



WELCOME TO THE AC BULLETIN

EDITORIAL

First edition February 2003

**'80% of success is
just turning up'**
Woody Allen

Congratulations on turning up at the Association for Coaching at an exciting time for our profession. A time of forward movement, of coming together as an association of peers to promote our work and to create standards by which we can aspire to do 'impeccable work' (Carlos Castaneda). [If you haven't already, we invite you to join the Association for Coaching, enjoy its benefits and take part in creating this evolutionary coaching step.](#)

In future, the AC Newsletter will be published quarterly for members only. But for now this issue includes

- Keynote article from our Chair, Katherine Tulpa, on 'Essentials, Best Practice and the Awakening of a Diverse Industry'.
- Articles on Branding Power and Time Management
- Industry Briefing on Coaching in a Mental Health Context
- News & Views
- Coaching Tips

Your articles, book reviews, coaching tips, news and views are highly sought after commodities. So, in the spirit of win-win, help make our newsletter a vibrant and interesting voice through your contributions. Remember, 80% of success is just ... well, you know the rest!

Warm 2003 wishes to you...

Sharon Eden M.A.
Honorary Editor

Personal and Professional Coach
UKCP Registered Psychotherapist
BACP Registered Practitioner
sharon@associationforcoaching.com



“Coaching: Essentials, Best Practice and the Awakening of a Diverse Industry”

Golden Seeds

Management guru, Charles Handy, mentions in his book *The Elephant and the Flea* that a vital ingredient in life is to receive a “golden seed” from someone we respect to strengthen self-belief and promote change. As compassionate human beings, teachers or, in our case, Coaches, this may be the greatest gift we can give someone.

For those fortunate, most have received at least one golden seed, or expression of confidence, that allows us to develop. My first came years ago from my father, the second from my work mentor and the third from my life partner; all of whom not only challenged me to work hard and explore my fullest potential, but gave me honest feedback while offering unconditional support.

This leads to my first point, that Coaching at its very essence captures many of the characteristics of a golden seed scenario. Although not meant to replace any of the above roles, Coaching is rapidly developing into a discipline in its own right. Individuals are joining the profession from a variety of backgrounds including Consulting, Management, H/R, Counselling, Training and Sports Psychology.

Coaching Attributes

The diversity of skills from these fields can only add value to the Coaching industry. However, most Coaching professionals and Training organisations agree there are certain core attributes at the essence of coaching that are vital to building a strong rapport and facilitating a challenge through open communication and support.

With the ultimate mission to focus the client on producing results or a move into action, these attributes include: being knowledgeable, empathetic, client focused, motivational, spontaneous, adaptable, a good listener, goal oriented and attending to the “here and now” and future.

Equally important is for the Coach to be self-aware,

while developing a bespoke or customised approach for each and every client...For instance, where a return on investment might be a key driver for organisations, work satisfaction, fulfilment or life enrichment might be a key driver for an individual.

As the industry shapes itself into broad groups that include Executive, Business, Life/Personal, Performance and Specialty Coaching (e.g., stress management, redundancy), it will only be time before these categories are broken down further into sub-groups as demand heightens and Coaches position their unique selling proposition into niche offerings.

Best Practice

A clear definition of Coaching is yet to be agreed within an evolving industry. However, some industry experts identify best practice as possessing the following traits:

- Using a model, methodology and/or approach appropriate to the individual client’s needs and expected results
- Having a clear purpose, with defined goals and measurable outcomes
- Being clear and transparent with the client throughout the Coaching process
- Understanding the learning needs of the client to enable them to get the most out of the process
- Being able to plan work with clients at the same time as being flexible to their needs
- Recognizing the limits of professional competence and referring on when necessary
- Being actively involved in continuing professional development, seeking better and more creative strategies

The Way Forward

As the Coaching industry begins to gain momentum and accelerate at a brisk pace in the UK, the topic of Coaching is attracting high interest. We’re now at a point, compared to relatively low exposure even 12



“Coaching: Essentials, Best Practice and the Awakening of a Diverse Industry”(cont.)

months ago, where nearly every magazine mentions Coaching in some shape or form, in addition to Consultancies and other related disciplines getting trained up in Coaching practices.

As the field of Coaching grows across the UK in particular, it is therefore essential that guide-lines are established and that professional bodies such as the Association for Coaching work in collaboration with its members, clients and partners in helping to establish the field of Coaching as a sincere and enabling profession.

By Katherine Tulpa

Chair of AC

Katherine is the Founder and Director of Urban Calm Ltd
a consultancy providing well-being and coaching
services to the professional sector

katherine@associationforcoaching.com

Coaching Tips

Insanity is doing the same thing over and over again and expecting different results. (Albert Einstein)

When clients say they will ‘try’ to achieve something, hold out and ask them to ‘try’ to take your notebook (or something else of yours). As they try, good-humouredly move your notebook swiftly out of their reach. Clients usually get the point that the word ‘try’ allows the possibility of failing while the word ‘will’, e.g., I will record 5 positive achievements a day, invites a successful outcome.

If opportunity doesn’t knock, go out and build a door!

Planning is a powerful tool in shaping successful outcomes. It provides clients with the opportunity of problem-solving difficulties in advance, identifying and practising the skills needed to successfully achieve their goal. ‘If you fail to plan you plan to fail!’

If I cling to the past the present becomes difficult and the future seems impossible. (Brahma Kumaris)

Be sensitive to exterior influences in your client’s life. Life happens outside the coaching relationship and there may be times when your client is not in the right mindset for provocative challenge... or any challenge. Gage this well.

Being out of step with the majority can be tiring, but sometimes it’s necessary. (Shale Paul)

Forget the power of inspirational conversations at your peril! A shallow thinker never leaves a deep impression, so ensure 1) that you are operating in line with your own integrity, and 2) looking after your own personal and professional development as well as your client’s.

Deep down inside of us there is the power to accomplish what we want to if we’ll just stop looking elsewhere. (Joe Griffith)

A useful quotation for clients who are easily discouraged or believe if results aren’t immediate then they’re not worth having. It was Thomas Edison’s reply to being asked how he felt about failing, given the length of time and repeatedly unsuccessful attempts he made at creating the light bulb ... “I have not failed. I’ve just found 10,000 ways that won’t work”.

When in doubt, make a fool of yourself. There is a microscopically thin line between being brilliantly creative and acting like the most gigantic idiot on earth. So what the hell leap!! (source unknown)



BRANDING POWER

What is your brand?

Your brand is the essence of your marketing, the distillation of all of your marketing communications.

But first, some key definitions. Marketing is everything you do, (and don't do), all of which sends a message to the marketplace. Although these messages vary in their communication impact, your brand is the assimilation of these varied messages in the mind of the audience. So, wouldn't it be wise to decide what the message should be and ensure that all communications reflect this message?

So what is a brand?

A brand is not your logo or tagline. A brand is more than a mere label and more than the product itself. It is the combination of values, promises and guarantees that frames the relationship between you and your (prospective) clients. A brand is the expectation of certain benefits between you and your (potential) clients.

According to Regis McKenna, famed consultant to Apple, Intel and others and the author of the seminal book: Relationship Marketing, "a successful brand is nothing more than a special relationship."

At the core of effective coaching is the relationship ... and through that relationship, (and everything else you do), lies the effectiveness of your branding strategy, your ability to create a mood, thought, feeling, of expecting certain benefits from the coaching relationship.

The power of your brand lies in its ability to influence your client's purchasing behavior. As a coach myself, this drives opportunities for my clients adding services, coming to seminars or buying books and tapes from me.

Since a brand exists within the mind of the client, it can be affected positively or negatively by intentional and unintentional messages.

How powerful can a brand be?

The most powerful brands of all are those that create a need in the mind of a purchaser that was not there before.

Part of the power and emotional appeal of coaching

lies in its origins from the sports world ... and its connotation to maximum performance. If the top-performing golfer like Tiger Woods still needs coaches ... why shouldn't your client?

Since you cannot be all things to all people, effectively addressing clients' needs, which are then represented by your brand, will require differentiating yourself from your competitors and identifying your target market segment.

A three-step process to developing brand strategy:

- Brand positioning, (the area that you can credibly claim as yours)
- Brand personality (the identity, what you stand for)
- Core proposition (the key benefits that meet your client's needs)

Each element requires you to choose what to put in it. Each choice adds a messaging dimension to differentiate you from other Coaches. Then incorporate these messages into your tactical branding communications vehicles to address your target audience needs. Strategically controlling your branding messaging and vehicles can raise your offering beyond the mundane, to give your brand 'wings' and an enduring ability to stand out from the competition.

Be strategic and intentional as you carve out your branding niche ...

Don't try to be all things to all people and thereby become irrelevant to most. A clearly positioned brand will enable you to communicate with 100 percent relevance to your specific target audience. Relevancy in turn allows you to have a dialogue that resonates in the mind of your prospects and clients that results in valued and profitable engagements and relationships.

By Andrew Szabo

Andrew Szabo is an author, speaker and Certified Guerrilla Marketing Coach providing strategic mentoring to entrepreneurs and independent professionals with limited marketing budgets.

Contact at www.marketingstrategy1.com or at aszabo@MarketingStrategy1.com

©2002 Andrew Szabo, Marketing Strategy 1.
All rights reserved.



INDUSTRY BRIEF

MENTAL HEALTH SERVICE COACHING

About 20% of the UK population will suffer from some form of mental illness in their lifetime. The current government has committed an extra £700 million over the next three years to meet the pressing needs of mental health service consumers. The National Service Framework (NSF) is a set of seven standards that have been developed in consultation with stakeholders to systematically address these needs. Four standards are immediately relevant to the coaching context and opportunities abound for coaching trainers to participate in this system.

Standard One emphasises mental health promotion in the general population and supports programmes to maintain healthy work environments and communities. Partnerships between private sector and community organisations are being encouraged to help achieve this standard. For example, a coaching trainer could link up with schools in developing anti-bullying programs.

Standards Two and Three address the need for those with common mental health problems to have access to local GP surgeries and the primary care team (PCT) and stresses the value of referring clients on to specialised psychological therapies. Therefore, a life coach with a cognitive-behavioural approach could contract their services with GP surgeries in line with meeting this standard.

Standard Six acknowledges that carers of those with mental health problems require support and their own care package. A coach can help meet this standard, for example, through training sessions with community self-help groups.

To support these standards the NSF has targeted an increase in training and education for mental health staff as well as clinical research to establish evidence-based practice. This means that practices need to be developed that are cost-effective, focused on outcomes and increase service user self-responsibility. Coaching with its time limited, goal-oriented focus can potentially meet these needs very effectively.

Clearly, coaches and external training providers can establish a niche by both contracting with the NHS and developing partnerships with community agencies. So go out there! The institutional walls have fallen and are ready to be replaced with your innovation.

Sandra Nordstrom

Sandra is a Senior Occupational Therapist with South London and Maudsley NHS Trust incorporating coaching principles with clients with mental health needs

Sandra.Nordstrom@slam-tr.nhs.uk

Thinking About Time

How often have you heard people say “if only I had more time”. Time is a finite resource and there is never going to be more than 168 hours in a week. Some people have the skill of making time work for them while others seem to let time control them.

Workers in the United Kingdom now work the longest hours in Europe. More hours at work means less hours spent in socialising, family life, hobbies, relaxation and other out-of-work activities. Indeed, according to Professor Cary Cooper of the Manchester School of Management, a key factor as to whether a person perceives themselves as stressed is whether he or she believes they have any form of control over their daily routine.

A quick and easy way for both ourselves and clients to explore our time-management is outlined below.

Ask yourself the following questions:

1. Do I have time to do what I would like to?
2. Do I feel there simply is not enough time?
3. Have I ever thought about the way I use my time?
4. Am I happy about the way I allocate my time?

If you have answered yes to 3 and no to 1, 4 and 5, think about how you use your time and whether you use it effectively?

Time can be divided into six areas as outlined below.

Work time	work, paid or voluntary
Home time	housework/maintenance, personal care and gardening
‘Other’ time	family, friends and children
‘Me’ Time	hobbies, relaxation, exercise and sleep
‘Us’ time	time to spend with your partner
Quiet time	time to yourself for thinking, evaluating and reflecting on life

If you are not happy with the amount of time you have allocated to any activity consider how to change the situation. Keep a written record of how you have allocated your time over a one-week period. At the end of a week you will have a better idea of how you spend your time and what changes you need to make for the better.

By Gladeana McMahon

Gladeana is a renowned Coach and Mentor in both public and private sectors, including the media. She is also an author of numerous books and articles, a UKCP registered Psychotherapist and UKRC Registered Counsellor.

gladeana@dircon.co.uk



NEWS AND VIEWS

!! UK COACHING STATISTICS!!

Sponsored by Lloyds TSB, The Chartered Management Institute in association with the Campaign for Learning, conducted a survey last year into learning at work, focused on coaching (www.managers.org.uk). Regrettably, the research sample of managers was small and self-selecting which means the results may not be generalisable. However, they provide interesting food for thought.

3,000 managers were approached to complete the survey of which 280 replied (a 9% response rate). Of these, 18% were directors, 33% senior managers, 30% middle managers and 16% junior managers.

Some of the survey's key findings were that:

- Of those responding, the majority had some kind of coaching programme at work with formal coaching available to all employees reported by 18%, a formal programme solely for senior management reported by 5% and ad hoc coaching reported by 44%.
- Organisational change and restructuring was reported by over a third of respondents as the motivation for introducing a coaching programme.
- 80% of respondents believed they would benefit from coaching and more coaching provided at work.
- 93% of respondents believed that coaching should be available to all employees, regardless of seniority.
- 85% reported seeing the benefits that coaching has for enhancing team morale.

Christine Hayhurst, Director of Public Affairs, the Chartered Management Institute, commented that “the increasing number of managers who have experienced coaching are clear about its value as an important element of workplace training and development” and that the current challenge is to extend “this type of beneficial learning to employees at all levels”.

!! CONTINUING PROFESSIONAL DEVELOPMENT !!

As coaches, we take our personal and professional development very seriously. That's why benefits of Association for Coaching Membership include a highly successful CPD programme at discounted fees (full fee for members' guests). In order to build on and improve its success, we need you to let us know what your training needs are and what format/s you prefer.

What topics would help develop you as a coach?? What skills do you want to learn or enhance?? What issues are important to you in coaching?? What would you like to see included in our CPD programme??

What mix of presentations would you like ... seminars, debates, workshops, conferences?? What mix of times would you like ... day, evenings, weekends??

As we need your thoughts asap to plan and further develop our already exciting programme, please reply NOW before the paint dries on your ideas ... mailto:

heather@associationforcoaching.com

with our thanks..... and remember, if you say what you need, you create the opportunity to get it!!

!! SEE YOUR NAME IN THE BULLETIN !!

Articles, industry briefings, coaching tips, news and views are always needed for the quarterly Bulletin. Please send your contributions in Arial 12, double spaced, with articles of any kind circa 350 words, to:

sharon@associationforcoaching.com

and you could see your name featured in our next issue.



END NOTE

The end of this newsletter leaves a blank space on which to write a new beginning. We invite you to join us to do just that, to be involved in moving our profession forward with energy and gusto.

Stuart Wilde, an author and international trainer, encapsulates something of that energy and the AC spirit in the following

“Everything is out there waiting for you. All you have to do is walk up and declare yourself in. No need for permission. You just need courage to say ‘include me’”.

Wishing you well, where-ever you include yourself

The Association for Coaching