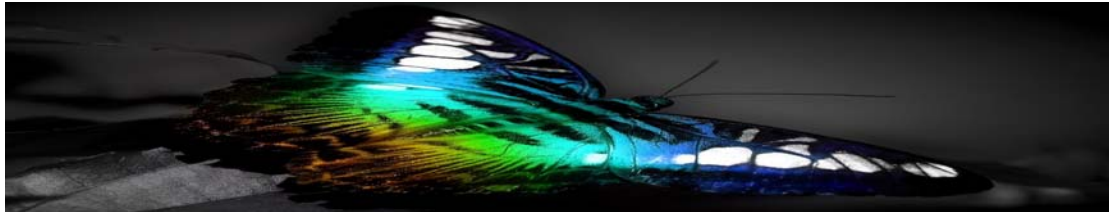




It's All in the Mindset

Professional and Personal
Development Coaching

WHAT IS COACHING?



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Professional and Personal Development Coaching

Researched and compiled by "Beyond Success".

What is coaching?

Where would athletes be without their coaches to train, support and cheer them on to achieving their goals? Imagine having your own coach who is there solely to support and encourage you, to offer constructive criticism and valuable insights into your behaviour and to help you perform at your peak.

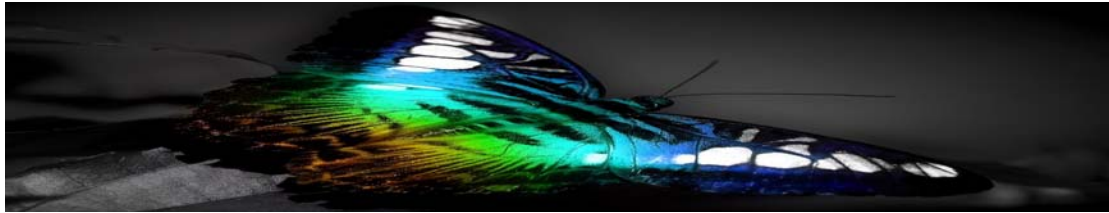
Life coaching is a tool for people wanting to maximise their personal and professional potential. Translated from the sports coaching concept in the 1990s by American psychologist Thomas Leonard (founder of CoachU coaching academy), life coaching includes several principles from sports coaching, like fostering teamwork, striving for personal mastery, achieving goals and learning the art of positive thinking. But unlike sports coaching, most professional coaching is not competition-centred. A life coach teaches you to be the best you can be, without needing to beat anyone else. You learn the philosophy of win/win.

*"...[A coach is] part advisor, part sounding board,
part cheerleader, part manager and part strategist. ."
The Business Journal, April 2000*

Many of us fall into the trap of believing that hard work may lead to success, but that success in one area of life comes at the cost of another: poor health, lack of time, strained family relationships or poor productivity, perhaps. Ironically, even though hard work and determination may create results, they may not be the results you were looking for, and you may find yourself back where you started, or worse, further from your real intentions.

*"...the personal coach seeks to do for your life what a
personal trainer does for your body."
Minneapolis-St. Paul Star-Tribune*

Athletes and performers understand this dilemma. They know they need someone else – a trained professional to help them set goals, discover real needs, act as a sounding board and work effectively toward ultimate goals of excellence. So, they are willing to hire a coach or a teacher. No serious athlete or musician would expect to progress very far without one.



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What does winning mean to you?

A personal coach does just what an athletic coach or music teacher does, only in a more complete and cohesive way. A coach challenges you, inspires you and helps you to ignite your fire, your passion and your spark. A coach will help you to discover what winning in life means to you. A coach is your partner, helping you to live the life you know you can accomplish, personally and professionally. A coach is someone to hold you accountable for your life, to make sure you really do live up to your potential. Coaching is about unlocking a person's potential to maximise his or her own performance. It is about helping people to learn rather than teaching them.

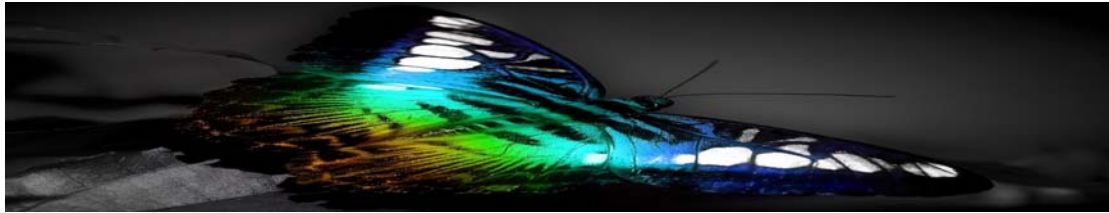
*"I love learning, but I hate being taught."
Winston Churchill*

What does coaching do?

Coaching is an interactive process where the coach guides and facilitates your progress towards defined goals. These may concern relationships, career, self-confidence, financial matters or, a more general goal of "getting life back on course". For many people, the trigger for a life coach can be as specific as a new job; relationship breakdown, illness or simply feeling that life is moving so quickly that you've lost control. A good life coach will help you to find direction in various aspects of your life, including relationships, goal setting, stress management, motivation, and health, even spirituality. A life coach can't guarantee that you'll leap to the top of the company, but he or she can help you self-regulate, define where you want to go and help you get there via small, realistic steps.

*"Between 25 percent and 40 percent of Fortune 500
companies use executive coaches."
The Hay Group, International HR consultancy*

A coach is often the missing link, filling in the gap between books, workshops and seminars. Working in partnership with you to help you create and achieve the vision for the future you desire, a life coach will focus on the present and the future, not the past. Coaching is about finding solutions rather than analysing or unravelling why there's a problem. Life coaching is oriented towards finding and creating the future you want and helping you take the action necessary to achieve your life transformation. Coaching



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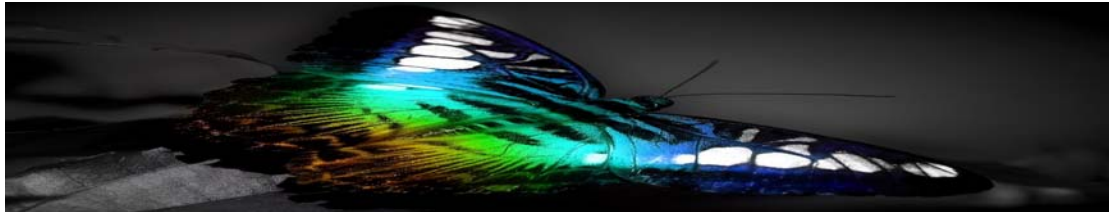
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motivates people to push themselves further than they've gone before. A life coach will:

- 📄 Encourage you to be the best you can be;
- 📄 Challenge you to dream bigger than you've ever dared;
- 📄 Identify goals and support you as you reach those goals quickly;
- 📄 Facilitate changes to limiting thinking and behaviour patterns;
- 📄 Provide the structure, tools and perspectives to help you along;
- 📄 Cheer from the sidelines while you chase your dreams; and
- 📄 Expect more of you than you expect of yourself.

How does coaching achieve this?

1. By helping you to set powerful, compelling goals so that you are clear about your life's direction;
2. Providing the structure to help you stick to your guns, even when the going gets tough;
3. Focusing you on where you are now, where you want to be, and the best way to get there;
4. Helping you to think laterally to create options and opportunities, and then think deeply about the choices you wish to make;
5. Giving you a step-by-step process that avoids the overwhelming feeling of "where do I start?"
6. Setting deadlines to give the whole process more urgency and importance;
7. Working within specific time frames (long enough to complete the project, but short enough to stay focused and motivated);
8. Encouraging you to identify and eliminate old obstructive, destructive habits and teaching you how to develop new productive habits instead;
9. Asking you the hard questions and holding you to what you say you want and will do; and
10. Helping you to stay committed to yourself and your goals.



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"I never cease to be amazed at the power of the coaching process to draw out the skills or talent that was previously hidden within an individual, and which invariably finds a way to solve a problem previously thought unsolvable."

John Russell, Managing Director, Harley-Davidson Europe Ltd

Does coaching really work?

Ask anyone who has experienced coaching for them-selves and they will tell you that it has changed their life, that it has brought them personal satisfaction and success, a deep sense of achievement and that they feel energised to move forward in a positive and purposeful way.

But don't just take our word for it...

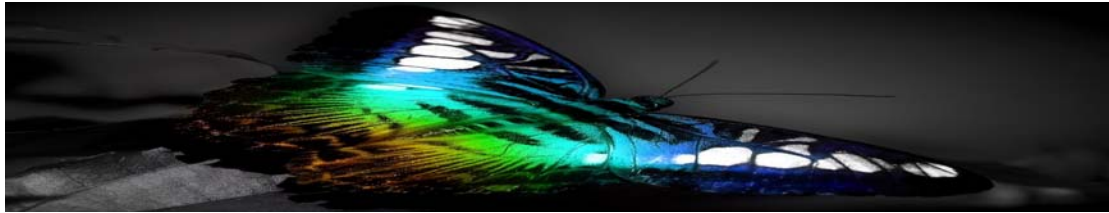
Coaching psychologist Dr Anthony Grant recently completed a unique study at Macquarie University on the psychology of coaching. Dr Grant's research found that coaching participants' "levels of depression, anxiety and stress were significantly reduced, with most reporting a significantly enhanced quality of life."

This finding suggests that although the life-coaching programme was directed at the attainment of specific goals, "the benefits generalised to participants' broader life experience, and this provides preliminary evidence of the general value of life coaching in addition to its more specific impact on goal attainment."

The results of a recent Australian study entitled An Evaluation of Life Coaching Group Program: A Wait-List Control Study (presented at the International Positive Psychology Summit in the US in 2003) reaffirms Dr Grant's findings. Undertaken by Suzy Green of the University of Wollongong, this study found that "a 10-week life coaching group program increased well-being, hope, and goal-striving in the normal, non-clinical population."

"Asked for a conservative estimate of the monetary payoff from the coaching they got, these managers [surveyed by Fortune 500 Magazine] described an average return of more than \$100,000, or about six times what the coaching had cost their companies."

FORTUNE 500, February 2001



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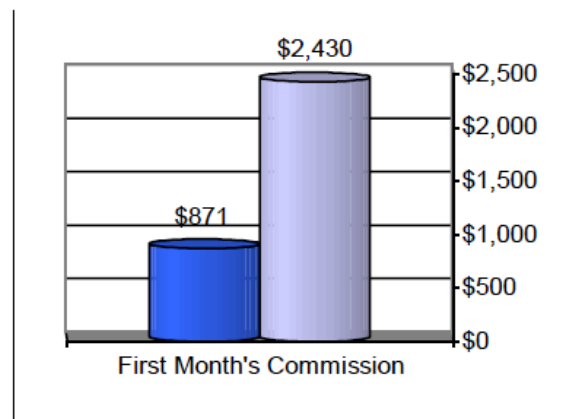
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While the evidence insists that coaching improves unquantifiable factors such as hope and mental attitude, it can also produce tangible benefits. International property firm, Century 21 Real Estate, concerned with poor sales performance and high attrition rates of new sales staff, implemented a coaching program in 1994. Targeting behavioural skills (lead generation, basic communication and selling skills) and cognitive skills (dealing with fears, rejection and developing an optimistic outlook), the coach worked with the coachee for a total of 20 one-hour coaching sessions.

An evaluation of the program found considerable benefits in terms of increased property listings, sales and staff satisfaction. The time for a new sales associate to get their first property listing fell to an average of 3.53 weeks, less than half the industry average of 10 weeks.

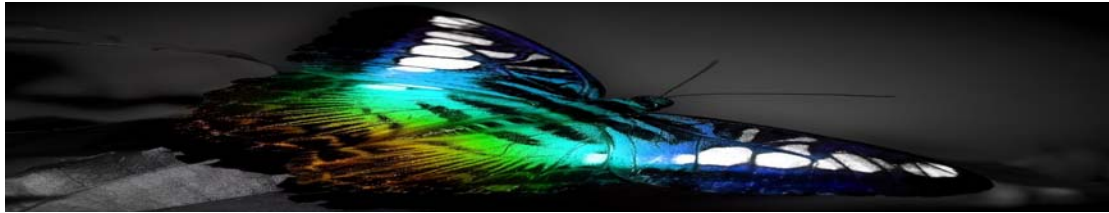
This translated into a first month's gross commission of \$2,430 compared with an average of \$871 for those who did not participate in the coaching program.

Century 21 Real Estate - Coaching Results



In another study, this time investigating the difference between coaching and training, executive coaching increased performance by 88% compared with an increase of 22.4% for training alone (Olivero, Bane, and Kopelman, 1997).

An International Coaching Federation poll of 210 clients in 1998 confirmed that 98.5 percent of those surveyed considered hiring a coach worth the investment.



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And it looks like coaching is here to stay. The News & World (1997) reported that coaching was second only to management consulting as the hottest consulting field in the United States. In 2000, life coaching was ranked the second fastest growth industry after Information Technology (Sydney Morning Herald, 2000).

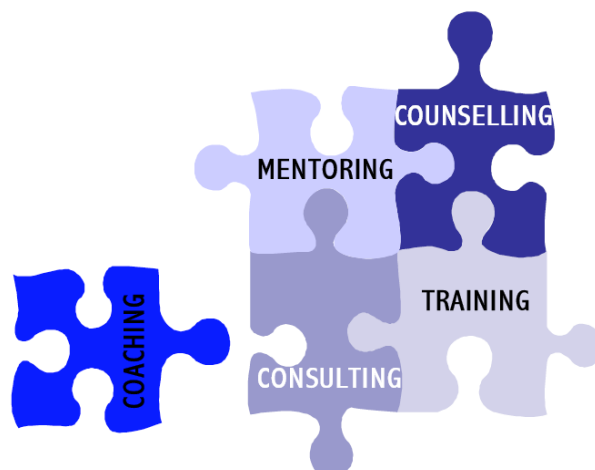
*"Coaching is the number two growth industry right behind IT,
and it's the number one home-based profession."*

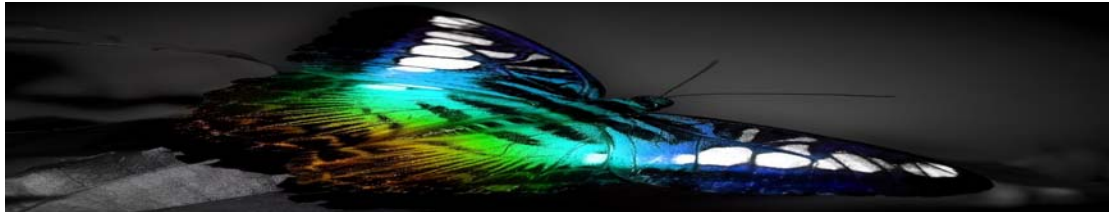
Start-Up Magazine

**How is coaching different from Counselling? Consulting?
Mentoring? A best friend?**

Life coaching isn't like having a personal trainer, enrolling in the army or visiting a therapist. "The motivational approach used by sporting coaches will only get you so far, and therapy is about helping people with areas of their life that are causing significant dysfunction," says Mark Cavanagh, Deputy Director of the Coaching Psychology Unit at the University of Sydney. "Life coaching is about enhancing life through a solution-focused perspective. It's more edgy than therapy and generally the pace is quicker."

Coaching is a vital piece in the puzzle.





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Coaching versus Counselling

Coaching is not therapy, nor is it a substitute for counselling, although the two can work well together. Counsellors are in the business of recovery, whereas coaches are in the business of development. A counsellor's primary focus is in healing a single or specific problem by examining the past. A life coach will concentrate on enhancing the present and shaping the future.

Goal setting is at the heart of life coaching. Coaching doesn't begin until a goal has been identified. Coaching doesn't depend on the resolution of past issues to move the client forward; although a coach may understand how your past has created your current situation, coaching sessions will be directed at where you are now and where you want to be. A life coach will help you to identify your goals and desired life direction and suggest strategies to bridge the gap between reality and desire.

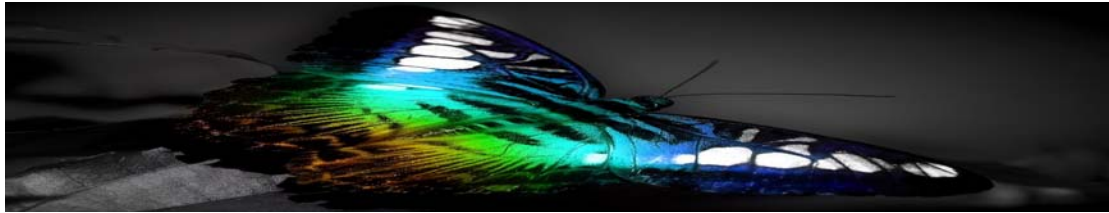
Both coaches and counsellors use similar techniques and skills to achieve their client's objectives: both work one-to-one over a period of time; both use questioning, listening and other communications skills. Both coaches and counsellors are focused on helping clients, being non-judgemental and non-dogmatic.

*"Therapy is essentially about helping people with broken legs walk again.
Coaching is really about helping people run the four-minute mile".
Dr Anthony Grant, School of Psychology, University of Sydney*

Coaching versus Consulting

Consultants tend to assess situations, provide solutions and often implement plans. A coach doesn't offer any solutions. Coaches believe that clients possess all the necessary resources to do, be and have anything they want in life.

A coach will lead you to your own solutions by asking questions and then making suggestions, identifying resources and offering choices. A life coach will help you to learn to make your own good choices, rather than give specific advice. Coaching is a form of consulting, but a coach will stay with you to help implement the new skills, changes and goals to ensure they really happen.



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A life coach will help you to uncover all your hidden abilities so that you are empowered to take positive actions towards achieving your goals.

Coaching versus Mentoring

A mentor is someone with a talent or skill in your chosen field that you can look to for direction and advice. A mentor has usually “been there, done that”. A mentor’s value comes from experience and expertise in a particular business or personal situation.

For example, an aspiring artist might choose a mentor to guide him or her through the process of becoming a professional painter.

Most mentors are limited to their field of expertise. Mentors reflect on their own experience, provide knowledge on “tricks of the trade” and pass on short cuts to guide their student to a specified result. The mentor will be expected to know the answers to a task related situation. A coach works with you so that you discover the questions and the answers for yourself, not just for a particular task, but also for all your life situations.

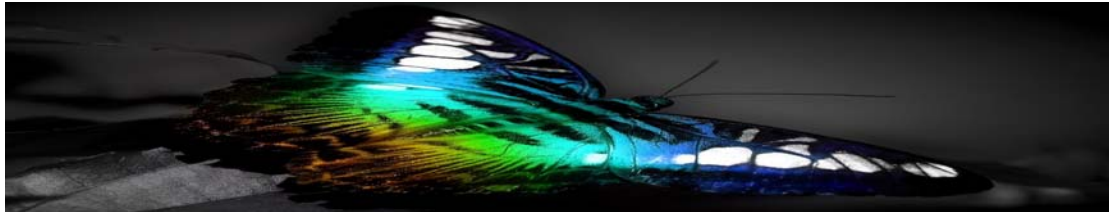
Coaching versus a Best Friend

While your friends and family may know you and your challenges inside-out and have your best interests at heart, are they the best people to assist and advise you on the most important aspects of your life? Will they offer non-judgmental feedback? Why not have a best friend and a coach?

What is the philosophy of Coaching?

Life coaches believe that all human beings have vast stores of untapped potential. Coaches recognise that each individual has differing sources of motivation, separate skills, individual aspirations, contrasting professional skills, unique personal qualities and singular talents. They also recognise that most people have self-imposed limitations which prevent them from achieving their potential.

*“One is not born a genius. One becomes a genius.”
Simone de Beauvoir*



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Life coaching rests on fundamental human principles of integrity, accountability and respect. Coaches believe in people – simple as that.

What makes a great coach?

A great coach believes in the amazing abilities that people have and seeks to draw those out of his or her clients. A great coach is a supporter and facilitator of people's dreams. A great coach knows how to listen and ask just the right questions, when to challenge and when to support. A great coach puts aside all judgements and lets you start with a fresh sheet of paper to redesign your life.

A great coach will forge a goal-oriented, results-focused alliance; your coach will help you fearlessly recognise limitations, identify strategies that will overcome them and implement those plans effectively. Life coaches see success as learning to do the right things, rather than doing things right.

*"All coaches have one thing in common – they are ruthlessly results-oriented."
Fast Company Magazine*

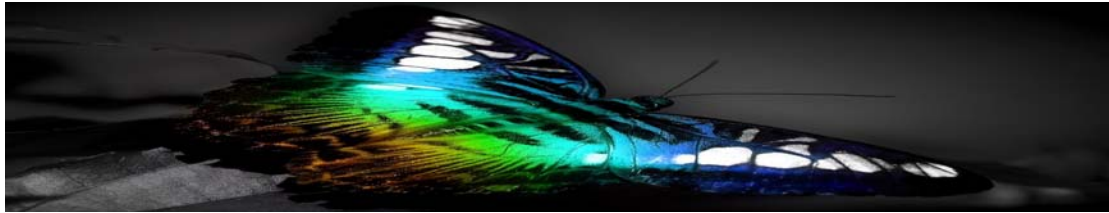
Essential to effective coaching is an objective structure that provides support, feedback, accountability and perspective. In any great coach's toolkit you'll find...

objectivity, adj., based on facts; unbiased; impartial; impersonal.

Questions, support and feedback are designed to give you the most accurate view possible. The coach is not influenced by past history, personality, politics, ego or insecurities. The coach focuses on your goals and success as an ally, so does not bring the conflicting agendas that team members, family, friends or others may have.

support, n., to serve as a foundation for, sustain, advocate, add strength to or encourage.

The coach acts as a committed partner, supporting you to accomplish more, pressing you to go beyond any perceived barriers.



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feedback, n., furnishing of data so that behaviour may influence or modify further performance.

The coach is committed to your success in work and life. Feedback keeps you on track towards your goals, with an accurate picture of your actions, behaviours and emotional reactions and how they impact on your life.

accountability, n., an ability to be responsible or answerable; subject to report.

You are accountable to the impartial coach in consistently focusing on and pursuing your goals. You are responsible for committing to your goals. The coach acts as a non-judgmental conscience, keeping your goals in front of you rigorously but compassionately.

perspective, n., the faculty of seeing all the relevant data in a meaningful relationship.

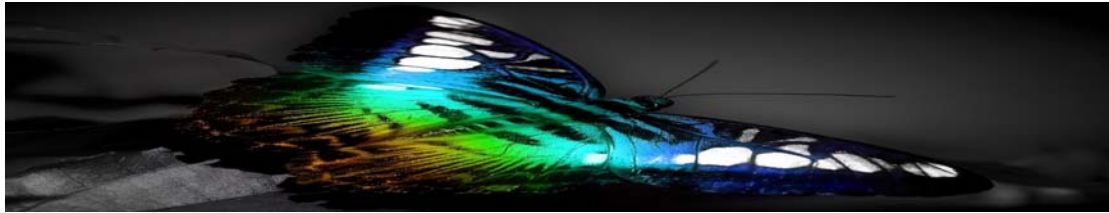
The coach helps you to hold a larger view of your thinking and actions.

"If we all did the things we are capable of doing we would literally astound ourselves." Thomas Edison

Great coaches bring powerful techniques for helping you develop new perspectives and capabilities in various ways. The "new thinking" you develop provides you with fresh insights and resourcefulness for the specific challenges you face, and encourages you to dream bigger than you've ever done before.

What backgrounds do coaches come from?

Coaches come with all sorts of credentials. Typically, however, life coaches springboard from similar professions such as consulting, training, teaching or counselling. As a profession for people who want to make a difference to the lives of others, life coaching tends to attract people who are committed to personal growth and who wish to make a contribution to the well-being of the world.



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What tools do coaches use when coaching?

Coaching draws on a range of disciplines: psychology and sociology, economics and business, adult learning and education, and philosophy. Life coaches employ their own personal experiences, as well as their coaching skills and create their own operational toolkit. The most common tools that coaches use are assessment programs such as 360-degree reviews and psychological profiles; charts, graphs and checklists; language distinctions, reading lists and coaching modules.

Coaching is more than just motivation and support. The use of tools can help you to understand yourself better and as a result make more effective choices.

Does the coach work on personal goals or professional goals?

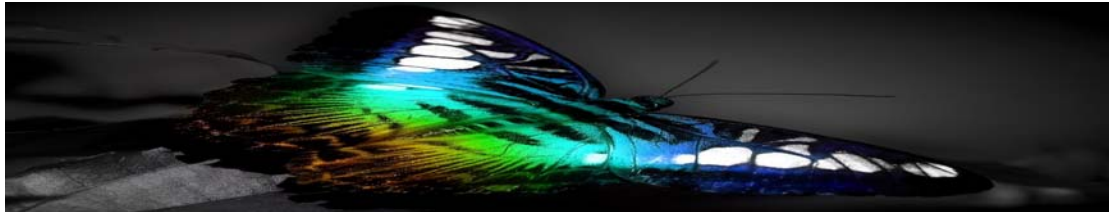
Both, actually. And, with the line between personal and business life blurring by the day, the coach is the only professional trained to work with all aspects of your life.

What do most clients focus on with their coach?

For many people, coaching commences with a specific target: you may need help with relationships, communication, assertiveness, time-management or emotional intelligence. However, it's often not long before clients are moving into deeper territory. Discussions will often lead towards:

- ☞ Determining your life purpose;
- ☞ Establishing a set of goals and targets based on your personal vision and values;
- ☞ Improving personal and professional relationships; and
- ☞ Eliminating the limiting habits that hold you back.

People will often embark on a coaching program with the specific purpose of improving their office communication skills, but find themselves more interested in improving their relationship with their teenager or finding a job with heart.



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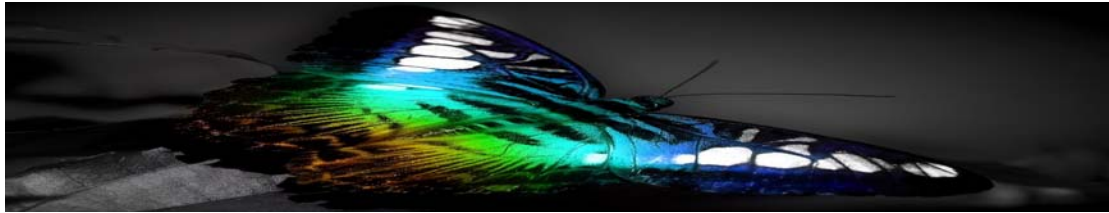
But all this change sounds a bit scary...

There's no doubt that rapid change will occur once you hire a coach. Things that seemed impossible before become a reality. In particular:

- 📄 You begin to take yourself more seriously;
- 📄 You take more effective and focused actions immediately;
- 📄 You stop putting up with what is dragging you down;
- 📄 You create momentum so it's easier to get results; and
- 📄 You set better goals that you might not have without the coach.

"It is not the strongest of the species that survive, nor the most intelligent, but the ones most responsive to change." Charles Darwin

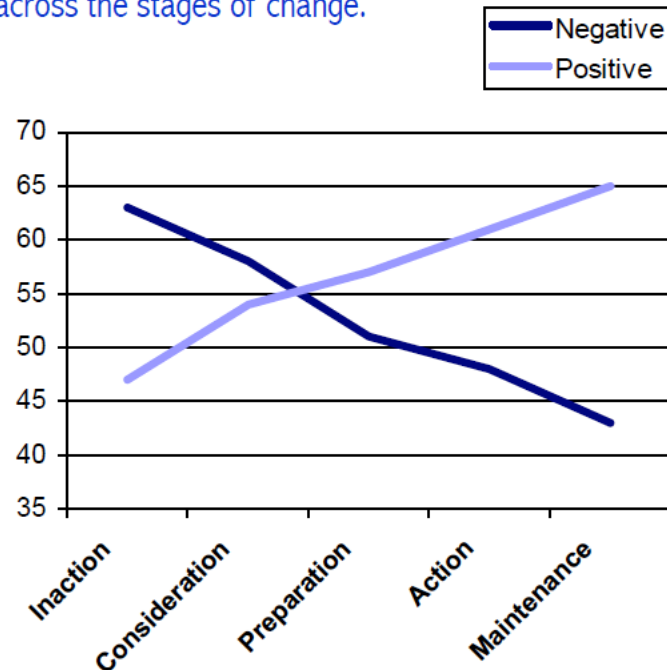
Initially, most of us find change a challenge. When we weigh up the pros and cons, changing often seems just too hard and staying inert and immobile is easier. Yet, once a decision is made, the positive aspects of change become more prominent and the negatives less and less important. Change becomes easier and easier with every step we make towards our goal.



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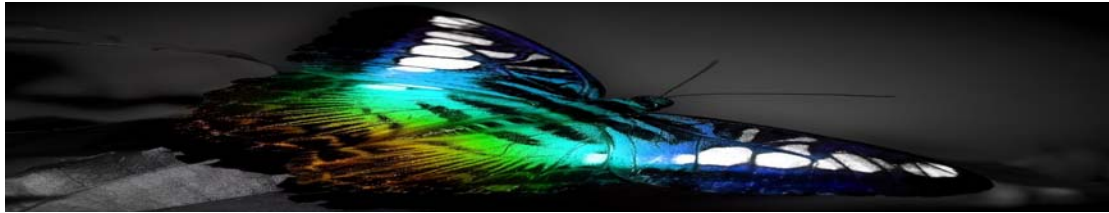
A typical pattern of pros and cons across the stages of change.



Choosing to employ a life coach plunges you headlong into action. You will no longer be hampered by inaction or endless consideration – positive change becomes not only possible, but also certain.

Can a dependency be created between coach and client?

Not really. You may look to your coach to help you maximise an opportunity or accelerate your personal or professional growth, however, your coach will ensure you are never dependent on him or her. While your coach offers advice, support and encouragement, an emotional, psychological dependency is not created. A coach is never your crutch. Remember, coaching is designed for people who are already successful and strong enough on their own – the coach is just adding that extra ten to twenty percent.



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Can coaching hurt someone?

No. Coaches aren't in the business of providing psychological counselling. They are not trying to control anyone's thinking. A life coach will never tell you what you should or shouldn't do. However, while the client is always in the driver's seat, the coach is never just along for the ride. A life coach will listen and question with such skill that you will come to your own realisations and learn how to make your own best choices.

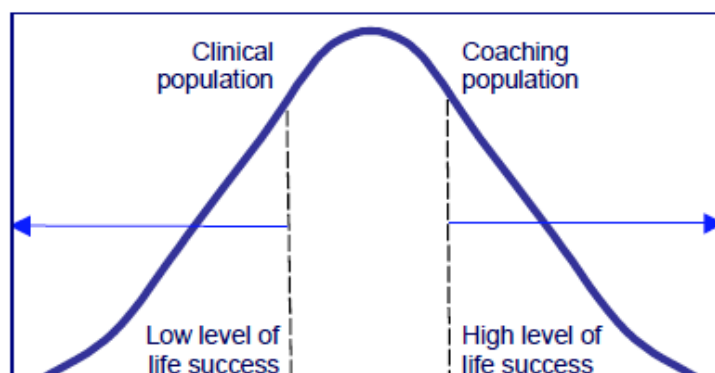
"Twenty years from now, you will be more disappointed by the things that you didn't do than by the things that you did do." Mark Twain

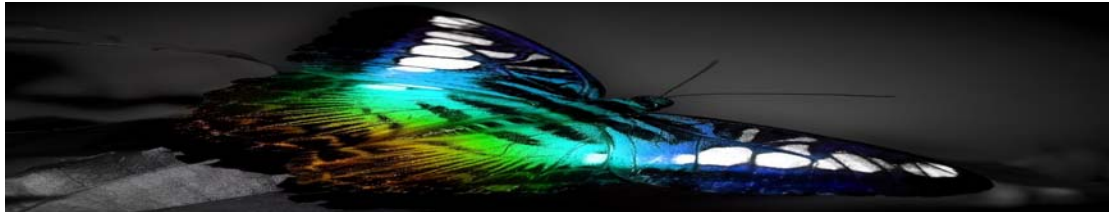
What about people who are already doing well?

Why would they need a coach? You might not need a coach. But it is helpful to find out: Are you doing what you most enjoy? Are you tolerating anything? Is life easy? Are you going to be financially independent within the next 15 years? Do you have what you most want? We've discovered that, often, people need to expect more out of their lives. A coach can help in this process.

We've found that the people who gravitate towards coaching tend to be successful, well-balanced achievers already. Dr Andrew Grant, in his PhD research on the psychology of coaching, has noted, "Coaching is about enhancing performance or one's life experience rather than treating dysfunction." Thus, coaching tends to attract people looking for that "extra edge".

Coaching clients tend to already experience a high level of success in life.





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How is coaching delivered?

The system of coaching delivery varies from coach to coach. Finding a method that suits you is imperative. Some life coaches work face-to-face with their clients and offer telephone and email back up and support. Other coaching sessions are conducted solely over the telephone or via email.

Some coaches provide group coaching such as tele-classes (a weekly group coaching call). Sessions can be anything from half-an-hour to two hours at weekly, fortnightly or monthly intervals depending on the coaching program being offered and your specific needs. The best coaching programs include "homework" – essentially course work designed to lock-in the learning between sessions.

Can I hire a coach for a special project?

Yes. Some clients hire a coach to help them accomplish specific goals or projects. Usually, however, the client keeps working with the coach after that because there are even more interesting things to accomplish.

"The future belongs to those who believe in their dreams."

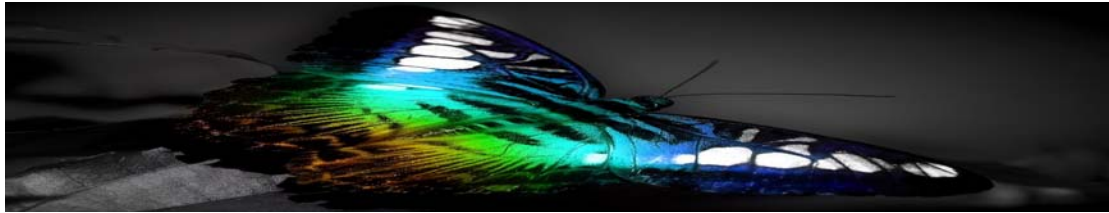
Eleanor Roosevelt

How long must I commit to when I start with a coach?

Most coaches ask for a six to twelve month commitment but usually let you stop immediately if coaching is not working for you right now. Most clients will realise the benefits right from the first session. Good coaches will eventually work themselves out of a job. The ultimate ambition of a great coach is for you to say "I don't need you anymore, you've done such a good job."

What does it cost to hire a coach?

The investment depends on the service provided. Some coaches provide a 'phone a friend' type style that effectively allows you to specify goals, soundboard strategies and be kept accountable. Other organisations offer far more comprehensive coaching services. These include a coach with high



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emotional intelligence, assisting you to remove blockages to success, providing material to support your learning and insights and more. Executive coaching is in an entirely different pricing structure. When considering which coach to hire, it isn't wise to go for the cheapest price. Rather, it is far more beneficial to go with the coach or organisation that can present you with the most value for money. Getting a coach is one of the best investments you can ever make in your own future – it pays to make the right choice.

Why is coaching becoming so popular?

People around the world are realising how simple it can be to accomplish something that only a few years ago might have felt out of reach. More and more of us understand that the only limitations we have are the ones we set ourselves.

So many people are tired of doing what they "should" do and are ready to do something special and meaningful for the rest of their lives. The only problem is, many can't see what that may be, or if they can, they can't see a way to reorient their life around it. A coach can help them do both.

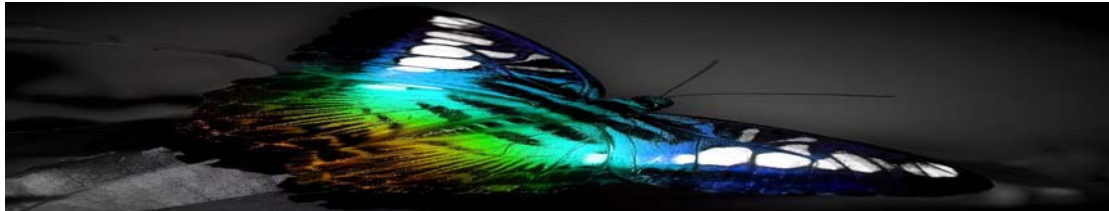
*"Who exactly seeks out a coach? Winners who want even more out of life."
The Chicago Tribune*

How do I know if I need a life coach?

You might hire a life coach if you find yourself:

- 📄 Motivated but lacking support or direction;
- 📄 Lacking in motivation and needing a push;
- 📄 Wanting to take the next step in your career or relationship;
- 📄 Looking for clarity;
- 📄 Finding it hard to set and reach your own goals;
- 📄 Feeling overwhelmed and needing some balance; or
- 📄 Wanting someone to chat to, who has only your agenda and best interests at heart.

"What really driving the boom in coaching, is this: as we move from 30 miles an hour to 70 to 120 to 180; as we go from driving straight down the road to making



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right turns and left turns to abandoning cars and getting motorcycles...the whole game changes, and a lot of people are trying to keep up, learn how not to fall."

John Kotter, Professor of Leadership Harvard Business School

What do I do now?

You can start by asking yourself the following questions:

1. Do you sometimes feel that you lack direction?
2. Do you feel as if there's something missing in your life, but you don't know what it is?
3. Are there aspects of your life that you're simply tolerating?
4. Do you have a dream, but feel as if it's too much of a stretch to get there?
5. Do you make lists and set goals, but never carry them out?

If you answered yes to any of the above, chances are you could benefit from life coaching.

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*What is your purpose?
What does success look like for you?
Are you where you want to be?
Have you reached your full potential?
What is holding you back?*

www.ItsAllintheMindset.com