How to Manage your Career Transition and Navigate your Way to a Brighter Future
by Steve Preston (UK)

SECTION: Coaching Tools
Motivational Maps – the ideal Career Coaching Tool
by Steve Jones (UK)

When Career Coaching Takes a Turn
by Robert Holmes (Australia)

Career Coaching for Millennials: Positive Impact on Global Economy
by Iulia Sorescu (Romania)

Creative Thinker - Change Catalyst
by Anda Luiza Stefan (Romania)
Welcome to another exciting edition of the International Coaching News (iCN) online magazine! In our 18th edition, the theme is Career Coaching, inspired by the many people who are making leaps and bounds in their careers.

This edition is loaded with content on a variety of relevant topics such as helping people assess talent and make critical decisions about career choices and directions. It is also focused on helping business professionals make well-thought out choices on how to manage career transitions, how to source the support they need to progress up the corporate ladder, how to cope with redundancies, and even how to approach retirement. In this 18th edition, look out for the article ‘Difficult People at Work: How to Handle the “Bad Guys”’ by Terry Hill from United Kingdom. In this article, Terry shares tips in dealing with employees with difficult behaviours and avoiding future problems with these employees. Another noteworthy article ‘How to Manage your Career Transition and Navigate your Way to a Brighter Future’ by Steve Preston from United Kingdom. Steve enumerates 6 Step Career Navigation Cycle process, in which it gives people ways to achieve a successful career transition and being able to clearly measure your progress. ‘Career Coaching for Millennials: Positive Impact on Global Economy’ by Iulia Sorescu of Romania, this article discusses how vital career coaching to the Millenial generation and how it can have a great impact on the economy. ‘Keys to a Happy Retirement - How to Approach it with Optimism’ by Jean Gilhead from Spain, outlines how one should approach retirement and to move forward joyfully into the next, and possibly most important, phase of your life. Each of our columnists, too numerous to mention, has taken some really interesting perspectives, and I would encourage a thorough read-through of this edition.

Just like all our other editions, this edition is not just an interesting read, but it provides you with helpful coaching tools, personal development ideas and professional development techniques to grow your business.

We appreciate your support and look forward to your feedback!

Leeann C. Naidoo
Division Head, iCN Magazine

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SEARCH ENGINE OPTIMIZATION IS THE KEY TO MORE VIEWS!
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Matt, the new telesales guy had a great talent for putting himself down. “I’m just useless at this!” he would wail when things were not going his way or when assigned a challenging goal. His manager was the nurturing kind, responding with encouragement, compliments and extra support, though quietly wishing Matt would ‘just grow up’.

James was the super-agreeable guy around the office. Everyone loved his cooperative attitude… well initially. James was enthusiastic about everyone’s new idea and agreed to every request. The problem was, having always overcommitted himself, he rarely delivered on his promises. However heartfelt his apologies his manager was getting tired now.

Sarah was the senior administrator with the permanent scowl. An office fixture for 20 years, she was efficient at the basics of her job but had become a harsh critic of all things new. Her constant put downs of anybody or anything positive was affecting morale. Her manager, under pressure to “do something with her raged” She can always find reasons not to do something! The annoying thing is that she is sometimes right, which only makes her worse!” Sarah’s usual retort was, “I just tell it as it is… of course people don’t like it!”

The Pareto principle suggests 80% of workplace stress comes from 20% of the people, so it’s worth spending time to explore what’s behind the problem behaviours of the few. When the right rewards are applied in the right way, most of the “bad guys” can actually come good.
to get the immediate reward - the thanks for cooperation and the reduction in tension that comes with avoiding conflict. James could worry about the inevitable fallouts later.

So what reward did Sarah get from being so negative? Well, she was once held in high esteem for her skills and knowledge, a true resource for the team. Now she felt threatened by the march of new technology that was gradually making her skills redundant. The new young, bright office staff were the main perpetrators whose enthusiasm needed to be crushed. Sarah’s talent for criticism was not only a defence, but made her feel significant again. Her acid tongue ensured others backed down in “respect” for her experience.

So all three “bad guys” were just doing the rational thing. They pursued the rewards that were meaningful to them. The easiest route, the fast lane, just happened to be the unhealthy one. They were all successful, at least until their bosses woke up to how their “support” was simply perpetuating the problem.

So what’s to be done with our problem trio? Having identified the likely rewards each were getting, and which maintained the problem behaviours, the rationale is simple: Change the rules for getting the rewards. Just cutting off the rewards could encourage our trio to find even more unhealthy ways to get their “fix”. It would be like ripping out the electricity before gas is installed. So first we must crush our people healthier and more productive ways to get the rewards they want.

James’s manager owned up to her role in creating his problem. She could appear somewhat perplexed or even hostile when her requests were questioned or turned down. Now James’s ill-considered agreement was met with scepticism instead of generous thanks. As part of his job requirements James would now give the downsides of each proposal plus a realistic timescale for delivery. He quickly learned the new rules for gaining approval and avoiding conflict. A constructive no mattered more than an ill-considered yes. His manager soon elevated assertiveness to team value status. James proudly displays a new notice on his desk that makes his point with humour:

Sarah’s behaviour badly needed a fast fix. Her manager successfully encouraged Sarah’s younger colleagues to meet her criticism with a challenge, as in “So how would you make a success of this?” Stripped of her usual quick wins and “cornered” by positivity, Sarah became less critical but more resentful and withdrawn. Her potential still wasn’t being realised.

There was another underlying driver to Sarah’s behaviour. Her “motivation direction” was mainly of the “move-away” variety: In other words, she put her attention and energy into avoiding what she didn’t want rather than “moving towards” that which she did. Move-away people are typically good at troubleshooting and avoiding problems, but lose their drive once the threat has receded. Some 40% of people have a predominantly move-away direction for motivation so we aren’t just talking about a few “odd-ball” individuals here.

Move-away people focus on the painful stuff most of the time, so tend to come across as negative and pessimistic as opposed to move-towards people that focus readily on possibilities. Move-away motivation has its own strengths, but needs to be harnessed in a different way.

So Sarah’s manager could have redesigned her role so that it played more to her strengths. A troubleshooting role came to mind, perhaps avoiding and dealing with customer problems. This wasn’t possible at the time. So what else could be tried? Sarah clearly needed to develop her IT skills, but how could she best be convinced? Sarah was highly motivated to move away from problems - particularly the exposure of her dated skills. So training could be offered as a means of avoiding what was painful for her.

Talking of goals to be achieved might sound like a foreign language for move-away people. So instead you might say:

“This will help you to avoid…..”
“You’ll be able to steer clear of ….”
“We can get rid of…..”

Sarah was eventually persuaded to work through her fears by enrolling in a company sponsored IT course. In return, she would teach the new recruits what she had learned. Her initial reluctance was overcome by the feelings of significance attached to the new role. So at last Sarah found something to move-towards. People change most when we change the perception of their roles. Sarah’s attitude and behaviours quickly came into line with the new responsibilities.

So when dealing with difficult behaviours just ask yourself what reward your employee is getting from these and what has been your role in creating or maintaining them. Be assured your role is there. You will now be in a position to change the problem behaviours by first changing your own. Change what you reward and help your people find productive ways to get the rewards they want or to avoid the things they fear.

Prevention, of course beats cure. Getting in touch with your people’s feelings is your best way of avoiding future problems. What is it they really want in a job? What was their best ever role and why? What was their best ever moment in that role? What feelings did it give them? Such questions will give you a few clues to what your people really want. These wants will not go away in a hurry. Your staff is likely to pursue these rewards by whatever means are available to them. Help them find healthy and productive means and everyone wins.
How to Work with Personality and Behavioural Assessments

by Robin Hills (UK)

Does the Curriculum Vitae (CV) or resume of the person that you are coaching contain rather general statements such as “good communication skills” or “ability to work independently and as part of a team”? If so, they are not alone. Most CVs will contain similar bland statements in one form or another.

How can you help your coachee give a better explanation of their capabilities and stand out from other job seekers?

Psychometric testing is being used more and more as part of the recruitment or selection process. The assessments are devised by occupational psychologists with the aim of providing employers with a reliable method of selecting the most suitable job applicants. They aim to measure attributes like intelligence, aptitude and personality. The results provide a potential employer with an insight into how well a person works with other people, how well they handle stress, and whether they will be able to cope with the intellectual demands of the job.

With this in mind, wouldn’t it be worthwhile to pre-empt the use of psychometrics by arranging for one to be taken privately and incorporating what it tells you into career coaching? The report generated will give a detailed explanation of your coachee’s personality; what their strengths and liabilities are and what is likely to cause those issues. They can use the positive words and phrases within their CV or at interview, and prepare for any discussions about what they are not so good at.

There are many assessments that are free on the internet. These are not to be relied upon as they often do not have the level of validity and reliability required to give confidence in their use.

You may already be qualified in using one or two assessments and should not overlook how you can use these in career coaching. Alternatively, you can arrange for your coachee to take a robust psychometric (such as Myers Briggs Type Indicator (MBTI), Occupational Preference Questionnaire (OPQ), DISC etc.) through a qualified practitioner who will work with your client to give comprehensive insights and a thorough analysis of the assessment. You can use this information to coach your coachee further in the development of their CV and with their interview techniques.

Alternatively, if they have taken a psychometric as part of a selection procedure, and have been unsuccessful, use this to your advantage. Get them to ask for the feedback to which they are entitled. Encourage them to listen very carefully to what they are being told and to make notes. Even better, suggest that they ask for a candidate report - most psychometric suppliers provide these as a part of their package for recruiting managers. All of this feedback can be incorporated into your coaching sessions to add greater value to the career coaching process.

Through your coaching, encourage your coachee to think about what they have learnt about themselves and turn this information into positive, strong points. Use this optimistically to help them construct their CV, plan for further applications, and prepare good answers to questions that will, without doubt, come up at interview whether they take another psychometric or not. This will give them much more confidence and create more interest in their applications as they look to develop their career.

ABOUT ROBIN HILLS

Robin Hills specialises in people development and the practical application of emotional intelligence through personality and behavioural assessment. He runs Ei4Change - Emotional Intelligence 4 Change - a company that operates internationally providing tools for change to support the development of emotional intelligence.

He is registered and accredited with the British Psychology Society as a Test User: Occupational Ability and Personality (Level A and B) and uses a range of internationally recognised profiling tools to assess type, trait, behaviour and emotional intelligence. He is a Member (Business) of the Association of Business Psychologists and sits on the UK North West Committee.
Why is it that some people seem to make a seamless transition, whether progressing their careers to the next level, changing careers, transitioning following redundancy or setting up a new business? Maybe you may know people like this, but they are in the minority. Most people who have reached a career crossroads struggle to navigate their way through the career transition maze. Finding your way through to the other side can be a real emotional roller coaster ride, as it is hard to see the wood for the trees.

However, it doesn’t have to be this way. Having analysed the common themes for success, several years ago, I established there are key factors which make the difference. The result is the creation of a proven 6 Step Career Navigation Cycle process.

The process works because people like having some form of framework to follow. It gives people confidence and practical hope there is a proven way to achieve a successful career transition, rather than shooting in the dark and you can’t hit a target you can’t see! Also, being able to clearly measure your progress, as you move through the 6 steps of the Cycle helps build confidence, motivation and momentum.

The 6 steps appear simple, but they involve hard work, focus, and determination. This is why it can pay dividends to work with a career coach to challenge you and keep you on track. Steps 1-3 of the Cycle are integral to your success, because this is where the hard graft, inner self, soul-searching work that most people rarely do, takes place. Steps 4-6 of the Cycle are outer self work and more practical career development activities to help you complete the Cycle and achieve a successful outcome. It is important to follow through each step of the Cycle, not skipping any of it, as there is a logical sequence of the process.

How to Manage your Career Transition and Navigate your Way to a Brighter Future

by Steve Preston (UK)

You are what you think and feel. Changing jobs, career, starting a new business or winning through redundancy (layoffs) is about positive mindset. Tackling any major change, you should look forward not back, because letting go will help open new opportunities in your career and life. See your situation as an opportunity rather than a threat as it’s never too late to change!

People often ask me ‘what do you mean by letting go and what would I need to let go of?’ This great quote from Deepak Chopra sums it up perfectly: “In the process of letting go you will lose many things from the past, but you will find yourself.” We all tend to hang onto things which serve no benefit to us in moving forward, although we may not see it this way at the time. These can include negative feelings about the job you loved that changed because of the new owners or new technology, never achieving the promotion you aspired to and felt you deserved or the classic ‘I’m just a generalist’.

When you are in transition there are many examples of things you should let go of which can hold you back. These are mostly because of your mindset and perceptions. Below are some typical examples of ‘letting go’ which are often related to years of old beliefs, negative thinking and different fears:

- You don’t believe you will ever find fulfilling work
- You are too young/old to change
- You don’t believe you can earn enough doing something different?
- You believe you must have another employed job as security is important to you
- You feel guilty about turning your back on all the years of training/learning and qualifications you have achieved
- You can’t see past your job title, e.g. I’m an xyz
- You have a fear of the unknown and are frightened to leave your comfort zone
- You have a fear of failure

Therefore, by changing your thinking and you can change your life!

In our fast-moving world and lives, most of us rarely stop and reflect. However, if you are looking to change or transition your career, it is important to take stock, put some new stakes in the ground and re-evaluate some key areas of your life. Start to focus on the working lifestyle you desire and finding a job, career or work that is right for you.
Consider what is important to you in your career and life and why? What does success mean to you? Assess your finances - how much do you need to earn to lead the life you want? How will you feel if you don’t change and continue to do ‘same old’?

At this stage the most important aspect is why you want to change because ‘why’ is your purpose and will be your call to action.

A key aspect of the re-evaluation step is establishing your key values and needs. We all have a set of values; they are the things we believe in and hold dear. They often change over time, but we rarely audit or even consider them. We also have a set of needs. These are things that we must have to feel motivated and they contribute to our overall sense of well-being. Your values and needs are the foundation to build from, when it comes to managing your career transition. Why? Because, without understanding your values and needs, it is almost impossible to find real meaning and fulfiment, which are fundamental to finding the right job, career or work for you.

Establishing your true marketability is integral to making a successful career change or transition, as you can then sell and market yourself with real confidence. It is not easy to do this work on your own and were working with a professional career coach will pay dividends.

You do have CHOICE! Do you want another employed job or want to become self-employed? Do you like the idea of a Portfolio Career and lifestyle, earning from different activities; passions, interests, skills and talents? The 21st century digital age has opened up opportunities that were never previously possible, so there are now so many ways to earn a living! You may like the thought of being your own boss. However, starting a business is completely different to getting a regular salary. You will likely have peaks and troughs of work and income. Consider the pros and cons of self-employment and focus on what you enjoy and are good at.

This step is the heart of the Cycle process. Most people have very limited self-awareness i.e. ‘who they are and what they have to offer’ and struggle to sell themselves. Transferable skills are important, but are only part of the picture. Understanding your ‘complete package’ is very powerful. This will help you sell yourself in a much more positive way, whether on your CV (resume), in interviews, when networking and even in general conversations. Consider your personal attributes, attitude, strengths, knowledge, achievements, passions, interests, connections and the skills you have developed outside of work as well. It is often by exploring things you have done outside of work that can unlock hidden talents. Also, are you aware of your personal brand, as this is a key part of your true marketability? The best way of thinking about this is what do people tend to say about you when you aren’t in the room terms of reputation, image etc?

Before you jump out of the frying pan into the fire, research the type of job, employer, work environment or business idea you may have. Network and talk to as many people as possible both online and offline. It is often the most surprising people who can unlock the key to your future. For career change, consider volunteering, work shadowing or secondment opportunities. This way, you can dip a toe in the water before you take the plunge. This will also look good on your CV and build your confidence. Taking this approach will help you rule out possible jobs and careers as well as finding one that might be right for you.

Whether you are looking to progress your career or do something completely different, the future may look exciting or scary. Either way, you don’t want to spend your life thinking ‘what if’, do you? Only you can take responsibility for your future. As with the Nike adage ‘just do it’!

I have proven that with the right mindset, belief and positive actions almost anything is possible. Whether you are looking to change career, progress your career or you are returning to work following a career break or redundancy, following this 6-step process, moving out of your comfort zone and taking positive action will help you manage your career transition and ‘navigate your way to a brighter future’.

ABOUT STEVE PRESTON

Recognised as ‘The Career Catalyst’, Steve has transformed lives of thousands of executives and professionals. Leading career coach, Steve thrives on inspiring people to unlock their potential and fulfil their talent. His Career Catalyst website features breakthrough coaching programmes and inspirational Career Development products. His company SMP Solutions, provides a range of career and people development services including quality outplacement/career transition support for organisations downsizing. An internationally acclaimed author of Winning Through Redundancy, Winning Through Career Change, Portfolio Careers-How to Work for Division, Pillar or Specialty. Steve is also a keynote speaker at major career events, conferences and professional associations.
With global employment trends changing all the time, the need to keep and develop staff should be at the top of an organisation’s agenda.

Whether the organisation is a school, SME, Not for Profit or Corporate, many seem frightened to invest in the career management of their staff. They think staff will be unsettled, leave, or want more than they can offer. Some work very well with their staff, helping them manage their careers and reap the reward. The reality is that staff who feel valued and invested in are more likely to stay with an organisation and be motivated to work harder.

"Managing human capital is a misnomer. Humans are ‘beings’. We want to be known and valued for who we are, and our aspirations and ambitions recognised and seen as important. It’s a missed opportunity for an employer not to attend to these needs and thereby reap the productivity gains that accrue from a more motivated, loyal employees Talent, Careers and Organisations, What Next? According to the Corporate Research Forum, the value an organisation can reap when investing in their staff includes the following:

- Staff are more settled and less distracted as they have plans for their future
- Organisations can plan their future if they know what their staff want and plan to do
  - Demographics
  - Succession planning
  - Recruitment
  - In house development of staff
- An organisation planning what will happen with regards to its staff must be more cost effective
- Fewer surprises

The ability to manage your career and future is a life skill, if organisations don’t invest in their staff to give them these skills, how can they then pass on these skills to the people who work for them and to the next generation who they might educate and/or influence.

There are many processes for managing careers and these can be integrated into a workplace environment, below is a cycle often used to develop a process that works within different organisations, depending on what is needed and required by the organisation and their staff. Often employees find it easier to have these conversations with someone external first.

‘My volunteers felt better placed to plan an effective conversation with their manager once they’d been coached, which is a win-win for the organisation’ T Delamare, an action research study on the barriers facing women developing their careers and how they can be supported using a coaching framework. MA Dissertation, Oxford Brookes University, 2016

Internally focused workplace development opportunities are likely to ensure that a particular employer realises investment in development for the organisation. Yet, the worker might not have the skills transferable to other organisations. This is in contrast with the premise of the type of ‘deal’ where enhancement of employability is the key value derived from the employment relationship by the worker. Instead, they may be receiving only the development that is relevant to their current employer, without the promise of job security. CIPD - Attitudes to Employability and Talent, Sept 2016.

The Value to Organisations by Offering Career Support for Staff

by Emma Ford (UK)

There is little recent data about career management conversations in the workplace:

Kelly Global Workforce Index – August 2014
(250,000 people across 31 countries participated)

- 57% people agree that career development discussions are beneficial in terms of the opportunity to acquire new skills
- Only 36% had these discussions with their employer in the past year
- Only 29% are satisfied with the career development resources provided by their employer

The Value to Organisations by Offering Career Support for Staff

by Emma Ford (UK)
Thinking of Moving on From the Corporate World?
10 QUESTIONS TO ASK

by Deepak Sawhney (India)

At the end of the day, each one of us takes our decisions based on our goals & current situation. It is therefore imperative that we focus on these two and ask ourselves the questions.

My ten questions would be:

1. What would I love doing (goals) if I do not wish to continue a job in the corporate world?
2. What are my key requirements and desires that I want fulfilled by doing what I love?
3. What is special and unique about these requirements that it can only be fulfilled by change?
4. What more do I need to acquire (knowledge & skills) to do that successfully?
5. Who all would be helpful & supportive of my plans & thereafter?
6. Which stakeholders will be impacted by my decision?
7. What could be expectations & needs of the stakeholders that I must take care of? How can I address the needs of my stakeholders (Parents, Kids, Spouse) in the transition phase?
8. What actions would I need to take to be successful in my new career? Am I committed and comfortable doing this?
9. What are my FINANCIAL obligations that I need to manage now & later (within the next 2 years of change)?
10. What would I miss out on, if I do not make a career change now?

There could be questions, different and more, which people who have changed careers could tell you. It is my view that answers to these 10 questions would make you reflect rigorously and ultimately take a better decision.

So when you come to a point where you cannot tolerate where you are, because you want to celebrate your goals, it’s time for a new start. Begin with these questions.
Motivational Maps – the ideal Career Coaching Tool

by Steve Jones (UK)

I have been using Motivational Maps ever since their inception over 10 years ago. They pretty much under-pin everything that I do in my coaching business and I have had the pleasure in accrediting numerous coaches in their use in business and coaching.

Although I primarily operate in the business growth, employee engagement and leadership space I am increasingly being asked to work with recruitment companies as they strive to add value to their offering to clients.

So where do Motivational Maps come from and why are they so powerful?

The founder of Motivational Maps Ltd is a gentleman called James Sale and about 10 years ago, he developed Motivational Maps and has been promoting their use ever since.

The origins of the Motivational Map are based on extensive research by James Sale into human motivation using three primary sources; Abraham Maslow’s hierarchy of Needs, Edgar Scheins’ Career Anchors and the personality profiling tool the Enneagram.

Your happiness and success at work is partly determined by whether or not you or core ‘motivations’ are being met. These Motivations are not a conscious decision, but rather emerge from your self-concept, beliefs, expectations and personality. As with our purpose in life, we do not ‘invent’ motivations; instead, we detect them, and it is vital to go with the grain of our Motivations.

Unlike personality, which focuses primarily on behaviours, motivational maps focus on ‘why’ you come to work in the first place. What gets you out of bed to come to work and what you look for when you are there.

That is why it is such a perfect tool for coaching, particularly career coaching.

Let me give you an example before I reveal the nine motivators at work.

I was once asked by a top barrister to help him with his career. Now my first thought was why? Why would a top barrister need my help?

It soon became apparent after he undertook a motivational map. What the Motivational Map revealed was that he was motivated by the desire to be creative, the desire to make a difference, and the desire to add value.

So when I challenged him to answer the following 3 questions, it soon became abundantly clear what needed to change.

I asked him three simple questions:

1. How much creativity do you have in your role?
   - None I follow a rigid process.

2. How much freedom do you have in your role?
   - None, I’m a top Barrister and therefore my next case is lined up ready as soon as I finish the case I’m on.

3. How much value/difference do you make on a daily basis?
   - None, I get known criminals off!

As a result of our conversation he is now a landscape gardener and loving it. He can be as creative as he wants, he has all the freedom he needs, and he adds value and makes a difference with every job he does.

Now here’s the interesting thing. Had a head-hunter looked at his skill set he would have put him straight back into the profession he was desperate to leave. Even a personality profile - and yes I’m a fan of them before you ask - wouldn’t have addressed his motivations.

This is just one of many examples I could recount to show how powerful motivational maps are in making the right career move.

So how does it work?

You undertake a ‘Motivational Map’ via an online questionnaire. It takes less than 20 minutes to complete. This produces a 15 page PDF report on the clients motivations.

The questionnaire ranks all nine motivations. Based on this it is now possible to see what motivates a client and also what doesn’t motivate a client. It even works out how motivated they are right now.

This information is crucial in helping decide how to align their motivation with the right profession, company and/or role.

Below is a list of the nine motivations. See if you can identify your top three and then ask yourself whether your current role fulfils these motivations. If not a career move may be on the cards.
Depending on your current level of self awareness you may find it easy or hard to pick your top three and even then it may not agree with the report that goes to a deep subconscious level via the questioning.

It always amazes me too how colleagues, spouses, even family members can’t guess each others motivations correctly.

I had a mother who was convinced she knew her daughters motivations. When they were revealed she was way off the mark and now her daughter is in a career of her choice, based around these motivations, happy and with her mothers blessing.

If you are interested in being trained in Motivational Maps or wish to find out more about the training please do contact me or visit the coach support site: http://www.coaching-support.com/be-a-motivational-maps-practitioner/
Asking someone a question and waiting for the response quietly is something all great leaders and sales people have learned to do well. There is richness of information that comes through when we allow people the space to express themselves. Try listening without judgement, which is easier said than done, seeing how much we all like to be judgmental. Free your head from queuing up another question before the other has finished speaking. If you allow information to just come in and give it time to settle, for you to fully understand it. It allows you to then gather further information. It is a skill we all need to cultivate in order to really hear what people are saying. A level beyond the space of listening from what we know, moving to a place of deeper listening of empathy and possibility of creating something new.

As business people we often ask clients cleverly crafted questions and before they are even done answering, we mentally start running through the next question. By doing this, little gold nuggets of information are being missed, because we weren’t fully present with them.

By being fully present you allow yourself to completely step into a persons issue and blocks, in order to help them identify solutions by working together.

Communicating with other human beings with compassion and empathy takes the sting out of difficult conversations. We then give space for something new to be formed. The conversation is transformed from destructive and stressful to constructive and generative.

We are all born with a capacity for love and empathy, it usually drains out of us as we go through life. That capacity is still available to us and it is possible to exercise your empathy and compassion muscles, by learning to stay grounded, using our deep listening skills and stepping into another person’s shoes when communicating. If your staff feels they are valued and respected, they will in turn show this same level of respect and value to your customers.

There is a very simple but effective coaching exercise known in NLP as perceptual positioning. This is a great exercise, as it gives us the experience of looking at interactions from different perspectives, our own and that of the other. It also gives us the space to observe our own behaviour, posture, tone, feelings and step into someone else’s shoes and experience what a situation might be like for them. This exercise gives us the power to improve the interaction simple by identifying what we could be doing differently.

These are just tips that coaches can help leaders use to create mutually beneficial interactions with their teams in the shortest time frame. Of course, this list is by no means exhaustive.

I often ask my clients who know that they want to see a change within their organisation but are not entirely certain what that change is: ‘would you be happy for your children or someone else you really care about, to work in your business as an employee at a junior level?’ Eight times out of ten, the answer is ‘No, I would not’. If this is the case, then there are several questions that need answering:

- What kind of culture and environment do you want to create?
- What can you help improve on?
- When will these improvements be made by?
- How will you implement these improvements?
- Who else needs to be involved and in what capacity?
- What does the action plan look like?
- What will be the measure of success?

The culture of, ‘us and them’, has to come to an end. A new culture of compassionate communication needs to be given the space and necessary action to take form and become normality.

ABOUT KAVITHA CHAHEL

Kavitha Chahel is the founder and MD of Compassionism Ltd, a leadership coaching and training company focusing on helping business leaders create profitable businesses through highly engaged teams and by getting comfortable with their fear and vulnerability to connect with their compassion.

She is an experienced business coach and company director. For nearly 20 years she has worked in business development, marketing, business leadership and strategy across the corporate, public and charitable sectors. She is also a non-executive director of Asha Projects, a charity that provides safe housing to women and children fleeing domestic violence. She has worked with clients across EMEA, the Americas and APAC. Recently Kavitha published her new book ‘Compassionism’ which you can find here: https://goo.gl/2DTkE4
When Career Coaching Takes a Turn
by Robert Holmes (Australia)

Career coaching is one of the most rewarding and challenging tasks a coach can participate in. It is different from executive, life or high performance coaching because of the involvement of other stakeholders like supervisors or HR.

**CAREER COACHING CONSIDERS:**

1. **Personal ambition**, their desired outcomes, the direction of their career and the desired position the individual wants. Coaching may end up including the work of in-house mentors and learning & development systems. When this intersects with ability and skill it may result in professional development.

2. The individual’s abilities, availability to study, work overtime or weekends and their flexibility; desire to learn and grow; and willingness to change. Coaching may end up including knowledge acquisition or skills coaching. When this intersects with organisational constraints this may result in a career change.

3. Organisational structure and constraints, including how much scope for progress there is; and the place age or maturity has on each position. Coaching may end up including a discussion of remuneration expectations. When this intersects with ambition and desired direction is may result in exit coaching.

The confluence of these influences sometimes produces unexpected, puzzling or contrary results. I can think of at least three occasions in the last year where career coaching produced either an outcome the organisation did not expect, an outcome the individual had not expected, or the content of the coaching changed from the original intent. But in the end, they were all happy.

**Professional development**

Marlene was excellent at her work, and often acted in her boss’s position when he was away. People did as she instructed, and she held various meetings as chair. I was shadowing her during this time as a coach mentor in the accelerator program. When her promotion came through however, two things happened. First, people wouldn’t recognise her authority (it seemed that they recognised her boss but not in her own right). Secondly, the pressure during meetings now brought her to tears. L&D put forward a range of professional development including improving executive presence, building charisma, projecting voice and tactics for dealing with her imposter syndrome. It is not uncommon, when discussing performance coaching, for people to assume we mean helping someone with poor performance. Just as often though, coaches are asked to come in to help someone reach up to the next level of excellent performance.

**Career change**

Raymond was an up and coming police detective. Facing promotion he sought coaching for methods to deal with the increasing stress he faced, and the reduced ‘on the street’ time he so valued. Right in the middle of our sessions however, Ray had a breakdown during a routine doctor’s visit (with a likely prognosis of PTSD). After three weeks of stress leave, our sessions continued, but the passion Ray had for his career was changed. As the wind went out of the very reason for our coaching (his promotion), Ray decided to make a career change and return to his first passion as a spare parts mechanic. Coaching 101 tells us to suspend our expectations and our judgement. Because Ray had paid for the coaching himself, no negotiation was required for changing the coaching outcome.

**Exit coaching**

Johanne was an executive in Defence senior management. The remit was to take her to the next level, preparing her for a step up in her career. However by the third session she had used enough ‘dark’ and unsure language to ask the question, “Are you happy at work?” This resulted in soul searching, and an admission that she really wasn’t, not at the core. She had hopes and dreams that would never be met here. With a quick check in with her boss, Johanne’s sessions became exit coaching and she ended up leaving the organisation. As the ground moves under you, manage stakeholder expectations, and in the first place make sure provision for change is made in your coaching contract.
Guiding Your Career Coaching Clients Through Self-Discovering Themselves

by Deborah Brown-Volkman (USA)

Self-Discovery, big words that mean different things to different people. The common denominator is clients wanting to know themselves better. And, when they do, they can choose a career that brings them fulfillment and satisfaction.

What assists career coaching clients through the self-discovery process is an understanding of who they are and what value they bring to employers. How we simplify this process as career coaches is by helping clients identify their strengths, weaknesses, talents, and skills. This information is useful whether they choose to stay in their current industry/profession or move to a new one.

Important note: strengths, weaknesses, and talents are inherent. It’s what clients were born with, and in many cases, meant to do. Skills are not inherent; they are learned either through education or experience.

Career Coaching is perfect when it comes to bringing out clients’ strengths, weaknesses, talents, and skills because the foundation of coaching is the answer is within the client. We are just the facilitators.

Questions to help your clients uncover their talents are:

- What are your talents?
- Why would you consider them to be your talents?
- What talents do you rely on at work?
- What jobs or activities are you drawn to at work?
- What are your hobbies? What about them brings you satisfaction?

Talents are just like strengths. They are what you do well as well as what you love doing. Career fulfillment is achieved when your clients pursue opportunities that match their talents. Talents, when tapped into, increase your client’s potential to be successful in their career.

Questions to help your clients uncover their abilities are:

- What are your abilities?
- Why would you consider them to be your abilities?
- What abilities do you rely on at work?
- What jobs or activities are you drawn to at work?
- What are your hobbies? What about them gives you satisfaction?

Skills are your ability to do something well; something usually gained through training or experience. There are 2 different types of skills:

1) Hard skills, which are the things you learn that enable you to perform certain tasks, and
2) Soft skills, which are also learned, are your ability to interact effectively with others.

Questions to help your clients uncover their skills are:

- What are your skills?
- Why would you consider them to be your skills?
- What do you know so well, or do so well, that you could teach it to others?
- Describe something you designed, created, built, made, or fixed up, that gave you a strong sense of satisfaction. Why do you feel good about it?
- Think of a problem that came up that had other people stumped, but you were able to do something about, to improve the situation. What did you do? What does that say about your skill set?

Transferable skills are the skills you have acquired during any activity in your life; past jobs, classes, projects, parenting, hobbies, sports, virtually anything, that are transferable and applicable to what you want to do in your next job or career.

Unlike job-related skills, which tend to be used only in one type of work, transferable skills are skills that can be used in every occupation, regardless of the type of work. They are universal skills; you can transfer them from one type of work to another without much effort on your part or training from an employer. Transferable skills include communication, teamwork, problem solving, intellectual, interpersonal, or leadership abilities.

What Do You Do With Clients’ Answers?

During your coaching work together, listen to your clients as they give you their answers. Dig deep and help them discover who they are. Use their answers for insight. Use their answers for clarity. Use their answers for planning purposes. Your goal when working with your clients is to get them talking. Once they talk, answers come to them. That’s why there is no pressure on us as career coaches to come up with answers for our clients, because they have all the answers they need; they just need a safe place to discuss their thoughts and feelings.

ABOUT DEBORAH BROWN-VOLKMAN

Deborah Brown-Volkman is an ICF Professional Certified Coach (PCC), career expert, and President of SurpassYourDreams.com, a successful career, life, wellness, and mentor coaching company. Deborah provides Career Coaching for those who want a new job, new career, new way to flourish in today’s hectic workplace, or new way to perform their best at work. Deborah is the author of several books including: "Coach Yourself To A New Career", "Don’t Blow It! The Right Words For The Right Job", "How To Feel Great At Work Every Day", and "Four Steps To Building A Profitable Coaching Practice", the first marketing book written by a coach for coaches. In addition to running her own coaching company, Deborah is an adjunct professor for Coach Training Alliance where she leads a career coaching introductory and certification program for coaches.
Career Coaching for Millennials: 
Positive Impact on Global Economy
by Iulia Sorescu (Romania)

Career coaching has become one of the most required types of coaching. According to ICF Global Coaching Study from 2016, the top three reasons for hiring a coach are: finding better career opportunities – 27.6%, boost self-esteem - 40.9 % and create work-life balance – 25.7%. This may reflect the global political and economic developments. We are now facing a wide variety of career options, along with prominent levels of instability and economic downturns. We no longer have a job for life and the security of a monthly paycheck. On the other hand, we live in times of exciting opportunities. The technological changes give us the chance to make money from all over the world. Automatisation is good as well as it is bad. Career coaches are in high-demand due to this emerging need to adapt effectively and efficiently to a more complex context.

Benefits of career coaching

At an individual level, a career coach helps people leverage their strengths, increase their level of self-confidence, improve presentation and communication skills. With the support of a career coach, we learn to stand out from our competition and attract the employers’ attention on us. Additionally, a career coach will support us in finding our way. Getting to listen to our internal voice would make it easier for us to look for a suitable job and get it more easily.

Globally, career coaching can also have a beneficial impact, especially for the economy. It can prove a prerequisite for economic growth. When used both at an individual level and at an organisational level, career coaching improves work performance and engagement. Therefore, it gives back to the society more performance citizens.

Career coaching for Millennials

The Millennials, even though considered narcissistic, lazy and more prone to job-hoops, are also very creative, flexible and open to opportunities. They are value-oriented and their priorities changed, in comparison with the baby boomers. According to a Gallup study from 2016, they don’t work for a paycheck, but for a purpose. Instead of pursuing financial satisfaction, they look for self-development. Therefore, they place more importance on training and mentoring. They value a manager who gives them feedback and constantly communicates with them. In addition, they want to develop their strengths. “Gallup has discovered that weakness never develop into strengths, while strengths develop infinitely.”

What can career coaching do for this generation and its employers?

While there are no exact estimates of the economic impact of career coaching, it can positively contribute to help Millennials find jobs, so that the economy will not lag anymore. Having individuals better prepared to face today’s challenges would naturally lead to a lower unemployment rate.

The current percent of Millennials engaged at work is 29%. “The millennial workforce is predominantly checked-out, not putting energy or passion into their jobs”. Imagine how 50% or up can do for the profitability of a company and thus for the wealth of a nation.

A special subcategory of career coaching, which will lead to the most positive impact on the economy is career coaching for Millennials. A special focus should be given to this generation, as it is the biggest workforce in the world. The Millennials are those born between 1980 and 2000, thus everyone between 17 and 37 years old. The Millennial population is projected to peak in 2036 at 81.1 million, only in the United States.

Not only do they represent a large loop of clients for coaches, but they request special attention because their common characteristics.

While 23% of the Millennials considered career coaching a prerequisite for economic growth, when used both at an individual level and at an organisational level, career coaching improves work performance and engagement. Therefore, it gives back to the society more performance citizens. It is said that there are 14.4% clients between 25-35 years and 10% between 15-25, in 2015. There were no such data in the previous studies.

The common perception is that the individuals looking for a job should be prepared with the skills and know-how. Generally, they are the one that should adapt to the labour-market. But what if the labour-market should adapt as well? Considering the Millennials represent the vast majority of the workforce and that in the future, it will totally replace the baby boomers, some changes should be made from both directions. In this sense, a career coach can prove the best option.

Conclusion

The ICF reported that 23% of practitioner coaches claimed to have Millennials as their consumers. It is said that there are 14.4% clients between 25-35 years and 10% between 15-25, in 2015. There were no such data in the previous studies.

While there are no exact estimates of the economic impact of career coaching, it can positively contribute to help Millennials find jobs, so that the economy will not lag anymore. Having individuals better prepared to face today’s challenges would naturally lead to a lower unemployment rate. The current percent of Millennials engaged at work is 29%. “The millennial workforce is predominantly checked-out, not putting energy or passion into their jobs”. Imagine how 50% or up can do for the profitability of a company and thus for the wealth of a nation.

A career coach can assist Millennials in finding the proper job, one that doesn’t need to be changed right away. Also, the career coach will help them strengthen their abilities and make them more-engaged at work. In the same time, an employer can benefit from a career coach. This is because a career coach knows better the needs of the actual workforce and can assist the employer in adapting the job openings to this generation’s expectations. Career coaches are already adapting to the Millennial market. The ICF reported that 23% of

This sounds extraordinarily attractive, but to make it real in your life…?! Well, let’s start with 3 pivotal questions:

1. What is wealth?
2. What is the source of our wealth?
3. How do we create wealth?

What is wealth?

Most would answer that it is the money in your bank account, or the numbers on your business’s balance sheet, or the size of your 401(k), or the homes you own, or the “toys” you buy. I beg to differ.

Wealth is all about Value

Value is the capacity of anything to contribute to living a good, fulfilling life. Life is the only thing that is an end in itself; everything else serves it to some degree (valuable)...or not (worthless or even destructive). All of our decisions, choices and actions are based our ability to evaluate something on this scale. The directive of the designation “valuable” is to invest resources towards it in proportion to its value. On the other hand the designation “worthless” directs us to ignore it and “destructive,” to defend against it.

Wealth is simply accumulated value

Wealth is no more and no less than a quantity of things that contribute to a well-lived life. An asset is anything you act to gain and keep. Values can be spoken, but true values are lived. A value is anything you act to gain and keep. Regardless of what you may think or say you value, taking a look at your bank account and your calendar tells the simple truth about what really matters most to you... even if you are not consciously aware of it when you make those decisions. And there is the crux of the matter; if you are not paying attention to each of the choices you are making; in a multitude of ways every single day, you could be giving up more valuable things for less valuable things...in essence making yourself poorer, because...

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Wealth is more than money

Your wealth is the measure of the total value of all the things you have in your life that you care seek and do in your life is simply to make the most of your life, measured against your hierarchy of values (more on this later).
about – the things that make your life the kind of life you want to live: people, ideas, material things, purpose, legacy, service, health and yes, money.

What is the source of our wealth?
The source of wealth is within you. You decide what is valuable to you and how much. You hold the capacity to act to generate wealth. Your wealth is simply the realisation of these two truths. It is only by attending to, cultivating and growing the capacity within you to create wealth that you ultimately come to be the wealthiest over the course of your life. It comes down essentially to how you are built inside, how you look at and show up in your life and how you relate to the people you encounter along the way. We named our firm theWealthSource®, because it is focused on discovering, developing and capitalising on the Source of Wealth inside each of us.

How do we create wealth?
This will take nothing more than, yet nothing less than a deep change in perspective – not a new wealth management tool or prosperity technique or money-making system. Becoming incredibly wealthy requires a total shift in how you look at wealth, you become a person of great value, as the world and yourself in it; and more, it then becomes incredibly wealthy if you are a person of great value, as the world and yourself in it.

We all have one fundamental resource – one primary currency to spend, of which all others are derivative – Time. And Time is really just the measurable aspect of our One Primary Asset: Life. Each of our lives is our one most valuable asset – the one that gives the concept of “value” its meaning – the one we all own completely and unconditionally as long as we have it. But Life, along with its metric Time, is the only non-renewable resource; each moment, once spent is gone – never to be reclaimed or relived. How much attention, let alone intention, do you pay to how you spend those moments?

In the paradigm of Wealth Consciousness, during each of those expenditures of a denomination of our life, we have some secondary currencies to invest. Within us, we have accounts of Attention, Energy, and Love (relationship). And then as we assume our adult place out in society, we acquire Money. Contrary to Time, we can create more of these currencies (if we do the right things), save them and spend them – when we choose and how we plan.

In every moment you consciously and unconsciously make choices to spend one or more of these currencies on something or someone; and when you do, you forego every alternative investment available to you at the time for those currencies. As an investor, it is your job to continually check your return on investment (ROI) from these choices. Are you getting something of more value from that experience than the interval of life and other currencies you invested in it? Will you end up with what is worth more to you than the amount of Attention, Energy, Love and Money you spent to get it?

And even more important than the concept of “value” is the concept of “relative value” – every “yes” you speak says a thousand “no”s. Even if you are better off after a particular choice or course of action, are you better-off than you could have been with other options that were available to you for investing those resources? Is it the best ROI you can achieve from among all available alternative investments, or is it better to invest somewhere else?

Seem like a lot to continually look at, process and decide? Living an extraordinarily rich and valuable life requires time, expertise, rigour and effort. It’s a full time job!

You create maximum wealth by continually choosing to invest your Life (Time), Attention, Energy, Love and Money in the ways that you believe will generate more value than any other option you see open to you at that point. This requires that you live your life AWAKE to those moments as choices and that you accept the responsibility to think and act in your life the way a skilled investor would manage a portfolio of investments – because your life IS the most valuable portfolio of investments you will ever own!

Finally there are your capital assets. Capital assets are assets whose purpose is to create other assets. These are things such as education, emotional intelligence, organisation, tools, strategic relationships, physical fitness, etc. Investing in capital assets is the way to build your Wealth Source. Investing in assets increases your wealth, but investing in capital assets increases your capacity to create wealth!

The paradigm shift to Wealth Consciousness is a fundamental decision, whether you are conscious of it or not, whether you own it or not. It is the decision to look at, shows up in and live your life from the realisation that, you are an investor in every moment of your life. It is about committing to the idea of building a successful life full of wealth – in all forms – using the same tried and true principles and techniques used for building financial wealth.

Your wealth is the collection of all the assets you possess; and at the end of the day, the truest measure of success in life is to have the most of what you care about the most.

Now back to that pesky “for-profit vs not-for-profit organisation” issue… As with a person, the objective of any rational, viable enterprise is to create the most of what its owners and stakeholders care about most, which translates to “produce maximum value with every resource it spends in order to operate at maximum profitability and thereby create maximum wealth – in all its forms!” All viable organisations are for-profit. They are striving to profit – be it in money or any other asset they value. An organisation will either be for-profit, or it will soon cease to be!! And that poses a short series of interesting parting questions:

Your Whole-life Portfolio
Your life can be seen as a group of accounts each with different assets. In addition to your core currencies, the assets you may have in various areas of your life (accounts) can take many forms: Art, Relationships, Fun, Family, Comfort, Excitement, Health, Fulfilment, making a difference in the world, etc. You invest your primary currencies to obtain these things, and frequently trade them for one another, because you believe they will help make the most of your life – as you want to live it.
There are many people that we encounter in our lives that leave us feeling drained and as though the life has been sucked out of us. And often it’s not only a person, but an entire organisation or group of people that affect us this way. The way they show up varies. Sometimes it’s a boss that bullies. A friend that is constantly complaining about life. A colleague that finds flaws in all your suggestions and then has you walk on egg shells and watch what you say, as it’s often misconstrued and they get defensive or shut down. The way we speak of these encounters is indicative of how it actually affects our sense of health, mood and energy levels. For example, “I can only handle her in small doses”, “I feel like I need to take a shower afterwards”, “It’s like I’m under attack”, or “It’s a toxic environment”.

Various plots at play

8 times out of 10, these people are not trying to leave you feeling this way. They don’t wake up in the morning, rub their hands together with evil intent and plot how they will ruin your day and take your life force. Like you, they are waging it and doing their best to live their life and make meaning, based on their beliefs about how the world operates.

There are complex subconscious issues at play and, most of the time, the way they are showing up is due to their own fears and unhealthy (and often unconscious) perspectives – so they have developed strategies to protect themselves based on what they perceive as REAL. These strategies often keep them locked in a personal hell, feeling like a victim or like they are constantly under attack which results in them feeling alone, insecure and in a state of fight or flight, which then also weakens their ability to manage stress and interactions. The boss bully might have a fear that he will lose respect, power or his job, based on an unconscious belief that everyone is out to get him. Maybe he suffered a betrayal in the past and now shows up constantly defending himself or he believes those in power need to be ‘hardcore’. The friend who is always complaining might believe she is not worthy of a happy life and that she is being punished for not being good enough, so she keeps up the script due to fear of actually noticing the good in her life in case it gets taken away.

Energy vampires

by Taryn Harris (South Africa)

A hit of drama and power plays

Everyone likes a bit of drama. In fact, humans are addicted to the stuff. The media we watch and the books we read keep us captivated if there’s some sense of drama, a view we align with, a bit of judgement or a fear factor. It’s even evident with comments on online media or letters in the newspapers and in global politics – either those who agree with the view, adding their voice or approval, or the “haters” giving their disapproval. Everyone defending their individual or collective “truth” based on a need to control their experience of life and justify their outlook and opinions. We all share a desire to be seen, heard, acknowledged and appreciated. AND we also fear this, because it means we are then exposed and might become prey, or proved wrong, which might result in a perceived loss of power and relevance. And when we “win” we feel justified, and more in control.

Just start noticing the conversations you or others are having – most of them are made up of meaty tibits to really sink our teeth into and confirm our views and relevance. Remember how many vampire movies and series were all over our screens not so long ago. To a large extent, these programmes speak to our collective unconscious beliefs around power, vulnerability and being in danger. It appeals to the ego part of us that tries to protect us from perceived threats and establish a sense of psychological safety. We can identify with the vampires and the victims in the programmes because we all have strategies, fears and trust issues, even if they are irrational.

A bit of drama and power plays

Don’t think you are immune. You can also morph into an energy vampire. When you are having a bad day, or even when you are complaining about your personal “energy vampires” and how they are the problem! When you get triggered because of how they behave, which you now take personally and interpret as a sign of disrespect and “Who do they think they are?”, “How dare he!” or “Her ‘poor me’ is messing with my search for inner joy!” you then become the one who is indulging in the drama (trying to defend your sense of self) and pointing fingers at them – blaming them for bleeding you dry. The’s always a “bad guy”, hero and victim. And we all play these roles in various contexts. You have to take control of your energy levels and how you react, and find a way not to see it as a witch hunt so you can free yourself from the drama. We’re all interpreting the story playing out through our own beliefs, fears and world views – how we judge words, actions and everything else. We all play different roles and speak our own language and often think its life or death to defend our views!

Shape shifting & taking the stake out of the heart

You can’t force them to change to fit into your world view or control the environment. However, you can become a Shape Shifter and take your power back by changing the way you relate and react to them. By coming from a more objective, adult perspective. By making space for their views, without taking them on. This might involve improving your own level of emotional intelligence (the capacity to be aware of, manage, and express one’s emotions and to handle interpersonal relationships judiciously and empathetically) or social intelligence (refers to your ability to handle others’ emotions, to inspire and help develop others based on your level of skilled interaction).

By having compassion for them and acknowledging the drama that is playing in their heads and heart, you will be better equipped to interact with them. And by taking yourself out of the power play, you create an invisible protection around you (like some big garlic cloves around your neck), where you don’t let their behaviour or opinions affect you. This is a healthier option then absorbing their “stuff” and making it your own. Remember to have compassion for where they are and the pain they are in whilst putting boundaries in place to look after you!

Remember, you are human. And even the most “evolved” still get triggered. It’s part of our nature. So if the energy vampire is too much and you don’t have the capacity to shape shift or not get triggered, then my invitation is to change how you are in relationship with them as much as you can. Identify what the environments, actions, beliefs and conversations are that bring out your and their energy vampire and avoid them by putting up personal boundaries. Change the role you are playing and the scenes you appear in.

Or have an assertive conversation, expressing your view and desire for a new script. Before you do, assess what the implications might be if your view is misconstrued. What would be the worst case scenario and if you would be ok with that outcome. Decide what is more important: Being right or the relationship? Are you actually open to finding a new way of relating to this person or group? How serious is this situation really?

Lost in translation:

Give context to conversation in a kind, mindful way. Let people know how they are perceived and if they are perceived correctly.

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You can’t force them to change to fit into your world view or control the environment. However, you can become a Shape Shifter and take your power back by changing the way you relate and react to them. By coming from a more objective, adult perspective. By making space for their views, without taking them on. This might involve improving your own level of emotional intelligence (the capacity to be aware of, manage, and express one’s emotions and to handle interpersonal relationships judiciously and empathetically) or social intelligence (refers to your ability to handle others’ emotions, to inspire and help develop others based on your level of skilled interaction).

By having compassion for them and acknowledging the drama that is playing in their heads and heart, you will be better equipped to interact with them. And by taking yourself out of the power play, you create an invisible protection around you (like some big garlic cloves around your neck), where you don’t let their behaviour or opinions affect you. This is a healthier option then absorbing their “stuff” and making it your own. Remember to have compassion for where they are and the pain they are in whilst putting boundaries in place to look after you!

Remember, you are human. And even the most “evolved” still get triggered. It’s part of our nature. So if the energy vampire is too much and you don’t have the capacity to shape shift or not get triggered, then my invitation is to change how you are in relationship with them as much as you can. Identify what the environments, actions, beliefs and conversations are that bring out your and their energy vampire and avoid them by putting up personal boundaries. Change the role you are playing and the scenes you appear in.

Or have an assertive conversation, expressing your view and desire for a new script. Before you do, assess what the implications might be if your view is misconstrued. What would be the worst case scenario and if you would be ok with that outcome. Decide what is more important: Being right or the relationship? Are you actually open to finding a new way of relating to this person or group? How serious is this situation really?

Change the script

1. Start by ensuring you pick the right time and place to have the conversation for both of you or the group.

2. Give context to conversation in a kind, mindful way. Let people know how they are perceived and if they are perceived correctly.

3. Lose the drama and the “villains”.

4. Control the conversation.

5. Control the outcome.

6. Let the other person control the conversation to see where the truth lies.

7. Change the focus to the environment.

8. Draw a new picture.

Lost in translation:

Give context to conversation in a kind, mindful way. Let people know how they are perceived and if they are perceived correctly.
“When you... (State action/behaviour and stick to facts! No shaming or attacking the person) it results in me feeling/interpreting (express how you interpret the actions and what they mean to you). What I would prefer going forward to ensure (desired outcome) is “x”. What are your thoughts? (Ask for what you need and then let go of what the outcome is, whilst working with what they contribute to find a new way of relating)

We have strategies to keep us safe. However, sometimes we react to life and people as though we are in actual mortal danger. But we aren’t, there isn’t a bad guy and it’s just the drama that’s got our attention. In vampire movies, the rule is, a vampire can only enter your home if you invite it in. You have choices: You can keep the door closed, open the door but keep them on the other side of the threshold, or invite them in. And most of the time, when there is a knock at your door, it’s not a vampire but a person – just being human.

Ultimately, it’s your choice. Step out of the drama, AND trust your instincts!

Your body warns you when you get triggered or when you are feeling threatened. We all have different signals. Sometimes our breathing gets shallow, or we feel hot, or our throat constricts or we feel the hairs on the back of our neck stand up. Our body is telling us we are moving into a flight or fight state. What is your inner warning system? Once you know what it is, when you notice the alarm bells, have a strategy in place to help you from getting sucked into the power play. Maybe it means excusing yourself and going to the bathroom or breathing into your feet. Or imagining you growing fangs to help you take yourself less seriously. Whatever works for YOU. Experiment and find one!

There are a minority who do wake up and plot to take your life force and control you. In vampire movies, you often see them at the door “glamouring” their prey. Glamouring is the vampire form of hypnotising, that results in them being allowed “in” and your defences being dropped. They seem to make sense. They are masters of deception and usually very intelligent, which enables them to easily influence. Many sociopaths have a skill for brainwashing and controlling. Again, trust your instincts at the start! Your inner warning system will let you know ‘this doesn’t feel right’ and again, make sure you don’t give your power away by letting them “in”!

I’m often asked for job search advice, and perhaps the No. 1 request I receive is, “What kind of job should I look for?” As a coach, most of the time, I answer this question – and other client questions – with a question of my own: “Why?”

Most of us have more than enough people in our lives offering their opinions, whether we want them to or not. My goal is not to be one of those people. I’m of the belief that we already have many of the answers we seek. We simply ask others when we want confirmation – secretly, of course.

That’s not an absolute truth, but more times than not, this is the case.

So – back to the job search question. I proceed to ask the person to tell me about the thing they would do for free. I want them to tell me what they’re really passionate about. Usually, that’s not the answer they want, but it creates a necessary conversation that a job seeker might otherwise avoid. It’s a conversation about values.

What is your core belief? What’s the real reason you want a job in the first place? Is it the money? Nope. Is it the title? Not really.

I met with a young man not long ago who was interested in pursuing a career in residential real estate. I asked him why he chose that particular career. He said it was because of the money. I said I didn’t believe him. I told him that wasn’t the real reason. I asked if he was committed...
to real estate. His answer was, “Yes.” He said there's the possibility of making “good money.” I agreed, but didn’t believe it was about the money.

After a few minutes of asking probing questions, we got to the real reason. This young man wanted to create a lifestyle for his family where he would be able to send his children to the best schools, offer his wife the option of choosing her own career, and take family vacations. He wanted freedom and flexibility. That’s what he was committed to – providing for his family. Real estate was simply the vehicle. When I asked if the vehicle had to be real estate, he said it did not have to be.

What’s the Point?

First, you need to get clear on what you’re truly committed to. More than likely, the job is merely the vehicle. Being gainfully employed is important, but a job is much more than that. Being intentional about the bigger picture may give you the wherewithal to choose more powerfully.

Are you choosing something that will simply pay the bills? If so, understand that’s what your job is to: just paying the bills. Is it for the opportunity to hone your skills, be challenged, and expand your knowledge? Then you’re laying planks on the path to the values to which you’re ultimately committed.

What’s your (life) plan? Instead of looking at a job or occupation as a separate issue, you should incorporate your profession fully into your life. Whether you are an employee or own a business, most of your waking moments will be spent working. Why not spend that time doing something you enjoy?

As has been said many times before, if you do something you love, you will never work a day in your life. That sounds pretty good to me.

Coaching for a Booming Industry

by Iulian Ionita (UK)

There are two booming industries nowadays: Coaching and IT. Let’s find out how they might work together!

The IT industry continues to be a booming one. An area that is constantly innovating and attracts the best talents. As this industry continues to grow, apart from the need for specialists in various technologies, there is also a need for people to manage these specialists. Team Leaders, Managers or Project Managers that know how to effectively use the talents and resources of the company.

The jump to a management position requires a different set of competencies and abilities and therefore an effort from both the organisation and those who are in these positions or are preparing for them to develop these skills. The tools which organisations have at their disposal vary – training, mentoring, follow-up sessions after the training, moving between various departments and the list can go on. In this article we will talk about one of these tools and that is coaching.

Coaching programs for IT professionals are rather the result of a series of factors, personal choices, support for Agile and Project Management systems or an effect of learning and internal transformation within companies. However the need for coaching is on the rise and will no doubt create trends in terms of demand in the following years – no matter which business areas we talk about or what challenges people face in their private lives. Still, we must be aware of certain aspects.

The impact of a coaching process can be unexpected due to two particular perspectives. The first one relates to selecting the coach and the second one has to do with the coaching model being used. Also the effectiveness of the coaching process can sometimes stop or diminish. It can be a simple roadblock or something more profound in the challenges that the client faces.

What can we do in these situations?

Choosing the coach. It is said that Richelieu maintained his strong position due to the intelligence of his actions. But very few know that he relied quite a lot on the advice of father Francois Leclere du Tremblay, the real grey eminence of the French Catholic church. Nowadays these advisors don’t wear a robe and live among us promoting personal development, an increased quality of personal life or the business actions of those who request their services.

However, not every advisor is a Coach. In order to define the term, it is important that we define what a coach is, more exactly from what position will he work from. In your private and business life you meet a lot of well-intentioned people, who are ready to help. Experts who never let go of their “I am always right” attitude not even for a bigger fee. They lack the skills of active listening, always willing to get in the conversation with a sound bite. Or juniors who want to compensate their lack of experience through imagination and being nonconformist.

A coach is someone who works in a partnership, who makes the person being coached feel comfortable, who earns his trust and doesn’t judge. The position he adopts is that of an alter judge. The position he adopts is that of an alter.
ego. Therefore the dialogue will be sincere and private. The one being coached must answer questions he never asked himself. And for the Coach it is desirable that he helps the relationship grow naturally and that he remains an alter ego.

There are a lot of models in the coaching world. Whether they are called SOL, RAAGAA, FUEL, SOLVE, OSCAR, CLEAR, COACH, STEER, CIGAR, GROW or TGROW they all use the power of open questions asked from different perspectives or at various moments which aim to solve personal challenges.

What is revealing is the power of the model. Coaching is a structured conversation, in order to improve your personal or professional life. These steps, no matter how they are called, have been validated in the last 20 / 30 years through the results achieved by those who went through a similar process: sportsmen, entrepreneurs, managers, doctors, IT people, actors, painters, singers, etc. But pay attention to the fact that these results were achieved not through awareness, or intent or the attitude of the person that these results were achieved not through training can solve behavioural challenges and for all the others there is psychotherapy things aren’t necessarily like that. Not in Life Coaching or Business.

Coaching can help you at this moment without having to take a step back in the past – like you do in psychotherapy – or like constellations do in an ultra-protective and abstract way. Coaching itself can evolve with the coach and the person being coached – the tension level depending on a miraculous help (Neuro-Linguistic Programming). More exactly strategies like the Timeline, Parts Integration, Disney Model, Changing Beliefs are just a couple of the nuances which will make the journey for the person being coached more relevant and transforming. And in the end this means a personal change toward being better.

So make sure you have these ideas in mind in order to fully benefit from the positive effects or coaching.
**New Original Works**

The career landscape is changing. New job titles are being created daily. People are being made redundant daily. When I was younger an apple lived in a fruit bowl - what about now? What new initiatives are you putting into place? If you don’t do something your competitor will? Start something that will make your life easier. Take a quiet moment (okay just a moment) to write down three things you would like to give your organisation to build tomorrow. Now which one will you action. Which one can give you the career capital you need to move forward?

**No Opportunity Wasted**

You are in charge if your career. But, are you? Many people rely on their employers to provide the development that they need. How can you invest in yourself? List all the ways you want to move forward. How can you action it? What opportunities do you need to move up, into your dream company or out? Time is free – could you volunteer to gain new skills? What about putting some time aside each week to use the internet as a resource to move forward? Could you become an intrapreneur in your organisation or an entrepreneur on the side? What ‘pain’ do people have that you have a solution for?

So, as you can see the word NOW can have many different meanings for you, your organisation and the future. Do you have another one? How you interpret a word creates thoughts that drive your emotions and life. No wheel of career life, just a revolution for you by unleashing the power of one word now.

One final question to you is all about personalised learning. What one thing could you do NOW that your future self will thank you for?

Just one... because as you know New Options Work as long as you take one step a day...now where is your pen?

**Nurture Our World**

You can’t lead others if you do not lead yourself. I challenge you to keep a personal diary for a week - how you feel, your meals, your sleep. Take a moment when you are not working and read it back. What three pieces of advice would you give to your best friend if this were their lifestyle? Action it before Nature’s Own Way tells you to stop, look and listen. Perform a random act of kindness to yourself and a colleague and make work a great place to be.

**No Other Way**

The world is changing and what worked yesterday will not prepare you for tomorrow. All other organisations need to adapt to survive. It is time to be strategic for success. At your next team meeting, step into the shoes of your colleagues, customers and community. Write down three changes that could empower them for success. Better still, ask them. Remember, it is the simple things that can make the most impact - and usually cost little money. Just as well with your budget.
How often have you heard from your manager or spoken the below mentioned familiar statements to your team members, during developmental discussions?

1. “You are an above average performer, but ‘If Only’ you possessed ‘ABC’ you could become excellent contributor”
2. “You are my top performer, however ‘If Only’ you had better ‘XYZ’, you could easily make it to the next level in the next few months”

Mathematically speaking, in the above mentioned statements, let’s assume ‘XYZ’ and ‘ABC’ to be variables with Time (t) keeping the rest of the sentence being constant, where ‘XYZ’ could be communication skills/assertiveness/hesitation/persuasiveness/drive/enthusiasm etc, and ‘ABC’ could be people management or social skills/approachability/team skills/delegation abilities etc.

If the answer is a “Yes” to even one of the above for you as a speaker or listener, then you and your organisation needs a ‘High Performance Coach’. A HiPo Coach is someone who spends time coaching your good and best potential performers in overcoming the critical short comings at professional or personal sphere that holds them back from achieving what they are capable of. Basically, a HiPo Coach may be personified with the paintbrush that can help paint the last bit of the white elephant’s grey tail.

Many times organisations fail to realise why High performers are never retained long enough in spite of the special attention given. Why good people (read performers) always leave so early is the question often asked around coffee machines at the workplace. Resignation stories of Hi-Performers (HiPos) are a common tune now with increasing opportunities available to switch jobs. In fact, an article I read in the Harvard Business Review, research states that 1 out of every 5 HiPos (High Potential /Performer) intends to leave the job in the next six months. It also states that in terms of satisfaction rates, they are only slightly more satisfied than the others. (Source: SAP)

Not only this, the HiPo employees are also observed to be nearing the zone of average performers in a year of them being declared as HiPos. This is in spite of the multiple opportunities for development provided to them. What makes most of these above average or so-called high performers unable to make it to the next levels in the same organisation? These are the species that have excelled in their work and nature of technical expertise that they do with considerable mastery in accuracy and speed. Yet they may lack some critical soft and behavioural skills which no one in their career helped them out with so far, and those skills today have become speed breakers for some and roadblocks for others.

My decade of observation skills in the domain of Human Resources suggests that it is statements like those mentioned above which become roadblocks in the thought process of any good performer. The feedback sessions with managers often indicate improvement areas, even for the best performers in aspects of personal mastery, communication, team management etc. These are provided as reasons for the lack of growth in the garb of opportunities or motivation for further growth. At times there may be truth and merit in these, however most often they are diagnosed incorrectly. The variables we discussed above are often diagnosed ineffectively or incorrectly because it comes from the judgment of a third person and not the subject involved. The solution also comes from the third party (leader, manager, training team, HR etc.). For example, a HiPo employee who was subjected to various language improvement training interventions realised after years of self doubt that it is not language; it is the behavioural aspect of hesitation to be vocal about thoughts that was the key issue that was not being targeted. Another example, could be the case where the manager kept focusing on improving the people management skills of an employee, whereas the core issue was the habit of procrastination which never got addressed over the years.

The usual next step in organisations after such one on one feedback discussions is that behavioural training programs are recommended for individuals who accept these improvement areas and want to change. At times a two or three day program may be successful in planting the seed of thought and theories behind the change needed, however most times the momentum slows exactly 10 days after attending a good training session. The key reason is that the change has been propagated and has not emerged from within the individual himself. Before the employee realises it is mid-year and time for feedback again with no visible and conscious change observed in most cases by managers.

The better performing employee is left to wonder that I did attend the recommended training as part of my Individual Development Plan (IDP), yet the feedback I receive remains constant and the variables ABC and XYZ may also become constant at times (though the leader conveying it may change with time, pun intended). The

### LIKELIHOOD OF HIGH PERFORMERS TO LEAVE THEIR CURRENT COMPANIES

One in five intends to leave in the next six months.

<table>
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<th>NUMBER OF RESPONDENTS</th>
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<tr>
<td>783</td>
<td>576</td>
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SOURCE HBR.ORG
The best of HiPo development programs in organisations focus on aspects of job shadowing, education assistance schemes, executive MBA courses, on site projects, behavioural and technical training sessions. But the matter of fact is that if they have potential what is that skill which ‘If Only’ they possessed, they would be ready to move ahead at a faster pace. And is the team leader competent enough to identify that ‘Lacking/If Only skill’?

According to neuroscience, the best answers and solutions emerge from only one brain and that is mostly our ‘own’ brain. Our brain is neuroplastic and is capable to change the thought process of undoing old habits and creating new thought processes by practice. This is the job of the Coach. A Coach shall fuel the energy in the brain of the Coachee to think of the real challenges and the best workable solutions with greater commitment to attain the goals that they set for themselves. Borrowed versions of brains (read feedback providers) in organisations that claim to think of solutions for another individual more often than not never reach the intended positive change in spite of the best intentions. The reason is that people act with more drive and are willing to explore new ways of thinking, if the solution comes from within. Simply put, a person weighing 90 kilograms, who knows that their ideal weight is 65kgs, will never succeed to attain it no matter how good a diet or a gym may be unless they have a hundred percent conviction to lose weight from within their brain centre. The gym instructor can give him/her the equipment and theories, but the drive will have to come from within.

This is what a Life Coach can bring in an employee who lacks that drive to really bring positive change and succeed. A ‘HiPo Coaching’ process is a means to enable the best performers in an organisation to identify and overcome the barriers in achieving the next milestone. The only difference here is that both, the barriers and the milestones, are identified by the employee/Coachee involved by facilitating his thinking and reasoning process. It is interesting to mention here that, High performers also show a stronger tendency to direct their own learning, which may be one of the ways to predict who will be a high performer. Hence, Coaching creates a greater buy-in from the employee by having effective goal-directed conversations with a HiPo Coach who is a partner to the Coachee and the organisation in providing sustainable and real behavioural changes. This happens through a series of weekly or fort-nightly conversation meetings with the best performers.

‘HiPo Coaching’ is the not only the need of the hour, but also the next level of competitive advantage that any HR and OD team can credit to their retention and HiPo/Individual development bucket of interventions.

About Astha Sharma

Astha Sharma is a tenured HR professional with more than 9 years of experience in Learning & Organisational development. Is also a certified Life Coach currently freelancing by using the tools of neuroscience that form the base of this article as well. Is a certified trainer by Dale Carnegie, India and has a forte in behavioural and soft skills training content and facilitation. A qualified Pharmacist who did her post graduation in Management from Manipal, Karnataka and chose to carve a path in HR and L&D space. The author enjoys reading books and different human personality shades. Been a part of organisations like Sun Pharma (ernstwhile Ranbaxy), Exl Service Ltd. And Sun Life Financials as part of her corporate stint so far.

How to Create a Career Around your Desired Lifestyle

by Dominika Miernik (Italy)

What do you want to do when you grow up? - We often hear this question when we are young. But no one ever asks us what do you want your life to look like? I am more than sure that the answer will be very different. I think that few would opt in for a life in an office from 9 to 5 or be stuck in traffic while commuting to your day job.

I did not ask myself this question till 3 years ago when I came across a “Life First, Work Second Approach To Career Planning” © developed by Dr Valerie Young.

The formula says:

“Figure out what you want your life to look like first. Then come up with ways to generate income - hopefully, that you enjoy - that will allow you to have as much of the life you want.”

It was eye opening for me. I can create my career around my desired lifestyle! I strongly believe that we are living in times when we have this possibility to live the life you want and craft a career around your lifestyle.

If you are starting a new career path or thinking about changing your career, I invite you to ask yourself this question: What do I want my life to look like? You see this question is very simple, but some may find it quite challenging to answer.

Once you have clarified your life vision start thinking about your career vision. How much money do you need to live the life you want? What is the minimum? At the beginning think about the minimum you need. Then you can grow your income. What do you love to do? What skills do you enjoy using? What were your passions in your childhood? What are people complimenting you about? What problems can you solve? What challenges did you overcome and now you can help others to do the same? How do you imagine your workspace? Maybe you want to create a portable career so you can work wherever you decided to live. Those are some questions which can help you to map out your new career vision.

Take some time to reflect, start writing down your life vision. Where do you see yourself? Where do you want to live? In which country, city? Maybe make sure there is a match between your life and career vision and you will enjoy your new adventure.
The most important part of career change process is taking action. When you have clarified your life and career vision, elaborate your action plan. When do you want to enjoy your new life? What is your action plan? Brainstorm and write down all the steps you will take to achieve what you want. You can make daily, weekly, monthly or 90 day plans. What do you prefer?

Think also about what kind of support you need on your journey? What can you improve? What skills can you learn or improve? Maybe you can interview someone who is doing what you want to do. What obstacles you may face and how are you going to overcome them? Take small steps everyday, document your progress and celebrate small achievements. Have fun while changing your life and career.

Career transformation is not easy and sometimes you will feel unmotivated or think about giving up. How are you going to raise your motivation up? Always keep your vision in mind. Think about your new life and career. Remember that not everyone will understand your decision and that’s fine, maybe those people are scared of taking the leap or they want to protect you from failing. You can create a support group of people who are changing career path like you so you can lift up each other.

Go and start your career change today. Create your life and career vision, map out your action plan. What simple step you can take today?

What is it about that short extended period in our lives where we devote so much of our available energy to fulfilling our career goals? The amount of time and energy can be justified if we enjoy what we are doing, are enlivened by it, and feel adequately rewarded and recognised for the role. We seem to give our best selves to those years between 30 and 60 when the drive to excel and produce keeps us going with varying degrees of fortitude.

If you have recently made a job or career change into the field of coaching you have some knowledge of what is required to accomplish this. But finding meaningful work, as you know, is not a simple task. It requires researching, heightened self awareness with the ability to be objective and subjective at the same time, and a very open mind. As a coach consider adding this service to your portfolio by giving it your full attention. By helping your clients discover what would be meaningful work for them, you will be providing them with tools that will last a lifetime. The need for career planning, coaching and counselling services are different for each stage of one’s career development and understanding the needs will help you meet their goals.

For Millennials starting out, the call to find purpose - and get a job, any job, - the need for career planning has never been more important. There has been a staggering increase in the number of “careers” a person can hold in a lifetime. The numbers have gone from 1 - 2 at the most with an average of 10 for Millennials in 2016. This generation can expect to change not only jobs, but careers on an average of 10 times. To succeed at this requires a treasure trove of elements like confidence, awareness of how exactly your skills are transferable to another industry, and the ability to convince others of your value and worth, for starters. Career Planning offers clients a process of increasing self awareness, developing a strategy for exploring the passions and finding ways to get paid in that learning process.

The standard bearers of our fully functioning corporate and organisational structures are working an average of 50 hours a week. Even with a part time job, they can be expected to put in “overtime.” Whatever the income level and status, no doubt family and personal life are stretched and there is never enough time for what is important. The human will drive and succeed contributes to our well being; by feeding our egos we accomplish that which seems most important. Career Planning for this cohort - the working slugs - I call them, is essential.

There is still time to plan ahead for a gradual diminishment of the constant need to explore, expand and do more in preparation for “retirement.” Some have called it a parachute and that is a good term when we know we have successfully landed in the “next place.” These career and/or industry changes are a lot harder to make, so creating a strategy to move through these years will contribute positively to the ever increasing number of jobs per lifetime.

The Power of Self Discovery in Creating a Living, Loving Legacy

by Deborah Knox (USA)
help provide the overview and good counselling support that help keep the spirits up, when things begin to feel like they are getting out of hand.

And then there are the unemployed who can benefit from Career planning services the most, and therefore should have access to these services. Most states do offer some kind of career planning services through the Department of Economic Security in your region. These most likely will not be your clients, because they won’t have the funds. However, you can assist them in other ways. Offering a free 30 minute consultation with a follow-up might be just the intervention that allows an individual to get a new perspective on the journey out of the jungle. Or you can volunteer to deliver a workshop on any aspect of the job search that interests you. You can become an expert and then bring that more and more into the list of tools and services you offer. Write an article, sponsor a free one hour workshop. You get the idea.

Coaches who want to provide Career Counselling/Coaching or Planning, consider the following tips for exploring this new option. As you begin to feel like they are getting out of hand.

1. Research the existing Career Planning Resources and find a Program you can make your own.

2. Realise there are two separate but integrated parts of the Career Planning process:
   a. Self Assessment
   b. Job Search Support including resumes, interviewing & networking & researching opportunities.

3. Develop a list of tools and services you want to offer and become an expert at using them. You might consider the different ages and audiences you hope to serve.

4. Identify other resources for effective referrals. You don’t need to be an expert at it all. It will help to have other career counsellors in your corner for support and information. Be willing to pay them.

5. Discover what it is that brings you the greatest joy in helping others find meaningful work. If you are doing what you love, chances are good, you can help others discover their niche.

Career Counselling/coaching and planning has had and continues to have a brilliant career. For coaches who have already made a commitment and a decision to enter the field of helping others, this can be a great specialty to add to your portfolio. You might want to consider the unique aspects of “counselling, coaching and planning” in reference to helping others discover their true legacies. As you do the constant self defining, so will they. But please, do the homework suggested above, so you are able to build a solid foundation, which will be your lasting legacy.

About Deborah Knox


Career Coaching and Burnout

Introduction:

It’s easy for the coach when a client’s goals are directed towards career progress. Hierarchy growth is easily defined, socially approved and oftentimes desired. In the suchlike coaching process key word is “betterment”. The relationship formed between the coach and his client’s is based on common striving to upgrade, to meliorate career development. Quite often that is a fruitful process resulting in positive emotions, feelings of strong “mental” connection and mutuality.

On the other hand, occasionally there are cases when the client needs a different type of coaching. The one that would help dealing with fears, doubts and feelings of powerlessness. Emotions that often emerge on the surface in the final stages of stress and burnout. Working with clients experiencing burnout is often part of Career Coaching, of course it spreads to other forms of coaching services as well.

What exactly is Burnout?

The problem of burnout is not new in the field of helping professions. It has been studied for many years from physiological and medical perspectives. It is only in the last decade that burnout has been an object of interest for the Coaching professionals. So what exactly is burnout?

Some authors describe it as a type of burn out. (Lee et al., 2010). Valent defines it with accent on physiological symptoms and low performance issues: “Burnout can be defined as cumulative result of high stress levels, followed by sense of powerlessness in achieving work goals, which may be accompanied by psychophysiological arousal symptoms such as sleeplessness and irritability, decreased work performance, relational disruptions or avoidance.” (Valent, 2002, p. 19). Burnout is also described as a state of mental and emotional depletion coupled with physical exhaustion (Osborn, 2004), that results from high work demands and low job satisfaction (Lee et al., 2010).

Looking at the definitions above we can easily say that the burnout syndrome would be one of the “evergreen” topics for Career Coaching.

How to recognise burnout in the coaching process?
One of the certain proofs for burnout is the group of physiological symptoms experienced by the client. Some of those are sleeplessness, impaired immune system, constant headaches, rapid heartbeat, dizziness, appetite problems etc.

The third stage is manifested by changes of behaviour and attitudes towards work. Examples of such changes could be obvious negligence of tasks, goals, procedures, cynical language and expression of extremememotivation, absenteeism, complete lack of initiative, passivity – aggressive behaviours and even sabotage of company goals and values (Cherniss 1980b, p. 17).

Yet what actually causes the burnout?

There are so many different researches on burnout that it would be impossible to summarise even one fifth of them within one article. Exhaustively said there are two main groups of factors determining the appearance of the burnout syndrome.

The first stage involves imbalance between personal resources and the demands of the work environment. As a response of that, the person triggers some type of coping and compensatory mechanisms. This is stage of active struggle that lead to start-up of the coaching process. People, who go true burnout, normally experience the pattern of 3 different stages.

The first group consists of work – related factors. Some studies indicated that burnout is provoked mainly by workload (De Pepe, French and Lavay 1985). Other authors argue that the intensity of intrusion of new technologies and innovations are the crucial factors. (Schaufely et. al. 1995). Some researchers are connecting burnout with specific sector or industry. Another important issue for the group of work related factors is added by Hemingway and Maclagan. They claim that employees in the twenty-first century very often view organisational missions, visions, and values with scepticism. They may hold personal values that differ from the organisations. For example, a retail salesperson may be more interested in the quality of customer service than meeting sales targets. Another salesperson may only value maximising personal sales commissions over developing ongoing relationships with customers. In some circumstances, more clearly articulated corporate values may provide a more fertile ground for value conflicts.” (Hemingway and Maclagan, 2004).

Views on different situations in our work sphere can lead to the second stage where the person and sooner or later, it leads to exhaustion. That is stage of active struggle triggers some type of coping and compensatory mechanisms. This is stage of active struggle that lead to start-up of the coaching process. People, who go true burnout, normally experience the pattern of 3 different stages.

The second stage describes the body's initial response to stress. The term secondary stress describes person’s reaction to the stress of others close to him – in that case co-workers, colleagues, subordinates, clients, etc. (by the way this is an N1 case of stress for coaching professionals). Since there is physiological arousal response in hearing stressful stories from clients, and colleagues, person trigger similar emotional/physical response. Worst cases of secondary stress the person can actually experience threat or a danger, or have the same body response to perceived danger. Rothschild explains it perfectly:

"The autonomic nervous system triggers the body's initial response to stress with the fight, flight, or freeze reaction, evidenced by faster heart rate, dry mouth, and increased muscular tension. Simply hearing about somebody else's stressful event can activate the autonomic nervous system."


As we are blessed to live in 21st century, we have access to an enormous amount of information, and we can continue discussing many different researches and their contribution on the topic, and yet, what would be the point of that, if we cannot find an answer to the main question. And the question is:

What can we do to support our clients experiencing burnout?

Looks like the Coach would face a dilemma here. In one way, the process can go in direction to support the client somehow to hold on to his career, to develop a wider variety of coping mechanisms and adaptation strategies. That can be achieved in many ways, starting with working on behaviours such as assertiveness and the ability to say "NO" to unrealistic demands at work. To build different type of relationships with co-workers, to be able to ask for help, to express vulnerability, frustration or disagreement. Other lines of possible support there is to focus on work/life balance and to learn how to stand for his writers. Developing time-management and conflict management abilities is also a possible solution. If we support the client in that direction Coaching process quite often can save the client’s Ego from feelings of failure and being unsuccessful, and can give him some tools to cope with stress in a work situation easier than before.

On the other hand, and it all depends on the situation, we can choose the other way. To support the client to leave his work in order to save himself- physically, and psychologically. In my experience very often that is the “way of reason”. It is very helpful for the client in this situation to open the “mental space” in which personal values and beliefs can be re-defined. Self-perception issues can be the main topics here, and Coach’s role is crucial in the process.
So going back to the question Ego or reason, which of those two to support, my point of view is let the client decide, but before that, make sure you have taken him to the point of awareness and maturity that he will take an informed, rational and wise decision.

A language coach supports people who have some difficulties in using a foreign language. They might have obstacles in their language learning processes (having trouble with speaking, progressing very slowly etc.) or they might be professionals who need to give presentations, take part in negotiations, write e-mails, make phone calls in their jobs or participate in foreign language job interviews. In all these cases a language coach helps the coachee eliminate the obstacles that prevent them from performing these tasks in a stress-free and persuasive manner by finding and relying on their strengths, getting rid of their limiting beliefs and widening their comfort zones. Hence, they will achieve more of their potential at work.

Language coaching is such a new area of coaching in my country, Hungary that I usually need to clarify what it means, even to my professional colleagues. Therefore, I would like to give a brief description of what language coaching is before elaborating on the various areas of career coaching that can be enhanced by it.

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### ABOUT YASEN DIMITROV

Yasen Dimitrov is Executive Coach and PhD candidate working on the topics of Emotional Intelligence and Organisational Citizenship Behaviour. As a lecturer at VUZF (University of Insurance and Finance) at Sofia Bulgaria he teaches the subjects of ‘Organisational Behaviour’ and ‘Business Psychology’. He is also training and development consultant with practice of over 15 years of practice. If you want to contact the author, you can send an email to yasen@hrsupport-bg.com.
During the coaching sessions the coachees rehearse their presentations, act them out more times and are regularly given feedback to reassure and improve their performances. In some case language improvement is needed, and the coachee asks for it, some useful language patterns and expressions are also taught.

Job interviews

I use quite similar techniques that I have mentioned in the case of presentations, supplementing them by roleplays in which I take up the role of the interviewer and ask questions that can occur in the interview. Sometimes extreme or unexpected interview questions are used as well to broaden the comfort zone of the coachee. If they can practise how to act in an unexpected situation to stay calm and confident and learn certain techniques that work for them, they will be self-confident applicants at the real interview situations. As a result, the coachees will leave their comfort zone without getting into the panic zone and freezing there, since they have already encountered and practised similar situations during the language coaching sessions.

In all the cases I find solution-focused and strength-based coaching the most effective. Owing to the supportive and encouraging environment the coachees find their potential more successfully. I also like using mindfulness techniques, I practise them with clients to decrease their anxiety, which they can use later when they have to carry out the previously practised performances.

Negotiations, telephone calls, teleconferences, correspondence

These are present in everyday corporate life. What I have seen many times that people tend to overcomplicate how they should express themselves, they think that such a special and unique language is needed to accomplish these tasks. Of course, much depends on your position, circumstances, but very often they realise that it is not only the words that matter. My favourite areas are body language and intercultural behaviour where you need to consider the culture of your business partner and be prepared for it if you want to accomplish a successful negotiation with them. At the coaching session we also cover these areas to improve results for individuals.

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After the coachee has accomplished their challenging task I suggest a closing session in which we examine how the coachee implemented the previously acquired techniques, which of their own resources helped them succeed and how they will be able to exploit them consciously in the future in a similar situation. This closing session strengthens their self-confidence, raises the level of their self-esteem and motivation, all in all it makes the benefits of the coaching session long-lasting.

All in all, language coaching supplements career coaching very efficiently. I am convinced if more and more people working in the corporate environment get language coaching support to overcome their obstacles, many aspects of their career will be improved by getting rid of the obstacles that are rooted in their attitude to their foreign language skills.

ABOUT BEÁTA KOVÁCS

Beáta is a qualified language coach and an English teacher. She is also a trainer of coaching skills and techniques for teachers. Beáta is the founder and leader of iCoachU Studio in Budapest, Hungary.

Language coaching, time and energy management are the key areas of Beáta’s coaching practice, where she applies solution-focused coaching techniques. At language coaching sessions, she supports her clients to overcome any obstacles they encounter when learning a foreign language. She helps them get rid of their limiting beliefs, become self-confident and apply learning techniques that suit their individuality the best. She also helps them prepare for the challenges of giving presentations in a foreign language, at job interviews or language exams.

Beáta trains teachers of foreign languages from all over Hungary to become instructors using a coaching mindset. It is Beáta’s mission to popularise language coaching and get more and more people acquainted with it in the foreign language classrooms or in the corporate environment as well.

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Keys to a Happy Retirement
- How to Approach it with Optimism
by Jean Gilhead (Spain)

Many people do not give much thought to planning their retirement – in fact, most prefer not to think about it at all until it is upon them. It can seem scary and unreal as they sense the potential for a vast space opening up that they have no idea how to fill. Some have vague dreams of playing golf or, depending on which part of the world they live in, reclining by a pool with a drink in one hand and a book in the other.

The reality is usually somewhat different to what they imagined when the moment comes, and after. They can find themselves surprised to be bored, or tired, or champing at the bit to do something meaningful with their new-found freedom.

Having a nice lump of money tucked away certainly helps retirees achieve a desired lifestyle. What is more important, however, is some serious, creative, advance thinking about their retirement. Why is that? Maybe because when they reach retirement, they are not accustomed to thinking in terms of spending their days doing something they love, or even like. By the time they pick up the gold watch or bracelet and clock out for the last time, they are so emotionally exhausted that they close themselves down to the possibility of ever being truly happy.

Different cultures experience retirement differently of course. Latin countries, for example, being more fixated on their families - close and extended, relish being able to spend more time around them once they can finally drop the 9-5 burden that has kept them apart for so much of their working lives.

In other societies, the sudden feeling of being ‘useless’, especially after so many years of maybe being a lynchpin in a corporation, is a shock to the unprepared or those without families. To overcome this, voluntary work can be a lifesaver for many once they leave the confines of their full-time job. Others take up new and totally different, part-time employment to fill the gap of another empty day, only to find they thoroughly enjoy their new career. Both directions create an obvious win-win, as they put the retiree in a position of helping others, maybe for the first time ever within a work position.

Preparation is Key

No matter one’s age or lifestyle, income or interests, spending some time preparing and planning a future will only pay dividends.

Many years ago, 2Young2Retire was created and developed by a previously high-flying American couple who retired, only to find themselves bored beyond measure and needing to do something more than just fill a void. They started helping their other retired friends to try out new ideas. This eventually led to them building a community of like-minded people and helping them get started on new careers, many in the voluntary field but mostly with some form of remuneration. Their enthusiasm crossed the globe and now 2Young2Retire Facilitators help and support retirees in their own communities all over the world.

As a Certified 2Young2Retire Facilitator of many years, I feel privileged to have been the first in Spain and one of the first in Europe to have been trained by this enterprising American couple. Using my coaching and counselling skills along with 2Young2Retire guidelines, planning and guidance have helped up-coming retirees move forward meaningfully into the next phase of their life and has assisted them in participating actively in the longevity revolution.

Don’t just sit there...

As with younger people, what benefits 3rd Agers is to look at the emotional, spiritual, relationship, community, volunteering and travel aspects of their lives, as well as the leisure, wellness and money issues around retirement. They are encouraged to come together in small groups to examine key issues, attitudes and habits, and for each person to design their own Personal Lifestyle Plan.

For a more meaningful ‘reirement’, retirees as well as pre-retirees need to focus on possibilities and opportunities, learn important tools to help identify their values, choices, strengths, dreams and goals, and follow these up with action planning. With group support they are encouraged to start taking desired action immediately, and follow-up coaching sessions consolidate the process for those that desire it.

ABOUT JEAN GILHEAD

Jean Gilhead is a life direction coach and hypnotherapist who also runs communication skills courses. She is a published author of fiction novel ‘Living in Bright Shadows’ and non-fiction ‘Practical Mindfulness’, plus many articles, e-books and short stories. Originally from London, Jean has been coaching and counselling for over 20 years in UK and Spain.

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Approach Retirement as a Fresh Start
by Patricia Dinkens-Greene (USA)

Retirement is a part of life that most people look forward to obtaining, living and experiencing. Previously, according to the Social Security Administration, the typical age for full retirement was 65. However, starting with people who were born in 1938 or later, that age slowly increases until it reaches 67 for those born after 1959 (Social Security Administration, n.d.)

You should approach retirement with your eyes open because it is not just one-dimensional. Often when people approach retirement the focus is on personal finances. However, you should ask yourself “am I psychologically ready to transition into retirement?” For example, when moving toward retirement you may have a feeling of great exuberance, but retirement comes with no guarantees. The loss of the continuity and identity associated with work can result in psychological and emotional damage. When approaching retirement think of it as a time of reflection to understand how to move forward. As you approach retirement, you become free of the constraints that have kept you contained in a box as the result of your daily work environment. Retirement offers you the opportunity to pursue new opportunities that are presented. You should approach retirement with your eyes open because it is not just one-dimensional.

Making a fresh start requires an action called change. In approaching retirement the change involves modifying your surroundings, conditions or situations in some way that is different from pre-retirement. If your experiences as an adult are different from your childhood experiences with the same type of changes, you may have difficulty getting past preconceived knowledge and forming new ideas. Have you heard of the “butterfly effect”? This theory states that a mere fluttering of a butterfly’s wing can cause typhoons and tornadoes on the other side of the world. The butterfly effect can change all aspects of your personal life by taking simple actions, if you adopt the fresh start approach as you transition into retirement.

You will need guts and determination when making a fresh start. Your psychological view about a fresh start will decide how you approach it and how successful you will be in achieving it. As you approach retirement, take the initiative to change bad habits, identify and lay out a plan about what action you need to take to make a fresh start.

A fresh start begins with the way you think. Think of yourself as a plant that goes through seasons of change. Old leaves and flowers must fall to make way for the brighter and new ones. In order to start a new beginning you must get rid of some old things so that new things can blossom about and transform your life.

What can a fresh start do for you as you approach retirement?

- Motivate you to go even further with positive changes in your life.
- Help you to focus by spending your energy and efforts into working toward your fresh start.
- Internally, your adrenaline will flow freely because you have a renewed focus.
- A new determination will reduce doubts and negativity.
- You will be more prone to initiate changes that will work toward you becoming the person you want to be as you transition into retirement.

There is a common saying “the world is your oyster.” It lives its life in the sea by enjoying the environment of a cozy shell. The changes that take place within the shell over a specific period of time make them highly desirable objects. When you consider the world to be your oyster, all types of grand changes await you because have the freedom and ability to do as you please.

As you approach retirement, take into consideration the psychological aspects and opportunities that are presented. You should view retirement not solely on your finances but as a fresh start and your oyster.

REFERENCES:

How to Stay EMPLOYABLE at 50+
by Denise Taylor (UK)

As career coaches, we know the importance of keeping our skills up to date. We want to learn more through reading, courses and webinars and meeting other coaches. But not everyone is like us. Some, (many?) people rely on the knowledge they have learnt in the past and feel no interest in taking courses unless it’s an essential requirement of their professional body.

All can go well till they need to find a new job. Then they find they are not getting shortlisted. Many will then blame it on their age. But it’s not always an ‘age thing’. Relying on dated qualifications One reason those in their 50s can struggle to get the next job is due to professional qualifications being dated. People relied too much on courses taken 20 or more years ago. What relevant changes, and we need to be able to use best practice to guide our work.

We may expect this to be something we can leave to our employers, but training budgets are more limited and it’s expected that we take ownership of our careers. Read on for 6 tips to stay employable.

1 Be Clear On What Learning Will Help You Stay Employable
Let’s be pragmatic; you want to make sure that any learning you undertake will increase your chance of keeping your job or getting a new one. It may be that you want to get professionally qualified, but more likely it will be shorter courses that are seen as continuing professional development (CPD).

2 Seek Development Opportunities at Work
Many employers think that beyond a certain age we aren’t interested in attending courses and other learning activities, so make it known that you are keen. Volunteer to get involved in new activities and make sure your boss knows you are interested in any courses on offer.

Ask a professional colleague how you can be of help to them. By listening to their questions, it can help deepen our own knowledge.

3 Develop New Skills
You know what you are good at, but are these skills still in demand? Check out the skills that are more desirable and look for ways to develop them. You may need to become more proficient in using Excel, or to become more savvy with social media. What’s hot in your industry?

4 Keep Up to Date
In all industries, we can keep current on news in our industry or sector. Be sure to read the business pages and industry magazines, such as Accountancy Age or The Caterer. You can also create your own database of news sites that have relevant news. For many, this will include the Financial Times – it’s not just for directors. As a middle-manager psychologist I used to read both the Harvard Business Review and The Economist to give me an edge over other psychologists through developing a stronger business focus.

5 Choose The Right Course
You could find a great course at your local college, but also consider the many free and very low-cost courses available for you to take online. You may like to consider:

- TED talks
- MOOCs, The Open Education Consortium, www.oecn consortium.org/courses/, www.coursera.org
- You can access hundreds of courses from universities including law, science and business strategy
- YouTube – offers a many instructional videos to help you learn specific skills
- edX – a particular favourite of mine – www.edx.org

It’s not just taking business courses, learn a foreign language or go to dance classes. These, and similar will demonstrate that you are able to learn new things, and keep your mind sharp too.

6 Learn Through Volunteering
If you are out of work, use some of this time in voluntary work to enhance your CV and develop more skills. You could offer help to a non-profit organisation in your area.

This does not have to be in a charity shop, unless that’s what you want, but there could be backroom work, computer systems or marketing that you could help with. But working in the shop can also help – you will meet people, and the people you meet will know people, so be helpful and they may want to help you too.

Learning is fun, so from these 6 tips, what will you do now to keep yourself employable?

ABOUT DENISE TAYLOR
Denise Taylor is a Chartered Psychologist, Associate Fellow of the British Psychological Society. She is an award winning career psychologist and personal branding strategist with www.amazingpeople.co.uk & author of non-fiction including “Now You’ve Been Shortlisted” and “Find Work at 50+.” Denise has a personal interest with working with people aged 50+ and is now Chief Inspiration Officer with www.the50pluscoach.co.uk

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65 18TH EDITION | INTERNATIONAL COACHING NEWS
Getting Help from Klimt and Picasso
by Cedric Lefebvre (Belgium)

Some people have difficulty expressing their emotions, ideas or concepts using simple words. When faced with challenging life transitions, others struggle to verbalise the future they desire or even to say what they wish for. In the particular context of career coaching, clients – influenced by their experience – are often more inclined to describe the job they no longer want, instead of spontaneously building what it is they dream of. Needless to say this has an impact on the expression of their objectives. In cases such as these, projective methods that open a new communication channel is a tremendous support for the coach and the coachee, offering detachment, thereby facilitating the dialogue and opening up new possibilities.

A BRIEF RETURN TO THE SOURCE
We have to go back to 1939 to discover the first usage of the expression projective methods, in the Journal of Psychology. The American social scientist L.K. Frank had invented this expression to draw a line between several psychodiagnostics, one of which was the Rorschach, the famous test using ten black and colour inkblobts against which patients were invited to share what they saw.

In fact, years before that, Sigmund Freud used the term ‘projection’ to describe a situation wherein a subject represses an inner perception and its content – transformed – reaches his consciousness as a perception of something external. Later, Freud also used this term for when a subject misunderstands his desires and emotions and associates them with an external reality. Somehow, projection was for him a sort of shifting, where content is preserved but attributed to another object.

Using the concept of projection in a test was back then (and still is today) akin to playing with the ambiguity of the material that is submitted for free exploration and spontaneous expression by a subject. Ambiguity here is the key to the internal life of the patient, a link between an individual, his environment and his (inner) experiences.

Since then “projective methods” have been included in many other tests which can be classified into several categories: constituent (where material is not structured, such as inksblots), constructive (where one has to build a structure such as a village), interpretative (where stimuli have an emotional meaning, such as a picture) and cathartic (when one has to express emotions through an action, be it drawing, storytelling or acting).

I believe the first time I used a projective method myself in a coaching setting was when I asked a client to draw the tree that would best describe his current professional situation, each opportunity he could think of being represented by a branch.

ADAPTATION TO COACHING
However, as I frequently outline within the framework of coaching, we are in a very different situation because the coachee is a client, not a patient or a subject. There is neither the request; nor the need for a diagnosis. Analysis is irrelevant here. However, we can be inspired by tests in so far as they collect the information that will be used as a basis for discussion, but not to treat a problem... And if the problem is specifically the momentary situation wherein a client cannot find words, cannot express himself, cannot describe emotions or cannot find the way to maintain the dialogue with the coach, then test materials (and not the test per se) can inspire us to get beyond the barrier.

I left it up to him to choose the structure of the tree and the shape of the branches, to use colours or to include additional elements. All of these were simply observed, intuitively discussed and then interpreted by the client. He himself gave a potential explanation on his own drawing, connecting with his inner self in a secure environment. For example, the thickness and the design of the branches, but also the location of the sun he added in his drawing were all topics that helped him go further into his own understanding of his desires.

Getting Help from Man Ray
I remember the day when a brilliant executive was desperately searching for ‘the’ right words to explain how uncomfortable she was in her current professional situation. Although eloquent, and using a very rich vocabulary, she was nonetheless dissatisfied with what she was telling me, searching for other words and colourful expressions again and again. When I realised that the issue- represented by the fact that she couldn’t say exactly what she wanted to say - was becoming more important than being understood, therefore was blocking her, then by chance, instinct, intuition – or whatever you might call it – I managed to see what was right in front of me: a book with photographs by Man Ray. A thick book actually, with a wide range of works from the Man Ray Trust.

I have to say that I love to be surrounded by things that I like and this is particularly true in my practice which as a result offers many art books to look at. In this case, that book was the perfect collection of stimuli: quantity (hundreds of pictures), variety (flowers, portraits and landscapes) and homogeneity (all of them were black and white, taken by the same artist). So I
simply asked my client to show me the picture that could say what she couldn’t say with words and – interestingly – she didn’t need more than a minute to find that very one. More interestingly, she elaborated the very simple and straightforward explanation for why that picture was mirroring her situation. The woman holding a mask next to her face with a mixed expression of regret, compassion, surrender and distrust was evidence of her need for authenticity.

Of course, other people would look at the very same picture and could or would interpret it differently. Only Man Ray himself could tell us how that work reflects his artistic statement and what intention he had when making it. But this has no importance at all – at least not in the coaching setting. What was important was the outcome of the exercise: a person lost in words could find her way back with a single picture, projecting onto it her emotions and her feelings that were so distant from the self-confidence she was continuously portraying to the world.

FROM MAN RAY TO KLIMENT, PICASSO AND MANY OTHERS
I was enthusiastic about this experience and was convinced that projective techniques could facilitate and enrich a coaching session in general and career coaching sessions in particular. I drew several hypotheses from that first experience with a book. The quantity of pictures was key but could be overwhelming. The variety of images was interesting but could also scatter ideas and lose someone who is already feeling lost. Homogeneity was fine for someone who loved black and white photography from a certain era. Male clients receive a similar collection, adapted to their gender but still offering all possible moods through styles and centuries, with the support of Dali, Magritte and Rembrandt for example, who painted babies, heroes, kings and workers.

In this way, the ‘catalogue’ I can present to female clients include a Dutch anthropomorphic landscape from the 16th century, a scared adolescent by Egon Schiele, a radiant breast feeding woman by Renoir, a melancholic woman in a brasserie by Foujita, a serene lady almost hidden amongst flowers by Klimt, a weeping woman with a handkerchief by Picasso, a victorious Marianne by Delacroix, a woman turning her head back by Gerhard Richter, an enigmatic sitting woman by Leonor Fini and many, many, many others.

Male clients receive a similar collection, adapted to their gender but still offering all possible moods through styles and centuries, with the support of Dali, Magritte and Rembrandt for example, who painted babies, heroes, kings and workers.

I have to say that one of the difficulties I had when building this tool was to find smiling portraits as if the formality associated with posing forbade anyone to show joy or satisfaction, or as if artists were more inclined to show sadness, fear or bitterness. For this reason, this catalogue is still evolving. I can’t visit a museum or a gallery over time. As for any single coaching tool that might be used, the only limit is the imagination and creativity.

In any case, I strongly believe that projective methods are a steady source of inspiration. They were formally invented about one century ago and can surely look forward to a prosperous future in coaching.

IN CONCLUSION
Many methods developed to support coaches and coachees in the journey they undertake together are described in books and on the Internet. Some ready-to-use materials can even be purchased. I believe the best tools are the ones which open new horizons and with which both coach and coachee feel confident, whether these tools be created by the coaches themselves or not. And for me personally, I had the chance to be confronted with a situation that pushed me to develop a continuously developing approach that redefines my academic background, my passion for art and the pleasure having fun while working, and that sustains my own purpose.

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I have to say that one of the difficulties I had when building this tool was to find smiling portraits as if the formality associated with posing forbade anyone to show joy or satisfaction, or as if artists were more inclined to show sadness, fear or bitterness. For this reason, this catalogue is still evolving. I can’t visit a museum or a gallery without passing by the shop to see if there is a postcard illustrating a portrait with an emotion or a mood I hadn’t collected so far. Then a card replaces another one, to ensure the quantity of cards stays in reasonable proportion.

I also have to admit that the collection I built over time reflects the ethnicity of clients I meet. Almost all of them are Caucasian and should my customer base change, I should adapt the tool accordingly in order to let observers mirror themselves more easily.

THE SPECIFIC USAGE IN CAREER COACHING
Since the creation of the tool, I have explored different situations where it is particularly adapted to coaching in general and in career coaching in particular. For the latter, I ask clients to show me the portrait which best reflects their current professional situation and the one they would like to achieve. If necessary, they can combine several of them. The number of pictures doesn’t really matter as the important thing is to help them elaborate their own description, in a more complete way than they would do without using projection.

Asking coachees what caused them to pick up the ones they selected, they can go in depth into a world that wouldn’t necessarily be open to their immediate consciousness, exploring emotions and symbolism through projection. Then it is even possible to ask them to imagine a dialogue between the portraits they picked up, one expressing his/her needs to the other one who – in return – would give advice to achieve the desired situation, who would recommend actions to take for self-protection, who would highlight the dangers to consider, who would emphasise supporting beliefs to adopt.

Asking coachees what actions need to be taken to switch from the current self to the desired self and then, of course, asking what could be the very first action to take is the best way to initiate movement. Keeping the postcard with the ideal situation as a ‘souvenir’ or taking a picture of it is a way to anchor the session and to keep pace over time. As for any single coaching tool that might be used, the only limit is the imagination of participants.

ABOUT CEDRIC LEFEBVRE
Professional certified coach (PCC), registered psychologist and passionate educationist with 25 years experience within leading pharma, telecom and marketing services companies. In parallel, Cedric is Co-President of International Coaching Federation (ICF) Belgium building, promoting and preserving the integrity of the coaching profession.

Creative, enthusiastic and passionate about the arts, Cedric is also a photographer whose works have been featured, exhibited and published in United Kingdom, China and Italy including by Vogue Italia. He is based in Brussels, Belgium and coaches internationally.
Emotionally speaking, the client will find a coaches support during the stresses and strains of negotiating a redundancy, particularly valuable. A coach will probably find they are instrumental in helping to rebuild a client’s self-esteem at a time when many people in similar situations say they experienced anger, rejection and being unappreciated. Taking time to explore the client’s beliefs from a fresh perspective reminds them that they are in fact in charge of their emotions and how they choose to think about their choices.

“I feel like I have a renewed focus, energy and hope” said one client after her first coaching session with Nikki, and that is exactly what she aims to achieve with all her clients experiencing redundancy. She does this by helping her clients set clear goals that enable them to make informed decisions, while choosing the appropriate course of action. It’s these key benefits of coaching that give clients back their sense of control in an uncertain situation. Consequently, when it comes to the uncertainty of everyday working life, and the increased risk of redundancy, means career coaches are increasingly providing an essential service.

To find out more about how clients have benefited from Nikki’s career coaching support see http://www.wildempowerment.com/

The difference between certification and accreditation is often misunderstood:

- Certification is verification related to products, processes, systems or persons
- Accreditation is verification related to demonstration of competence to carry out specific tasks

So accreditation is higher than certification, for example, students receive degrees, a type of certification, but it’s the university that has their courses accredited – often the reason why a student will select one university over another that does not have an accredited programme.

Increasingly, the public are demanding to work with accredited professionals, it’s a key differentiator when choosing an expert, so make sure you stand out in the sea of sameness by becoming accredited now, not least because you know when you need the services of an expert, you’d check for and hire an accredited expert, so why do you expect your clients to be any different.

That’s the beauty of being IAPCM accredited – your clients trust accreditation - it means your investment in training has been certified, that your experience has been substantiated, and your qualifications are authentic. It’s this rigorous approach to your professional status that proves you care about striving for excellence and supporting your client’s needs.

Improve your chances of being hired by becoming accredited here: www.coach-accreditation.services

Nikki Wild

Nikki is also head of the IAPCM Education Department, and will be launching The Business of Coaching e-programme in September this year. The benefit of this free monthly module means that when members upgrade their accreditation status, they can now back up their CPD log to include a structured business development programme. We’ve created this programme in response to demand, not least because we know that a lack of business acumen is the number one reason many businesses fail in the first eighteen months of trading.

Intrebarile de inceput, un pic seci si poate banale. Incerci sa te conectezi la omul din fata ta si sa faci experienta cat mai placuta. Raspunde cu siguranta, ceea ce transmit in primele cateva secunde mesajul “imi place”. Are o sclipire pe care o caut in ochii oamenilor. Acea scanteie interna a unei energii, a unei motivatii si dorinte pe care oamenii pasionati le transmit chiar fara sa stie.

O intreb care sunt provocarile momentului, de ce acum si de ce coaching.

Sesiune free de career coaching. Sala pregatita, apa proaspata si rece in pahare, foile de notite la locul lor, liniste si conectare.

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In fiecare sesiune se ating idei, dorințe, obiective care toate converg către obiectivul major.

**Care este relația mea cu banii?** Câtă încredere am în mine chiar dacă nu sunt validată? Ce competențe am/mai trebuie să dobândesc și în ce mediu de lucru este vrea sa lucrez? Cum mentin relații de calitate și ce valori am legate de oamenii din viața mea? Ce ma motivează și cum fac să mentin asta în orice moment?

Un partener de drum, un canal prin care energia omului din fata sa se recircula, o umbra și o oglinda în acelasi timp.

**Ce s-a întamplat cu clienta mea?**

Si-a facut planul, si-a setat etapele intermediare și primii pasi, a plecat hotarată sa se apuce de treaba. Peste 3 luni aveam programata o sesiune de verificare.

Ca a tinut planul în sertar 2 luni. A hotarat între timp sa le dea celor din firma o a doua sansa, care insa nu a fost materializata, insa ei i-au dat timpul sa intreze cine devenise.

Acum ... este în Italia, face un master în psihologie si comunicare si spune despre sine asa: “am devenit curajoasa si indrazneata, foarte vie si prezenta. Am iesit din sala aia mandra si puternica, usurata si cu demnitatea sus...lucrez deja la proiectele pe care le-am identificat ca mi-ar facea placere sa le vad puse in practica, si mi-am dat seama ca era nevoie de o schimbare interioara, nu de o schimbare a locului de munca. Iti multumesc!”

Procesul are deplin succes daca omul isi asuma descoperirea propriilor tipare limitative, daca ramane cu perseverenta pe drumul schimbarii. Perseverenta si aderenta la exersare, iesirea asistata din zona de confort, curajul de a privi perspectivele mai putin placute – sunt la fel de mult ingrediente pentru a reui sa construiesti strategii sustenabile, sa poti aduna resurse din toate escururile pe care le-ai avut si sa ai mereu la tine o trusa de instrumente si tips&tricks.

E greu sau usor intregul demers? Depinde...daca ti-e foarte clar ca asa nu mai poti si definitesti ceea ce vrei, si simplu. Schimbaria este complexa, dar se face.

**Ce este coach-ul in tot acest parcurs?**