A Somatic Path to Transforming Self, Team & Organisation*.
- Golman, D. (1996), *Emotional Intelligence: Why it matters more than IQ*.
- Kontra, Goldin-Meadow, Beilock (2012), *Embodied learning across the life span, Topics in Cognitive Science*.

ABOUT THE AUTHORS



Charlotte Housden is a Chartered Occupational Psychologist, Coaching Psychologist and Associate Fellow of the British Psychological Society. She runs a coaching practice for private and corporate clients, as well as consulting - she has recently built a coaching programme for the BBC. Charlotte is a photographer and teamed up with Michelle to create Liminal Muse Conversations cards using her photographic images. Together they run workshops and development sessions to help coaches bring more creativity into their practice. Charlotte writes a weekly coaching blog and is a guest writer for a number of publications and websites.



Michelle Lucas is an experienced and an Accredited Executive Coach and Coach Supervisor. She enjoys taking a creative approach to all her work, noticing how experimentation and innovation leads to unexpected and rich learning. She has co-authored two books and edited one on the topic of Coaching Supervision, all published by Routledge. She is a regular presenter at the Oxford Brookes International Supervision Conference and is becoming known as a thought leader in this field. She has a background in Psychology and HR and has worked with leaders at all levels. Based in Weymouth, UK, her client base is global.





How to Grow a Next Generation Leader

by Ian Jefferis (UK)

The world is constantly evolving and each generation is faced with new challenges. But what has become obvious is that, for the current generation of adults, the speed of data handling technology has exponentially increased the speed of communication to near instantaneity at all levels and also produced an 'overwhelm' of information, much of which is perhaps, of dubious reliability. Many are struggling to cope. We need to ensure that the developing generation, currently in education, is ready to cope with the pressures that such a 'high speed' life brings if they are to be in a position to take the mantle of providing for their lives and that of others.

By definition, to have leaders you also need followers and to be a good follower you need to know the basis of leadership and indeed to apply many of the facets of leadership. This is what makes a good team.

To many, the concept of leadership stems from stereotypical thoughts of the military and battle scenarios. But leadership appears in many forms and is prevalent in nearly everything we do in life. At some stage nearly everyone will take on the role of the leader, whether they are aware of it or not, and so it makes sense that leadership skills and capabilities are taught to everyone. After all, a parent is a leader – at least of their children.

What leadership skills should be taught and when? Indeed, how many leadership skills are there? A quick browse on Google will identify a number between four and forty; even then there are undoubtedly more, as some skills are subdivided still further. But it does not really matter how many skills there are, what really matters is to start the leadership learning process early.

To paraphrase Malvolio in Shakespeare's Twelfth Night: Some are born leaders, some achieve leadership, and some have leadership thrust upon 'em [sic]. So, particularly in the latter two categories, developing the concept of leadership throughout their school lives will help students when it comes to adulthood. If developed thus then these skills form a strong base for both workplace and life skills. Much of what is already taught in schools has more than one purpose; content is one element, development of mind processes is arguably ultimately more important. In the United Kingdom, PSHE (Personal, Social, Health, Economic education) is already mandated in the curriculum. Such lesson periods are ideal, and designed, for formal life skills training. 'Leadership Skills' do not have to be the primary content; they are more the secondary, yet equally important, training.

In its simplest form, three main leadership skills cover a plethora of minor skills; these are: decision making, communication and motivation. So where does coaching come in?

Coaching is about focussed questioning and deep listening, allowing the client to find their own answers. Many teachers would love to have the time to use coaching as their primary form of teaching. Allowing students to develop their understanding by seeking their own answers is arguably the finest way to learn. The downside is that it takes time, more time than is available in today's classroom.

A leader needs to make decisions, preferably the right decisions at the right time. But in order to assess correctly the information needed to make such decisions, they must take in everything pertinent; they need to be aware of what is around the situation. By encouraging students to think through problems for themselves using available data, and not to answer by rote, helps to develop this awareness. Even at kindergarten/preschool, questioning children about what they see/hear/smell/touch starts this process of awareness and consequent decision making.

A leader needs to communicate; if they are to know what to do, the followers must know what the leader wants from them. But communication is not only words, however, expressed; leaders need to develop rapport with their teams of followers. They need to develop a sense of trust, understanding, respect. But this is not just a 'one way street'. Communication is most effective when it is two-way and multi-path. So followers need to communicate too, and both leaders and followers need to listen, not only about what is being said, but also to catch what is not being said, the better to understand more fully the message imparted. This '360 degree listening' is of prime importance of effective leadership.



A leader needs to motivate whether they themselves are motivated or not. True, everyone has off days, but to some extent leaders need to be good actors. If they are to lead a team to carry out a task, then they may need to hide their emotions; they may need to obey superiors, perhaps while doubting the authority; they may need to work with team members with whom there is conflict.

To effect the best solution, leaders therefore must learn to control their thoughts and emotions, developing resilience, especially in adversity. Again, coaching the developing child via adolescence to adulthood, supporting them through the trials of the teen years, through social media minefields and team/group interactivity does just that.

But not only do coaching techniques help to develop these concepts, their deployment through intervention early in mental health issues has been shown to be effective in reducing such problems becoming serious; prevention is nearly always better than cure, and most often cost saving overall and indeed life saving at times.

But this is not just about coaching for leadership roles. As mentioned at the start of this article, nearly everyone is involved in leadership at any time in their lives, in one form or another. Moreover, those taking a 'following' role are more effective in this station if they also are aware of the requirements of leadership. So, with well developed leadership skills in leaders and a sound grounding of the principles in the followers, the result is a great team, strong enough to rise to the challenges that life brings at every stage, at home, in the 'workplace' (real or online) and throughout life in general.

The development of coaching skills for leadership, whether formalised or as a subsidiary to other training, is an ongoing process and best started early in a young person's life. Through a curriculum containing training in Resilience, Awareness, Communication and Motivation/Performance, today's adolescents and children will be ready to take the leadership roles to tackle tomorrow's challenges, from family affairs to global matters.

I'm Up for so Much More!

by Fabienne Renders (USA)

Credits: Photo by Daryn Stumbaugh on Unsplash

■ I feel good!

My self-confidence increased dramatically.

I love my job again!

I have a great connection and understanding with my team.

I get the respect I deserve from my manager and I don't work overtime anymore.

And what's more, I know now that I'm up for so much more! ■

These are the words and just a few of the outcomes that Anna, Finance Manager, realised by joining a **Transformational Female Leadership Programme**. A mentoring and coaching journey.

Can you imagine?! She was about to give up her Management job and dream!

Why?

Lack of clarity.

Lack of self-confidence.

Fighting fires all the time, trying to catch up.

Working on evenings and weekends.

Overwhelm and being stressed out.

To such a degree that it affected her private life and wellbeing very negatively. But in as little as 2 months she totally transformed her situation, herself, and her life. And she even fell in love with her job again ... without quitting! Even in the middle of the pandemic.

Instead of writing a 'research-based' kind of article, I would like to let you hear the voice of a coachee. So, here's an extract from her success story that she shared in a live Zoom conversation.

At the end of this article, you will find the link to the recording of that conversation, so you will be able to hear and see by yourself how she achieved all of these amazing outcomes!

What were your main challenges as a (new) manager?

Anna: 'I have had several challenges. Once I began the role and started understanding the business and the various responsibilities, I had a few challenges that were very difficult to overcome, challenges where it was difficult for me to identify where exactly my responsibility was. As I started understanding the work and taking on the workload, one of the challenges I was faced with was a loss of an employee. As a result, I ended up taking on some of the actual day to day work. That was a challenge because that took me away from my responsibilities that I was hired for.

It was a long struggle because I was involved in the actual frontline work and it makes it difficult to actually see from a higher level what changes need to be done with the team. It's a stop, right? You cannot really move ahead. There are no process improvements and there are no efficiencies or anything like that.

That was a big struggle for me to identify and plan out a business case as well as to why we need to hire the additional staff member, and that took some time. Basically, the challenge was also how it impacted me personally. Professionally, I was too much involved in the work, and personally, I spent a lot of time just working and catching up. You never can catch up because there's just too much work. You are trying to keep up with your own work, and you are trying to do the day-to-day stuff. On a personal level, I had a lot of stress. I had busy weekends where I spent the whole weekend working. I spent evenings working. That was my life.

What was the main trigger to starting your transformational journey?

Anna: The main trigger for me was I reached a point where I wanted to quit my job and move to another job and look for another opportunity. What I realised is that it would not necessarily solve my problem. I spent a lot of time basically looking at different resource materials, and I came across your programme. You spoke to me and one of the main things is to seek clarification. Your programme made me look at things in a different way and take a step back. That was my turning point. You know what? You are right. I needed the clarification from my manager. I started asking questions. I sat down with my manager, and I obtained clarification from him about what is it that he wants from me. What are the expectations? Then I took that away, and I was able then to do the same for my team. That's how I started looking at things in a different way.

I have learned to be more focused, be more concise, and trim all the extra stuff. That's helped me to be more productive. It definitely has. It's been a game changer for me. As you know, I would have easily just left, and it does not mean it would have solved anything.

My self-confidence has increased dramatically. I never felt this way before, even when I landed this job. I know what I am capable of. I have the tools I need, the knowledge base, and the skill set to accomplish that. I don't see anything stopping me from excelling further.

The ripple effects

This journey has changed your professional relationships with your manager, with your team, and even with your peers.



Anna: Yes, it definitely has. It's made me a stronger leader for my team because I have their best interests in mind, and we work together well. Everything that we do, any changes, any process improvements, I leverage the team for their feedback. We make our decisions together and basically what is best for the business. We have come a long way, Fabienne. I will tell you; our numbers have gone up. Our profit last month, we closed with a huge gain, so the team is seeing this. We are driving efficiency with the whole unit so that it's a positive end result for the business. Everyone is seeing that it's not easy, it really isn't easy, but there are a lot of positive things that have been happening within the business. I am so excited.

It's all about mindset



The secret lies in the application, but also in the mindset; when you don't change your mindset, it does not work.

Anna: It does not, so you do have to change your mindset. But as you go through the programme and you apply the points and the exercises, you do change, because you will see yourself change from within, as you do the exercises. Your mindset does change throughout that. Whether it's several weeks or a few months, it does.

What do you consider as the main outcome from this journey?

Anna: For me, it's basically having my self-confidence, believing in myself, and knowing that I can do it. As long as I have everything in place, the communication, the clarity, you can achieve. Anybody can achieve it. To me, if you are at a point where you are struggling in your role, your self-confidence is down, you are thinking of quitting, and this is not for you, then this is something you should definitely consider because I don't believe people should quit their job because of that. Sometimes they just need help, or they need someone to push them or show them what capabilities they have.



I look back now, and I say if I did not connect with you or the programme, I would not be here and would not be feeling this way. I probably would be in another role somewhere else and maybe in the same boat. I definitely would not be feeling this way.

I am grateful. I have so much more confidence in myself and confidence in my professional capabilities and also a huge difference in my personal life.

I don't see anything stopping me from excelling further!

You can listen to the recording of the entire live video conversation by clicking this link:
<https://vimeo.com/511224536/cfbeb9cece>



ABOUT FABIENNE RENDERS

Fabienne Renders is the founder of TalentMakers® and the creator of Start-to-Lead®. She's known as First-Time Manager Mentor & Female Leadership Coach.

With +25 years' experience as consultant, project manager and interim manager in Human Resources Management and in Learning & Development for renowned companies, she has designed & implemented training courses for +20.000 employees in interpersonal, management and leadership skills.

She's passionate about helping (new) Female Managers to lead with ease, build thriving teams and experience more success and happiness, while being their authentic selves.

Besides, she's a

2021 | JUDGE

CHIEF LEARNING OFFICER LearningElite

Website & Social Media:

www.talentmakers.eu

https://www.instagram.com/start_to_lead/

www.fb.com/TalentMakersCommunity/

<https://twitter.com/TalentMakers>

<https://linkedin.com/in/fabiennrenders/>

Top 3 Reasons Why You Need a Career Coach

by Preeti Govada (India)



Are you happy with the way your career is shaping up? Or, Are you someone who's looking for guidance to restart your career with something you have always been passionate about? And/or, Do you often feel lost and ask yourself 'Am I in the correct job?'

Then, you should take the advice of a Career Coach! Why? It involves tactical understanding of the client's mindset and aspirations with a fresh perspective in every session.'

Well, [a career coach](#) will not only be able to bring more clarity in terms of your strategic goals in your life, but also assist with every step of your career progression. Be it resume review, interview preparation, brand building, or just any other integral part of your job search or career planning, a Career Coach can be your ideal partner here!

Amanda is an executive coach with many years of coaching experience. In her words, 'For me coaching is also keeping my client motivated and empowered on a more long-term basis. Hence, this relationship is more than just [mentoring](#) and/or [counselling](#).

It's only after you've stepped outside your comfort zone that you begin to change, grow, and transform.

- Roy T Bennett

Coaching Relationship

Such a wonderful insight into the coaching practice! Isn't it?

So, that brings us to the Top 3 Reasons why Coaching can help you in your Career progression:

1 To identify and tap your potential

Coaching is a powerful tool to help identify your hidden, untapped skills and talent. Not only will you get more clarity on what you WANT in your career, but also identify your own skills and expertise to be able to work towards it!

Isn't that wonderful?

I remember a client who was in his mid 40's and was having second thoughts about his career. He never found it fulfilling enough and felt he was not doing enough in his job no matter how hard he worked. And this aspect was impacting his personal life too! In our coaching sessions, we spoke about a lot of areas that he had never been aware of before – what he was really passionate about, his interests and skill areas, and also about what his ideal dream job would be like!

When the mental blockage was overcome, he was more sure of his own abilities and skills. And, when he applied this to his career plan, he was more pleased with the way it was shaping up! In other words, coaching helps you get more clarity about yourself and your wants and empowers you to take strong and strategic action steps. Organisational Restructuring Impact

2 Feeling Stuck in a job



20 years after completing his MBA degree from a prestigious college, Alan was not exactly sure he was in the right job and company. Nothing about his career felt right. There was no enthusiasm left in him towards his work and he felt fatigued and frustrated more often than not!

He felt an ardent need to re-think about other options and started coming up with a ton of ideas in his coaching sessions to begin with. In a matter of time, he was no longer confused about what he exactly wanted in his career.

Talent is the multiplier. The more energy and attention you invest in it, the greater the yield.

- Marcus Buckingham.

His coach helped him get a fresh perspective in terms of upskilling among other strategies. Currently, his career has got a fresh lease of life in the role of an entrepreneur!

Thus, you may want to explore coaching options in case you need guidance in terms of your career options and carving a unique strategy to take the much-needed step in that direction.

3

Organisational Restructuring Impact

Needless to say, any organisational change impacts its employees likewise. And, if the change is a restructuring, the effects are profound.

So, what happens to an employee who's job and/or career is impacted as a result of their organisational restructuring? Bitter truth here, having a negative perspective does not help.

The best thing to do here after a period of calming down and accepting the situation is to start with a fresh outlook towards your career plan. This works well in tandem with the expert guidance of a Career Coach who can give a new perspective to the whole situation and help identify how best to leverage it.

ABOUT PREETI GOVADA

Preeti found her true calling by using her innate skills to benefit others. She is an ICF-CCE International Certified Career Transition Coach. On the passion front, she enjoys writing and has authored a couple of books on poetry, fiction, and effective language-building tips.

Blogs:

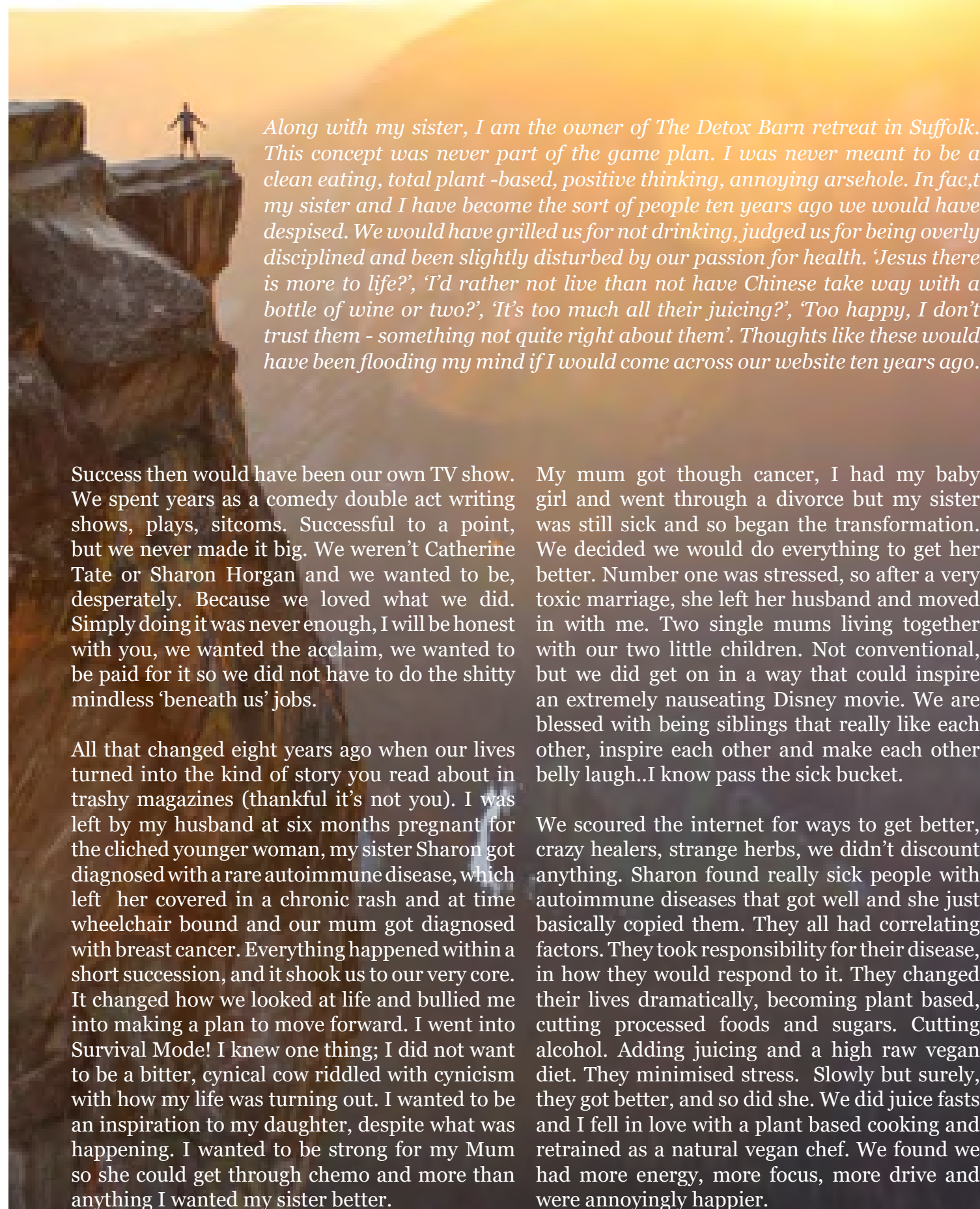
Tips and strategies for effective coaching practices: <https://coachpreeti588256383.wordpress.com/>

Best tips and strategies for effective language learning and development: <https://learnenglishwithpreeti.online/>

LinkedIn: [linkedin.com/in/preetigovada/](https://www.linkedin.com/in/preetigovada/)

What is Success?

by Laretta and Sharon Gavin (UK)



Along with my sister, I am the owner of The Detox Barn retreat in Suffolk. This concept was never part of the game plan. I was never meant to be a clean eating, total plant-based, positive thinking, annoying arsehole. In fact, my sister and I have become the sort of people ten years ago we would have despised. We would have grilled us for not drinking, judged us for being overly disciplined and been slightly disturbed by our passion for health. 'Jesus there is more to life?', 'I'd rather not live than not have Chinese take away with a bottle of wine or two?', 'It's too much all their juicing?', 'Too happy, I don't trust them - something not quite right about them'. Thoughts like these would have been flooding my mind if I would come across our website ten years ago.

Success then would have been our own TV show. We spent years as a comedy double act writing shows, plays, sitcoms. Successful to a point, but we never made it big. We weren't Catherine Tate or Sharon Horgan and we wanted to be, desperately. Because we loved what we did. Simply doing it was never enough, I will be honest with you, we wanted the acclaim, we wanted to be paid for it so we did not have to do the shitty mindless 'beneath us' jobs.

All that changed eight years ago when our lives turned into the kind of story you read about in trashy magazines (thankful it's not you). I was left by my husband at six months pregnant for the cliched younger woman, my sister Sharon got diagnosed with a rare autoimmune disease, which left her covered in a chronic rash and at time wheelchair bound and our mum got diagnosed with breast cancer. Everything happened within a short succession, and it shook us to our very core. It changed how we looked at life and bullied me into making a plan to move forward. I went into Survival Mode! I knew one thing; I did not want to be a bitter, cynical cow riddled with cynicism with how my life was turning out. I wanted to be an inspiration to my daughter, despite what was happening. I wanted to be strong for my Mum so she could get through chemo and more than anything I wanted my sister better.

My mum got through cancer, I had my baby girl and went through a divorce but my sister was still sick and so began the transformation. We decided we would do everything to get her better. Number one was stressed, so after a very toxic marriage, she left her husband and moved in with me. Two single mums living together with our two little children. Not conventional, but we did get on in a way that could inspire an extremely nauseating Disney movie. We are blessed with being siblings that really like each other, inspire each other and make each other belly laugh..I know pass the sick bucket.

We scoured the internet for ways to get better, crazy healers, strange herbs, we didn't discount anything. Sharon found really sick people with autoimmune diseases that got well and she just basically copied them. They all had correlating factors. They took responsibility for their disease, in how they would respond to it. They changed their lives dramatically, becoming plant based, cutting processed foods and sugars. Cutting alcohol. Adding juicing and a high raw vegan diet. They minimised stress. Slowly but surely, they got better, and so did she. We did juice fasts and I fell in love with a plant based cooking and retrained as a natural vegan chef. We found we had more energy, more focus, more drive and were annoyingly happier.

We decided we wanted to inspire others and The Detox Barn was born.

We live in a society that has a culture of celebrating what you achieve, over how well you live or how you feel. We are encouraged to get our value from external achievements which is the path to a very unhappy existence, especially if you don't achieve what you had hoped. Your value as a person starts to diminish. Even if you do reach the dizzy heights of what you perceive as ultimate success, time and time again we see it does not bring the emotional reward you were looking for. Happiness does not necessarily live there, it's just gives you the insight that your value as a person doesn't come from achievement. It comes from within.

So success today is actually very simple. It's all about energy. Having the right energy to react to whatever life throws at you. It's the right energy so that when I am with my daughter and nephew, I am happy and present and fun and if I do lose my shit (and I do) I do it less often. It's going to bed with peace in my heart knowing I've done my best in the day. Not waking in the morning with palpitations because I have drunk too much the night before, but waking with a sense of excitement, possibility, curiosity. That is true success. Doing things because I love to do them and not for the outcome. Getting up and doing it all over again with the same energy. Success is happiness and you can have that now in this moment, without the awards! Success is seeing my sister run again.



ABOUT THE AUTHORS FOUNDERS OF THE DETOX BARN

Laretta and Sharon Gavin are sisters who alongside their highly acclaimed comedy double act, have a passion for healthy plant-based food - without being hippy dippy tree huggers! They are passionate about others finding their mojo too. So, in 2018 they set up The Detox Barn; a monthly yoga retreat with their homemade vegan food to inspire others. Set in the Suffolk countryside with open fires and idyllic country walks, this is the perfect place to get away from the demands of everyday living. The Detox Barn has been a huge success achieving five-star critically acclaimed reviews across the board. It has been featured in Good Housekeeping, Psychologies Magazine, The Evening Standard The Guardian & Metro.

Insta @thedetoxbarn

Fb @thedetoxbarn

www.thedetoxbarn.co.uk

www.gavinandgavin.co.uk

Podcast [From Illness to Wellness](#)



2 NEW
COURSES for
SEPTEMBER

Elegant Coaching...

...when an NLP intervention has worked effectively, it is referred to as being "elegant."



Di specialises in creating and delivering transformative training and coaching programmes. She has been featured in the Daily Mail, interviewed on BBC1 and was the pioneer of live, phone-in coaching on BBC Radio Solent.

Join **Di McClanachan** on this 4 X 1/2 day course designed for those who have some understanding of NLP, from beginners to qualified practitioners, and who would like to further explore the application of its techniques to self-improvement. The course is ideally suited for coaches, therapists, counsellors, and anyone in a mentoring capacity. It is also excellent for the individual seeking to become their "best self" on a consistent basis.

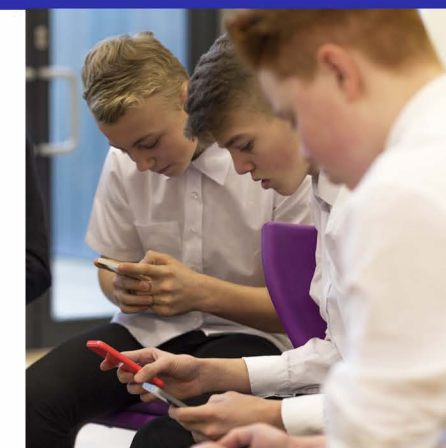
Enquire about the Elegant Coaching Course now and you can be on your way not only to helping others but also improving your earning potential. This course equates to 16 hours of CPD.

More information visit: tinyurl.com/4cevm2w9

Child & Adolescent Coaching

There has never been a better time to consider coaching young people.

It may be years, before students are able to plan with confidence and prepare for their exams and future lives
Courses start in the Autumn and places are filling fast.



For more information and a free E-Book visit: tinyurl.com/danhwxk5



Noble Manhattan
"fortune favours the prepared mind"

Call or email: Noble Manhattan

Email: info@noble-manhattan.com **Tel:** +44 1305 898074



The No. 1 Magazine

for life and Business Coaching

To subscribe, visit us at
www.international-coaching-news.net
Noble Manhattan Coaching Ltd
P.O. Box 2142 Weymouth Dorset DT3 5BF
Tel: 0044 (0) 1305 76411
Fax: 0044 (0) 870312917
email: editor@international-coaching-news.net

AUGUST 2021

ISSN 2021 - 0801



34 >

34 772050 08 2021