



The Bulletin of the Association for Coaching

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Welcome

I am delighted to be writing about this issue whilst enjoying both the glorious weather (unless you are not a sun lover) and the tennis at Wimbledon. (I have one eye on the TV as I write!) A lifelong tennis fan, tennis for me, is a sport that inspires admiration at the focus, dedication and persistence in achieving goals. Top tennis players always have a match strategy, they prepare, research their opponents, review their past performance looking for ways to improve, and win the next match. *The Inner Game of Tennis* by Timothy Gallway must be one of the most influential coaching books written, and I always dig out my copy of this book in June! What do you tend to dig out as an inspiration to revive your dreams, goals ambitions? On a hot sunny day there can be nothing better than reading a favourite book or magazine in a shady spot with a wafting warm breeze, cool drink in hand. Ideas come and energy renews, perhaps even 'forgotten' dreams emerge. Both Judi and I hope that this summer issue provides you with interesting reading and an opportunity for you to relax in a shady garden that may help you to continue progressing towards your goals or dreams whatever they may be.

As the AC moves further forward with global expansion and growth plans, cross cultural coaching takes on even more relevance to our coaching community. This issue kicks off with Aboodi Shabi's interview, themed around cross cultural coaching, and how that impacts his life and work as a coach and trainer. You can find announcements on the AC news page of two recent AC Award winners, Eve Turner and Jackie Keddy.



Sheree Owen



Judi Conner

Finally I would like to say a very fond farewell to my co-editor Judi Conner, who is sadly moving on from her role at *The Bulletin*. We have had a great time producing this together and I've no idea how on earth I will manage without her considerable editing skills and our edition planning sessions at the lovely Pembroke Lodge in Richmond Park! Any of you out there wishing to join me on co-editing the magazine, please drop me an email on editors@associationforcoaching.com I look forward to hearing from you. Have a great summer.

Warm regards

Sheree Owen and Judi Conner

Joint Editors

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Announcing Keynote Speakers for the AC's Fourth International Conference 'Going Global 2010'

We are delighted to announce that Julio Olalla founder and president of The Newfield Network, and Reuven Bar On, an internationally known expert and pioneer in the field of emotional intelligence are confirmed as keynote speakers for this ground breaking event.

We will be launching our dedicated 'Going Global 2010' website in September of this year, when you will be able to book your delegate passes to what

will be the biggest and most influential coaching event of 2010. 'Going Global 2010' will be held in London, on the **11th and 12th March 2010** at the **Victoria Park Plaza** in Central London.

For information on sponsorship or exhibitor packages, please email

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Sheree Owen

Conference Director

Interview with Aboodi Shabi

By Sheree Owen



Aboodi Shabi is one of the UK's most senior coaches, and a pioneer and leader in the international coaching community. Founder Co-President of the UK International Coach Federation, Aboodi is currently European Director of Coaching and Training for Newfield Network.

What do you believe is the key to a successful coaching practice in the current global economic climate?

Coaches, like everyone else, are having to explore, and sometimes re-define, what we mean by success. How we measure success is a key question, perhaps one which we have taken for granted for many years, and the current crisis is forcing us to look at it again.

At the same time, just like any other business, coaching needs to be relevant to people. Coaches need to understand where people are, and to connect with them there. It's not enough for coaches to say, for example, that there is no recession unless you believe in one. That doesn't match the experience of most people.

I suspect that the next few years will be very challenging for our profession, and we may have to question some of our fundamental pre-suppositions about our work and how we sell it.

Coaching is a magnificent profession, with much to offer, especially in these unprecedented times, but we cannot take it for granted that people will want to buy coaching, or see its value, nor will the public respond well to platitudinous offers of 'living a great life', or 'having it all'. Rather, it is up to all of us, as individuals and as a profession, to make our offering relevant to the concerns we are facing.

What types of coaching client are you seeing more of in 2009?

Most of my work now is delivering training

programmes for coaches or doing public seminars or presentations. What I would say, though, is that the concerns of the people who come to our programmes are changing, as more and more people are asking questions about meaning. The current economic situation, especially, is making people ask very different questions than a year ago. We can no longer take for granted, for example, the notion that the pursuit of 'more' is ultimately desirable.

Do you find cultural differences impact on how you coach?

Hugely. We are all deeply shaped by the cultures we are immersed in, and ontological coaching is all about exploring those influences, and how they shape our capacity for action.

The term 'cultural differences' applies to a much broader range of influences than national or ethnic cultures. Organisations, families, etc., can all be seen as cultures which shape and influence us and our capacity for action. For example, a Swiss man with a Protestant background, working in the financial services sector, would see the world very differently (and therefore have different possibilities available to him) than a woman of Arabic origin, living in Paris, working as an architect.

Does your personal background help you to work with clients from different cultures?

Very much so. I grew up in a mixed Iraqi Jewish/Arabic Christian family, in one of the whitest English towns imaginable, so I've always lived across cultures and been something of an outsider. This gave me both a sensitivity to cultural nuances, and a capacity for questioning

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the obvious (to others!), which have been crucial in my work.

What techniques do you use when coaching those from other cultures?

When I work with anyone, from whatever culture, I am always curious to learn about how they see the world, and how that view shapes their capacity for action.

For instance, I once worked with a Swedish woman on the issue of visibility. Through our coaching, we uncovered the fact that part of the reason she would hold herself back in the international work-place was the Swedish understanding of modesty, and her not wanting to appear to be a show-off. Once she began to see her holding back as a cultural phenomenon, we were able to help her develop the muscle of self-promotion and visibility. In this case we used dancing and karaoke as ways to stretch her in this new direction. She began to speak up more, and put herself forward for new opportunities, as well as acknowledge to herself the good work she was doing.

Which world leader most needs coaching in your opinion, and why?

Given that so much of my coaching work is about helping people to explore their perspectives and how that shapes their action, I would say that most world leaders could do with help on this. (Barack Obama is a refreshing exception, with his capacity to inspire people and bring them with him: the hallmark of a true leader).

Perhaps those most in need of coaching are those who talk about people being ‘with us or against us’. That statement, made most famously by former US President George Bush, is so much more than a political statement. It’s also an epistemological statement, reflecting a world-view that cannot legitimise other world-views, and holds as ‘wrong’ or ‘enemies’ those who differ, bringing with it a mood of opposition or hostility. Given that leadership is as much an

emotional competence as anything else, this suggests that leaders like Ahmadinejad and Netanyahu would be great candidates for coaching.

Personally, I would love the opportunity to work with Gordon Brown, to help him develop the leadership presence to match his intellectual abilities.

How did you become a coach?

The ‘technical’ answer is that I discovered coaching in the mid-1990s when CoachU began marketing in the UK. It seemed the natural progression from the personal development work I had been involved in for the last ten years.

The ‘deeper’ more personal story is that of the outsider, as I mentioned before. What that experience taught me, and continues to teach me, is that the cultures we are immersed in shape us profoundly, in our language, emotions, and body. All of my life, I have asked questions that no insider would ask (and often got into trouble because of those questions). Now I understand the value of this. Being an outsider meant I could see things insiders could not. I ask questions about people's lives and the paradigms in which they live, and that helps them to see and live very differently. My lifelong questioning serves me well to support others with their own questions.

What makes coaching a worthwhile profession for you?

Probably the same answer as above. I feel deeply grateful for the opportunities it affords me to help people move beyond more of the same, by questioning the paradigms we live in. Julio Olalla* has written that “coaching speaks to the turbulence of the soul”, and I think that sums up my feeling about the work.

In your opinion, how important is it that coaches become accredited by a coaching body? (ICF/AC)

The profession, like any other, definitely needs

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standards, and I think independent accreditation is crucial to support the profession and legitimise our work. At the same time, I know some really excellent coaches who are not certified, and it seems to make no difference to them, nor to their clients, so I don't have an absolute view on this.

Who do you most admire in the field of coaching and why?

Well, obviously Julio Olalla, the founder of Newfield Network, the company I work for. He is one of the key pioneers of ontological coaching, and has been both a personal and a professional inspiration ever since I first heard him speaking at the ICF Conference in Vancouver. I still remember the experience of finally hearing a voice in coaching that resonated one hundred per cent with my thoughts and feelings about our profession.

I also have a very high regard for Sir John Whitmore, who has wisdom and depth, and for the work of Edna Murdoch of the Coaching Supervision Academy, who has done so much to bring depth to the work of coaches across the UK, whilst maintaining a healthy degree of irreverence.

What coaching trends do you see emerging?

I don't know about 'trends' per se, but I do think our profession needs to stay sharp, and be open to new developments as well as to the mood of the public we serve. As I mentioned earlier, the world we see is a very different one to the world of even a year ago, never mind 15 years ago, and we have to continually adapt our work, and question our beliefs and assumptions, in order to stay fresh and relevant. One of the developments I think we will face is how to support people into navigating a world of 'less', rather than 'more'. How do we help people face the prospect of 'less' with a mood of ambition and possibility, rather than one of fear and loss?

How can new coaches, or those wishing to increase their business, position themselves

effectively in today's market place?

Again, I think the key thing is how we (both experienced and new coaches) make our work relevant, and connect with the needs and concerns of our coachees. We coaches also need to pay attention to who we are as coaches, and the place we coach from. I remember John Whitmore saying that what makes a really great coach is on-going work on oneself, and I think that's really true. To stay relevant and connected, both new and experienced coaches need to continue to do this work.

What are your thoughts on where the profession is heading, and what can coaches do to take it forward?

One of the key questions about the wider context of coaching is whether coaching is just about helping people achieve more, or is it about something bigger than that?

The world is changing fast, and we need to explore different ways of being in this emerging world. It is increasingly clear that 'more of the same' is not an option. We need to question our assumptions about how we live and work, in order to deal effectively with the changes and challenges we are facing.

It is becoming increasingly clear to many people that the environmental crisis we face cannot be solved simply by technology alone. We have to change the fundamental relationship we have with life, the relentless pursuit of 'more', in order to really make an impact in this domain. And now that we also face an economic crisis, more and more people are asking questions about whether this constant pursuit of 'a better life' is really what life is about.

These larger concerns are areas where coaching can serve, generating a different way of living and relating to the world.

Aboodi Shabi www.newfieldeurope.com

** Julio Olalla will be a key-note speaker at Going Global 2010, the next International AC Conference. Aboodi Shabi will also be a speaker.*



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Coaching Outside the Comfort Zone: Learning from Clients we Find Difficult

By Ken Smith



At a recent meeting of my supervision group, we were invited to consider the question: "What type of client do you most prefer working with?" Professional pride kicked in almost immediately. Surely, I thought, any coach worth his or her salt should be able to work with any client, regardless of personality and presenting issues? And then a small reality check came into play. In fact we DO often have preferred - and therefore less preferred - clients. And it could be helpful to my development as a coach to face this, and to ask myself: to what extent do I need or want to like, admire, or empathise with, my clients?

Curious clients

Wondering about this, I remembered how important it is to me as a coach that a client has curiosity about themselves. On one occasion, when a client seemed to lack this curiosity and was very unwilling to talk in any depth, I experienced a surprisingly high level of frustration. This was early on in my work as a coach and I had a stronger tendency then towards problem solving, and a desire to achieve changes for the client quickly. Nonetheless, for coaching relationships to feel fruitful for me, I still feel that the client's curiosity about themselves, their experiences and their aspirations must equal or exceed my own. This questioning, this capacity for introspection, lies at the heart of a client's 'coachability' and signals to me whether entering a coaching relationship is for them the right intervention at the right time.

Working as an internal coach, I was once asked to see a high potential colleague who had received some unspecific and consequently

unhelpful feedback after an unsuccessful bid for promotion. During our conversation I discovered that essentially she wanted information and advice about the politics of survival and advancement in our organisation. My invitations to explore her response to the feedback, her feelings about her current role and her ambitions for the future seemed to provoke in her a noticeable degree of puzzlement and eventually irritation. My questions had sought to put her actively in control of her response to the feedback – which eventually she claimed she already was.

At the end of a slightly confusing sixty minutes for both of us, we concluded that a mentor was what she had really been wanting and expecting: someone who had been there before and who was ready to impart particular wisdom and experience. There was little she was, in that moment, wanting to change, although there may have been steps for which she was starting to prepare. Her curiosity was not operating in the best way to take her into a coaching relationship. She simply wanted information and an opinion from someone else. Our differences arose not from so much from clashing personalities or values as from different agendas. My learning here was to recognise this as a positive, useful outcome, both for me and the person enquiring into their options.

Abstract clients

Another type of client that can still surprise and

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frustrate me is the one whose language is characterised by a high degree of abstraction or dissociation. You could describe the client just described as very rational and her language quite abstract. On another occasion I was working with a much more reflective but equally abstract client who wanted to increase his motivation for growing his business.

This client's work calls for high levels of physical fitness, and yet paradoxically he showed low levels of energy during our conversation. Eventually he lighted upon the metaphor "empowered". The experience of being motivated generally has a strong kinaesthetic component for many people, and given the nature of this man's business, the metaphor seemed especially worth developing and embodying.

I invited him to locate whereabouts in his body he felt this "empowered" sensation.

He identified it in his head. I then asked him to locate it more specifically, my direction of travel being to identify subsequently the attributes of this metaphor and enable him to develop it as a resource for himself. In response he now said "Well, it's my ego", and returned to further dissociating abstractions.

My expectations - that we were perhaps about to move into a slightly different landscape where new qualities of motivation might be accessible for him - were frustrated. However, I then realised that the word 'ego' is of course just another metaphor.

I was reminded that a client's language may seem abstract and abstruse to me but it is always very meaningful to them. Even though I can invite a client to pay attention to something, just how they do it is often and intriguingly unpredictable. And unpredictability requires patience and careful calibration of the client's way of responding to you.

Unlikeable clients

So much for my learning from clients who approach things differently from me. What about clients for whom I experience dislike? One client of mine made, in a first session, a number of extremely disparaging comments about a variety of his colleagues. He had accepted the proposal to work with me after repeated feedback from those working with him who felt that his forthright and adverse criticism of people and policies in his organisation was inappropriate.

For this client at the beginning of his coaching journey, it seemed to me he was always right and always free to express his rightness to all people at all times, in all settings. When challenged on this, his response, as I saw and felt it then, was to take the moral high ground, gathering his weaponry around him.

My internal dialogue while this client was telling me his story was that he was grossly arrogant. While his opinions chimed in part with my own, on my more disaffected organisational days, their expression collided quite violently with my values. The 'ethical' challenge for me here as a coach was to cherish these values more tightly, while inviting him to consider the consequences for himself and those around him of his adopted position and the way he expresses himself from it. The 'practitioner' challenge in the moment was to manage my own state, remain curious and remain ambitious for the client. Disliking the client could then become fascinating and developmental, hopefully for us both. Which, In the end, it was.

Diversity

It would be dishonest to say that there are not clients with whom I feel more at ease and more effective than others. However it is the diversity of personality, ambition and need among all

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my clients which makes coaching such a fascinating activity. As the number of hours I've spent coaching has increased, I have become ever more aware that my response to each client is essentially information about both of us. That is, information about their patterns and their capacity and readiness for change, and about my coaching practice and indeed about myself.

More importantly, this diversity signals the need to take a flexible approach in how as a coach I work with different clients. Although they occasionally express surprise and interest in some of the techniques I use, my clients aren't that fussed about whether my coaching is grounded in experiential constructivism, inspired by the wisdom of Winnie the Pooh or completely extemporised. They are just hoping for some help. The continuing challenge is to be as rigorous and skilful as I can, but also to know when to let go of my model or

philosophical prejudice and simply ask the most helpful question, wherever it may come from.

This is not to say that a coach doesn't have an obligation to know where they are going in a coaching conversation and what they are about. But with research now suggesting that the efficacy of coaching is more tied up with the quality of the relationship as the client experiences it, the coach's model is just one element in that relationship. One day you may be in a place where a train offers the best option; another you might be at the river's edge and in need of boat. And as Buddha said, once you've crossed the river, why still carry the raft on your back?

Ken Smith is a learning and development consultant in the Department for Environment Food and Rural Affairs, and is co-ordinator of the Coaches in Government Network

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Coaching Toolbox: The Verbal Coaching Contract

*In this column coaches share professional tools, techniques and experience that they find particularly helpful in their work. Here **Jennifer Maddox** describes her approach to embarking on a new coaching relationship.*

A thoroughgoing initial agreement of the ground rules is a key foundation stone for a successful coaching outcome. Most of us will have a written contract with a new client, but a properly discussed agreement of terms is also important, and can be overlooked in the first rush of meeting a new client. For the purpose of this article I will call this preparatory conversation 'the coaching contract'.

If both parties are clear on the intended outcome of their time together, on who is responsible for what, and on how long they have to reach that outcome, it is much easier to use the time productively and measure progress.

A good coaching contract is simple and mutually endorsed. It will of course vary according to your own circumstances. Some points I find useful to cover include

- The central purpose of our time together
- How often we will meet, how long these meetings will be, and the cost (if client-funded)
- How many meetings we believe will be necessary to achieve the purpose
- What our expectations are of each other, our roles and responsibilities
- The understanding that ownership of the solution remains with the client
- The levels of confidentiality required
- My areas of expertise as a coach, and what the next steps will be should issues arise that are beyond my expertise

The key point is that both parties discuss the options and come to an agreement about what will be true for their relationship. Reference to it is ongoing and spans the coaching programme as a whole, as well as providing a focus for each individual meeting.

Here are some of the many benefits that this level of clarity can provide for all concerned.

It helps establish the ground-rules with the commissioning authority. In addition to the relationship with the client being coached, it's essential to contract with their boss or HR team who may have referred them. While the focus is different, most of the above points are just as relevant for this conversation, and they provide me with my remit. There is no point, for example, telling my client that everything they say is confidential, if the organisation expects feedback in detail. The contract helps sort this out before I start.

It helps establish rapport with the client. A good coaching relationship starts with good rapport and a mainstay of this is having an agreed outcome. But the openness of the coaching contract does more than that. It provides clarity about the purpose of the relationship and our roles in it, establishing that we are meeting as equals and that the client's views are the focus. My sensory acuity and flexibility are also helped by the simple process of asking the client about his/her needs and expectations.

It lets clients know the work they are going to have to put in. In my early days as an in-house corporate coach I once drove miles to a coaching session, only to meet a client who was unprepared and unwilling to proceed. I

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knocked myself out trying to get value out of the session, and saw it as my failure that I couldn't. What I now know is that the client has to be prepared to play their part. My responsibility, which is helped by contracting, is to make sure they know what their part is. If they are not prepared to do so then they are, perhaps for one of many reasons, not ready to be coached.

It provides a structure and helps me manage the time. As well as 'contracting' for the whole coaching relationship, I also find it useful to 'mini-contract' at the beginning of each coaching session. This simply sounds like "What do you want to explore in the hour that we have today that will help you achieve the overall objective that you have set yourself?" This kind of signposting ensures clients own the content of the session, and means I deal with the things that are their priority. It also helps identify how things are related and impact on each other, and encourages them to contribute their learning and reflections since our last meeting. It allows me the opportunity to notice the issues that they may be avoiding, and check that their aspirations for the time that we have booked are realistic, as in "We only have an hour today so which one thing out of all this would you like to focus on that will make the biggest difference?" Asking them to prioritise their list creates the structure for our conversation. It also allows me to manage the timing of the session: "We have 15 minutes left of our time together. Summarise where you have got to and tell me what else you need in order to achieve the outcome that you wanted for this session".

It ensures we stay focused. Agreeing the number of sessions focuses the minds of both parties and means that significant work is more likely to start straight away. People often surprise themselves by getting to their end point more quickly than they imagined, which is good news for them (and their organisation), and helps my reputation as an effective coach.

It double-checks that clients know why they are here, and that they want to be here. Sometimes the message between referrer and coachee can get lost along the way. If your client has been referred by their boss or HR manager it's important to check that they are clear on the purpose of the coaching from the organisation's point of view, that this purpose matches their own and that they want to be coached. Good contracting with the person making the referral also helps with this.

It helps me step back from 'rescuing' a client. Establishing from the start that ownership for the solution remains with the client ensures I resist the temptation to solve their problems for them. It also manages any expectation of being 'rescued' that they may have come with.

It means clients understand how it works. Coaching means different things to different people. It's important that, from the start, clients know how this particular coaching works. This also allows them the opportunity to decide if the coaching I have to offer is for them.

Delivered with sensitivity, flexibility and in rapport, the verbal coaching contract makes a very positive start to a coaching relationship. The more open and clear the rules of engagement at the beginning, the more focused and productive the relationship will be, and the less likely we are to run into dilemmas later on. It ensures that the organisation and the client know their responsibilities and can be comfortably called to account if these are not being met. This works the other way around too of course, ensuring that we, as coaches, stay focused and on the ball.

Jennifer Maddox is an Accredited Coach with the Association for Coaching, and runs her own training consultancy specialising in individual, team and leadership development
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How To Spot a Jigsaw Junkie: Understanding Creative Styles

By Suzanne Cleal



Some people prefer to be in groups, others to be on their own. Some like to solve problems whilst others are full of ideas. Some have to work at it and others seem to have a natural talent. One thing that is certain is that there are many different ways to be creative.

Realise Coaching recently conducted some research into creativity on behalf of the strategy consultancy Forward Thinking Inc. They wanted to know more about how people go about being creative: in that state when innovative and imaginative ideas flow and they are at their most productive.. As a strategy consultancy Forward Thinking works with many organisations that claim creativity is a key value but find very few that genuinely 'live' this value everyday.

The findings are also relevant to coaches working both with groups and individuals. Coaching is about helping people make a change and this normally requires the client to be creative in some way. An understanding of how different people go about being creative helps the coach to unlock their client's creativity and find the right approach for them.

Internal strategies

During the research we interviewed over 70 people in four different organizations, as well as some more traditional 'creatives', including an artist, a designer, a musician, a choreographer and a composer. We used neuro-linguistic programming elicitation techniques, based on the principle that all of our behaviour is controlled by internal processing strategies, even if we don't know about them, and these affect how we get things done.

The interviews were based on an understanding

of the creative process devised from a combination of desk research and experience. The

purpose of the research was to establish if there are definable and differentiated approaches to the creative process. The aspects of that process that we examined came under the headings:

- Trigger
- Problem definition
- Information gathering
- Analysis
- Idea generation
- Feedback
- Decision
- Measurement

Each interviewee was asked a series of questions to probe if and how they passed through these steps when being creative.

As well as listening to the content of the answers the interviewers paid attention to the language used by participants to understand more deeply each person's approach to the creative process.

Key differences

Once we had completed all the interviews, we looked for ways to understand the output. We listed all the potential differentiators that might define how people go about being creative. As a group we reviewed each individual and recorded their preferences against the differentiators. It was a long process and involved a very large brown-paper wall chart and lots of colour coding!

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We searched for a simple '2 x 2' solution that would put creatives in four neat boxes, but soon realised it was not going to be that straightforward. Eventually, we identified six key differentiators and started to get a feel for some fundamental differences in how people go about being creative. We decided that pen portraits of the emerging creative types would provide richness in describing both their attitude and approach to creativity. Each of the descriptions that follow is based on the key differentiators, pulling out the factors that particularly related to each type. We called the four types jigsaw junkies, random idea generators, change agents and sensory creators.

Types emerging

Jigsaw Junkies look at problems as puzzles to be solved. They start with the problem, then explore and analyse relevant evidence in order to reach a resolution.

They are information gatherers, who like to have access to all the pieces of the jigsaw before forming a solution. Information is a source of comfort – a piece of missing evidence is highly frustrating. There are two types of Jigsaw Junkie, those who work alone and those who work with others. Both types approach their work in a logical, structured way, manipulating, reviewing and ordering each piece of the puzzle in turn. Jigsaw Junkies believe there is always an answer out there, and feel a great sense of satisfaction, and relief, once they find that solution.

Random Idea Generators constantly generate a flow of new ideas. They make random and spontaneous connections that spark new thoughts and solutions.

They are original thinkers and their creativity is highly spontaneous. Information from the

world around them will randomly spark ideas at any time, in any place, without any obvious literal connection between the stimulus and the solution.

They do not work well under constraints or to deadlines, finding it hard to turn creativity “on and off” at will. Contrived ‘creative time’, such as brainstorming sessions, is deemed unproductive and frustrating.

Random Idea Generators are ardent champions of their own ideas but can find it hard to show similar enthusiasm for other people’s concepts. They have a high degree of personal ownership over their ideas and find it difficult to seek and accept feedback on their thoughts.

Change Agents are forward-looking and visionary. They spot gaps, seek out new opportunities, and are able to define a better future and inspire others to believe in it.

Change Agents can see a better future. They challenge the status quo and are constantly on the look-out for new and improved ways of doing things. They are always asking “why can’t we....?”, or “wouldn’t it be good if....?”. They are eager to share their vision of the future with others, and are able to communicate it clearly.

They are thinkers rather than ‘doers’ and prefer to inspire others to realise their vision and then move on to the next big thing. They are energetic people and often appear restless or agitated – they need to be constantly on the move and looking for the next challenge to address.

Sensory Creators perceive the world in a holistic, spatial and non-linear way. They are constantly stimulated by all that is around them. They absorb and store lots of information, which they access to help explore problems or create new ideas

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Continued from page 12

They are passionate and confident about their creativity and willing to express themselves, exposing their ideas to others to be judged by their creative output.

Sensory Creators often have a natural talent or flair which they remember having from a young age. They may have supplemented this talent through formal training over the years, but it is founded on natural aptitude.

They live life absorbing and storing snippets of information from nature, art, music, people or anything stimulating from their daily environment. They subconsciously create a bank of inspirational stimulus which they automatically draw from when they are being creative.

They are strongly intuitive people, liking to 'get a feel' for a problem and evaluating potential solutions using instinct. The exploration process is iterative, intense, focused and often carried out alone. After working in isolation to form an idea, the Sensory Creator will share it with a few trusted others for review and refinement.

Unlocking creativity

Your clients are likely to show a strong preference for being creative in one of the ways described above. The first stage is to establish your clients' preferences through questioning, and then draw on appropriate tools and techniques that fit their preferred style.

Jigsaw Junkies like to spend time defining and exploring the problem before coming up with a solution. There are a number of techniques that can help them to do this creatively. Mind maps are a great way to get large amounts of information 'out of their head' and helps sort information and highlight gaps early on. Reframing the problem by using different words, drawing the problem, or working with different perspectives are other ways that help

Jigsaw Junkies to explore the issue more deeply.

Coaches can help **Random Idea Generators** to focus their creativity and create stimuli for making connections. Techniques that help to get the connections sparking include using random words or pictures, reversal, exaggeration and drawing on related subjects for inspiration.

Some organizations are not ready for **Change Agents**, especially not at junior levels, and can wear them down so they stop thinking about the art of the possible and 'just get on with the job'. Techniques that can rekindle the sparkle in a Change Agent's eyes include visioning, day dreaming and a great game called breaking the rules, which involves asking your client to list all the rules they have made up about a situation and then challenging each one.

Sensory Creators need a different sort of stimulation to Random Idea Generators. They need to constantly top up their store of information. So it is important that they refresh themselves daily by putting themselves in different situations and in touch with a wide variety of people and environments. They like to be coached in different places and even on the move. A coaching session in an art gallery or a walk in the country can provide the sort of stimulation they require.

Obviously, this list of tools and techniques is not exhaustive and there are many ways that you can support creativity in others. The key thing is not to assume that one size fits all, and to be responsive to each client's individual needs and preferences.

Suzanne Cleal is a business coach at Striding Out and works with young entrepreneurs and small business owners to put their creative ideas into practice. She is a founding director of Realise Coaching, and in a previous career was a senior marketing manager at Lombard Bank and Reader's Digest. suzanne.cleal@realisecoaching.co.uk

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Highlighting the Psychology in Coaching



The Coaching Manual - the definitive guide to the process, principles and skills of personal coaching

Author: Julie Starr

Published by: Prentice Hall 2007

£16.99

The Coaching Manual is billed as the “practical, readable guide to the skills, insights and perspectives of a highly effective personal coach”, and, for once, this is a book that does exactly what it says on the tin.

Whether you are just starting out or are an experienced coach, this book has great coaching examples, tips, techniques and comprehensive exercises to try out and test your new-found skills. It is laid out in a reader-friendly format, with lots of white space on the page, so that this book not only looks appealing to the eye, but draws you into it. It highlights key learning points and encourages you to understand more about the coaching profession.

The book covers each aspect of coaching, from what coaching actually is, to coaching in business, personal coaching and life/lifestyle coaching. A comparison of coaching versus therapy details when it is most appropriate to use each skill, and furthermore advises when a coach may be out of their depth and need to refer the client to a relevant specialist.

As you move through the book it explains and explores collaborative coaching, and how to build a coaching relationship based on truth, openness and trust. It covers the fundamental skills of coaching including building rapport, the different levels of listening, and the use of intuition, questions and supportive feedback.

As you read, you will be encouraged to discover:

- How a less directive style can create dramatically better results
- The principles and beliefs that good coaches operate from
- How to structure a coaching assignment
- How to practise the core skills of effective coaching
- The barriers to a good coaching conversation – and how to avoid them

The use of clear, simple diagrams helps emphasise the key learnings and embed them in the mind of the reader.

Written in a conversational style, the book empowers the reader to go out and practise, confident in the knowledge that they not only have an in-depth understanding of coaching, but also that they have a tried and tested process to follow.

Throughout the book are checklists of key points to consider around the coaching intervention. There are thought-provoking questions to make the coach think deeply about what they are doing, and examples of good (and bad!!) practice. Sample dialogues give an insight into the ways that coaching conversations can flow.

The *Coach's Corner* sections identify crucial areas where the coach needs to be aware and alert for things that fall slightly outside the coaching session itself. These include the danger of being drawn into influencing the coachee, what to do if your mind goes blank, and what to do if the feedback you give to your coachee receives a negative response.

Each chapter is succinctly summarised which means that the coach can easily locate a particular topic and continue to use this as a reference book in the future.

The Coaching Manual is a comprehensive, practical coaching resource which encourages the coach to keep focused on the coachee and empowering them to take responsibility.

I would have no hesitation in recommending this book to anyone who is starting out in coaching and also to those who are more experienced in the field. It is a great reminder of some of the key elements we can incorporate into best coaching practice.

Jeannette Marshall



A timely guide to good health and equilibrium

Stress The Essential Guide

By Frances Ive

Published by Need2Know 2008

£8.99

“Hmm – how appropriate!” I thought when this book arrived for review. After a particularly stressful few months, I was looking forward to some useful advice and information. No little self-interest in this review!

In ten short chapters, this book is a practical and useful collection of diagnostics, recommendations, hints and tips and is written in an easily accessible style that could be used by just about anyone. A small, slim book – a weighty academic tome it is not - its content moves smoothly from defining stress and recognising the symptoms, to ways of dealing with stress and developing a healthy lifestyle.

When I first started reading it, I was vaguely irritated at how simplistic a lot of the advice is. I found that reading a book on stress can be a bit like reading a medical dictionary. To your own horror your self-diagnosis becomes advanced beri-beri with Zambesi-river-flu-complications, when actually you've got a bit of a snuffle. In the same way, the list of factors contributing to stress (including my personal favourite 'Christmas gatherings') did have me muttering to myself 'no kidding Sherlock' (or words to that effect...) . And then, of course, I realised that this is the point! By making it very clear how to diagnose and tackle stress, the

book is a highly practical resource for self-help.

One chapter reminds us just how easy it is to mistake a collection of so-called 'normal' symptoms (such as lack of concentration, complaining of having too much to do, or being late) for 'just having a bad day'. If we don't stop and take stock of how much we have on our plates, and do something about it, it is very easy to let it all pile up.

As a coach, I would recommend this as a helpful read for anyone suffering the ill-effects of stress and I think that they'll find suggestions like the breathing exercises listed in Chapter 8, helpful and simple to do. There is also a comprehensive 'Help List' at the back of the book, providing details of various organisations that could provide more specialist assistance, under the headings Support for Individuals, Cancer Support and Workplace Stress Organisations.

One of the many messages I take from this book is that none of this is rocket science (in itself very reassuring). But as a timely reminder and practical guide, it's perfect. Getting back to equilibrium is not complicated – but does involve some *conscious* application of effort!

I'll get back to you...

Andie Hemming



Word on the Street: What Coaches are Saying About Cross Cultural Coaching, and How Cultural Difference Affects Our Work

Cross cultural coaching is all about acknowledging and leveraging existing diversity. Not only national, but also corporate, professional, generational and other types of cultures exist. So I couldn't imagine any coaching form or service which wouldn't be affected by this dimension at all. Being aware of our own culture and eagerness to learn about others' cultures are key to best serving our clients.

Frank Bresser, Frank Bresser Consulting, Excellent Coaching Solutions, based in Cologne, Germany

I have lived the cross cultural lifestyle for well over 20 years and my work has included supporting cross cultural families, where couples are of different races and often languages. I have supported families with bi-lingual children and the education of these children in a country that does not offer them education in either their mother's or father's tongue. I have also coached executives who are being sent abroad to live and work, addressing the implications of the cultural differences the individual or family will face. For me all these come under the heading 'cross cultural coaching'. Globalisation has indeed opened up challenges that now impact us all.

Dorothy Larios, Rest of Your Life, UK

Working in a cosmopolitan city such as London means that we are very likely to work cross-culturally at the organisational and individual levels. Becoming aware of how I may take certain norms for granted whereas others may find them challenging or irrelevant is an area that highlights there is always room to learn more about cross-cultural coaching practice.

Professor Stephen Palmer, Centre for Coaching, UK

To me, cross cultural coaching means a more creative, powerful and complete form of coaching. Indeed, it helps to unleash more human potential by leveraging the richness in cultural diversity. It challenges cultural assumptions, inviting us to consider alternative ways of communicating, managing time, thinking, organizing ourselves, etc. It propels us beyond previous limitations and is particularly useful for dealing with complex situations. Furthermore, cross cultural coaching enables more effective work across nations, organizations, professions, generations, that is all forms of cultural differences. It promotes unity in diversity, a synthesis much richer than bland uniformity. It fosters sustainable progress and meaningful success.

Philippe Rosinski, Rosinski & Company, Belgium

Cross-cultural coaching to me means coaching with a particularly strong self-reflective attitude. I consciously ask myself if I make any cultural assumptions – about my clients, about our relationship and about how they perceive me. In this context, I find that supervision is useful to disentangle what is typical to an individual client, what is cultural and what is universal, i.e. simply human. My personal experience of living and working overseas is very useful when coaching clients who work in a cross cultural environment, but I would say that more than 'knowledge', it gives me a sense of the things that I perhaps 'don't know'.

Cecile Bukenmeyer, Cross Cultural Coaching, UK

The AC Awards

The Business Award for outstanding contribution to Coaching in Business and the Student Award for outstanding contribution to Research in Coaching have been created and designed to reflect the AC's goal to promote best practice and raise the awareness, standards and professionalism of Coaching. These awards recognise the efforts made by organisations and students in progressing the coaching industry, it's about celebrating achievements, measuring performance, differentiating businesses and generating positive PR for all those involved in coaching.

The Awards committee at the Association for Coaching have completed their assessment of all the applications submitted for the AC Awards and they are delighted to announce that Eve Turner and Jackie Keddy have been awarded the following.

The Association for Coaching's Student Award

Eve Turner has been awarded the Association for Coaching's Student Award for outstanding contribution to research in Coaching.

The research continues to be an influence on Eve's practice and she has given a number of presentations on the findings, the next will be at the EMCC international conference in The Netherlands in November. Eve plans to do a follow-up questionnaire asking the same questions to see if coaches' view of the relevance of unconscious processes has changed over time and also related areas around supervision and training. She is very grateful to the AC for their support in sending out a link to the questionnaire as the high level of responses enabled the research to have validity and is evidence of how the Association supports coaching and its practitioners. An article on Eve's research will appear in the next edition of Coaching: An International Journal of Theory, Research and Practice

To contact **Eve Turner**
Email: eve@eve-turner.com
Tel: 07768 070361

The Association for Coaching's Business Award

Jackie Keddy has been awarded the Association for Coaching's Business Award for outstanding contribution to Coaching in Business.

Jackie Keddy has been "gently relentless" in her approach in rolling out a 'quality accredited' coaching programme. It follows an extensive review of coaching practice, focusing on the benefits and discussions with other organisations. No prior experience of coaching was assumed for those participating, although participants were pre-qualified before enrolling onto the programme. The selection process was rigorous and designed to ensure prospective coaches understood the role they would be taking on and reaffirmed their readiness for this.

Clive Johnson, the Programme Moderator and Jackie's proposer said "I am delighted for Jackie, it' is richly deserved. The MPS programme delivered high level competency participation and knowledge amongst coaches, bringing exposure to new concepts and ideas. Deep listening is especially apparent. Jackie's drive, determination and passion played a major part".

To contact **Jackie Keddy**
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We would like to take this opportunity to congratulate them both on their endeavours and look forward to their continued contribution to the AC. If you are interest in hearing updates and developments on their research projects please feel free to contact them.

Once again many congratulations
Alex Szabo
Vice Chair