

Coaching - Its image and its future

Coaching Top Tip

Focused Listening

The 7 Habits of highly effective people by Steven Coveys details habit number 5 as about 'seeking to understand before being understood'. In reality, what tends to happen is that we listen only with the intent to reply i.e. we often finish other people's sentences or make assumptions. Therefore, this principle is about listening actively. There are 5 levels of listening and all are important at some stage:

1. We can ignore the speaker
2. We could pretend we are listening
3. We may be selective about what we hear
4. We could be attentive
5. Or we could empathise with what's being said

This is why your attitude becomes important to demonstrate a deeper level of understanding. Then of course our judgment comes into play and this will have an effect on which response we chose:

- If we think we know best and we're focused on our own experiences, we tend to advise
- We may interrogate because we want to know more so will probe
- Alternatively, we may put our own experience on the situation so will interpret what we think we've heard
- Or we'll make a judgment and evaluate the situation
- All the above are barriers to empathetic listening.

Dawn Campbell, Living Foods Practitioner & Health Coach dawn@rainbowpromise.co.uk is about to launch a programme of tailored retreats at her home in France for people wishing to achieve their full potential through improved health and positive mental attitudes.

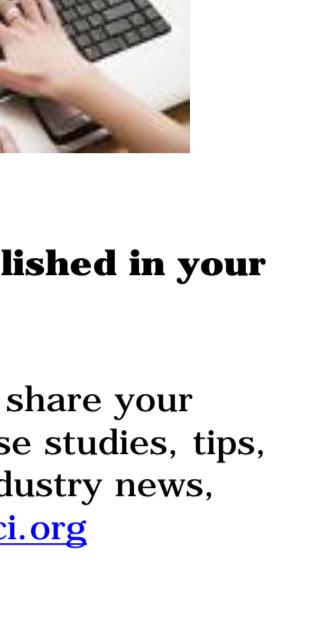
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Index of Items

- [Editor's Letter](#)
- [The Future of Coaching in Corporations - Madelon M. Miles](#)
- [Accredited Training Courses and Workshops](#)
- [The Future of Coaching - Terrie Lupberger, MCC](#)
- [Recommended Reading](#)
- [ECI Workshop Sponsorship](#)

Editor's Letter

After sport, we had Life Coaching, then Executive Coaching and Corporate Coaching. Now we have Spiritual Coaching, Health Coaching, Peak Performance Coaching, Work/Life Balance Coaching, Careers Coaching - the list of professions, and consequently choice for clients, is truly extensive.



Coaching in all its guises has gone from strength to strength over the last decade. Recognised as a great profession, results prove this global phenomenon makes a positive difference to those who choose to avail of it.

This month's newsletter delivers some interesting articles on the subject. However, what we're really interested in is featuring your thoughts and opinions. So, the questions are:

- Where do YOU think the industry is headed over the next decade?
- How do you think it will impact on your practice?
- What opportunities do you see for additional 'niche coaching'?
- Which do you anticipate are the key areas for growth?
- When do you predict these changes either locally where you live, or on the world stage?

We would be delighted to receive your comments, this subject is sure to have many different viewpoints and will no doubt generate a thoughtful debate.

Enjoy this month's newsletter.

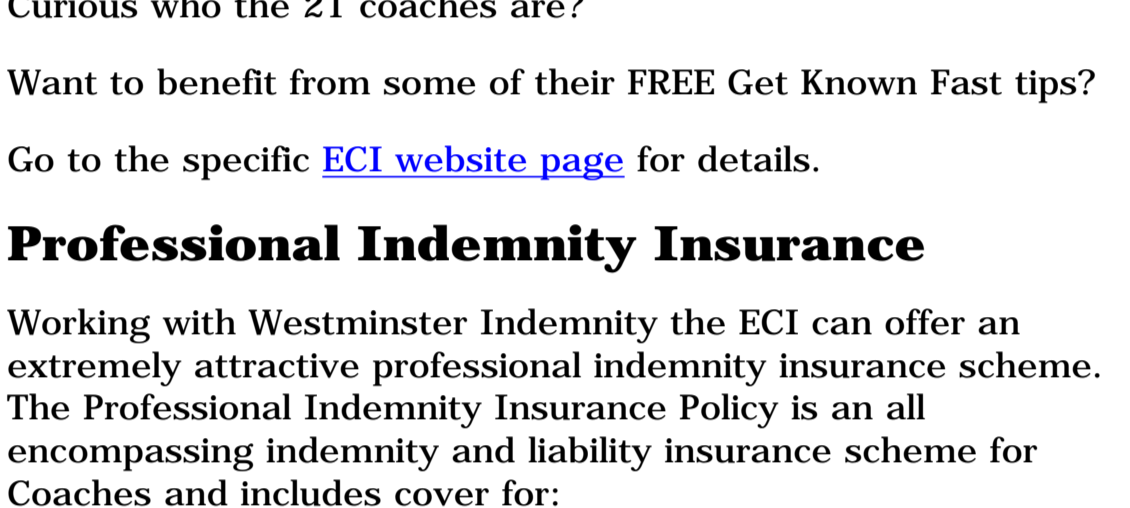
A special thanks to [Courtney](#) who provided this month's photo.

Michael

Michael Duffy, Assoc

Newsletter Editor

editor-newsletters@the-eci.org



1. Would you like to write and be published in your industry newsletter?

Whether you're a published writer or not, share your contributions with us (articles, quotes, case studies, tips, acronyms, book recommendations and industry news, offers etc.) @ articles-newsletters@the-eci.org

2. Got a Question?

Post your question, queries or concerns to Milly Shand on articles-newsletters@the-eci.org

3. Feedback

Send us your feedback to articles-newsletters@the-eci.org

4. How about working with our team?

If you enjoy reading, browsing the net, then we want you to join our growing newsletter team by finding us more great articles for our future newsletters. Just contact @ articles-newsletters@the-eci.org

[return to index](#)

ECI - Benefits for our members

"The Positive Parenting Made Easy" Workshop

Positive Parents run a series of one day workshop events throughout the calendar year which aim to give parents the opportunity to come along to a relaxed venue, share their experiences with other parents and explore new skills.

Hosted by Sue Atkins, the workshops take place in the pleasant surroundings of the Stanhill Court Hotel, in the Surrey countryside and aim to provide a fun and enjoyable experience for any parent looking to unlock their parenting potential.

- Discover the secrets of parenting success
- Develop your own inner confidence
- Learn strategies for developing a positive mindset
- Explore your discipline and boundary setting
- Learn new ways to communicate effectively with your kids
- Feel more energised, focused and excited about your family's future

Email info@positive-parents.com for additional information.

PLEASE LET POSITIVE PARENTS KNOW THAT YOU LEARNED ABOUT THE WORKSHOP OR CONTACTED THEM THROUGH THE ECI.

Get Known Now

21 leading coaches all agree - one of the absolute 'must have' keys to building a profitable and full coaching practice is getting known. Here's the proof. Recently, 21 leading coaches with the uncanny ability to get known (names I am sure you will recognise ...) were interviewed and all agree on one thing ...

Getting known is the best long-term strategy and fastest way for any coach to attract new clients fast, raise their rates, and start living their own dreams.

Curious who the 21 coaches are?

Want to benefit from some of their FREE Get Known Fast tips? Go to the specific [ECI website page](#) for details.

Professional Indemnity Insurance

Working with Westminster Indemnity the ECI can offer an extremely attractive professional indemnity insurance scheme. The Professional Indemnity Insurance Policy is an all encompassing indemnity and liability insurance scheme for Coaches and includes cover for:

- Public Liability
- Product Liability
- Professional Indemnity (malpractice and errors and omission)
- Libel or Slander

As well as coaching, this policy covers a variety of therapies which include but are not exclusive to NLP, Aromatherapy, Counselling, Homeopathy, Training, Personal Development, Reflexology, Reiki, and many more.

Your selected cover is based upon your selected cover, annual turnover, yourself or yourself and your associates/employees, and annual turnover.

All administration of your insurance policy is sleek and streamlined and is done by Westminster Indemnity. Your insurance application is conducted entirely on the web and your policy will be put into force once you have completed your application (applied for it, paid for it, and Westminster Indemnity have received it.

Go to the specific [ECI website page](#) for details.

Coaching Hours Log

Your coaching hours log is an important record of your coaching practice. As part of each accreditation application you will be requested to submit your Coaching Hours Log.

To download your Coaching Hours Log, Members can :- Log in to the Member's only area of the [ECI's website](#), select 'Business Building' from the side menu, then 'Coaching Hours Log', then 'Click' to download .doc file'. Save the document to your own computer.

Continuing Professional Development

Your CPD log is an important record of your coach training, learning, research, studying, and reading, and should be kept in a safe place. This CPD log allows you to update all aspects of your coaching development - training, reading, teleconferences, workshop, conferences, events, mentor coaching, articles written, etc.

To download your CPD log, Members can :- Log in to the Member's only area of the [ECI's website](#), select 'Business Building' from the side menu, then 'Continuing Professional Development - C.P.D. log', then 'Click to download .doc file'. Save the document to your own computer.

The Future of Coaching in Corporations By Madelon M. Miles

The Professional Coaches and Mentors Association annual conference ("Conversations that Transform the Future") heard Panellists discuss how they use coaching in their organisations.

Madelon Miles moderated the panel which included: Luchos Smith, vice president, Universal Studios; Jane Cruz, Hot Topic; Beverly Thelander, AECOM; Kathleen Gaines, Getty Conservation Institute; and Shelli Nadeau, Savvis Communications Corp.

Madelon:

Why do you see coaching as an important tool in the development and future of your organisation?

Beverly:

"I firmly believe coaching is the best investment a company can make in developing an individual. Given that most companies will indicate that people are their most important asset, it becomes critically imperative for any company. It is one of the best, most effective ways to affect change. Modifying behaviour 'on the margin' leads to stronger individual performance and results. And I say, 'on the margin' because one cannot change an individual, but you can use coaching to create greater appreciation of others. Having a culture exposed to coaching creates a performance driven environment, which is critical for development and for retention."

Madelon:

What's the toughest part of developing coaching skills within your organisation?

Jane:

"The toughest part of developing coaching skills is trying to find the time to do it - because it is an investment of time, and having the faith that it will pay off in the end. We're in a fast paced environment - no matter how committed everyone is. We've got to step back and realise it's really good in the long term, and take the time to do it."

It's hard to hold yourself back from saying, 'I have the answer and I'm going to share that with you.' Really stepping back and coaching it out of someone else can be a challenge, yet rewarding too. Also there is the sincerity of it. It can be very difficult not to push someone to get the answer you want. You're in a hurry, you have the answer in your mind and you want to get to it. Teaching people to become coaches along the way is a process."

Madelon:

How do you coach your managers to have challenging conversations and be successful in them?

Kathleen:

"The hardest conversations are actually a lot of little conversations. And there's actually a very initial important step that allows you to have those little conversations, and it's about expectations. It's about establishing the behaviours that are appropriate within our work environment. It's about talking with your group about how you're going to work together."

Madelon:

What do you see is the future of coaching within organisations?

Luchos:

"Smaller companies are more nimble and entrepreneurial in spirit and are growing rapidly and have access to technology that only larger companies had before. People are the most important assets that can be stolen by these smaller competitors, and organisations must work to retain them. This goes large to the culture - how can a company differentiate itself? A large part of it has to do with building a culture that is collaborative and has its focus on developing its people; one that has a feel for building the organisation and the bottom line together."

Sherry:

"I think that very often you need to have an external coach initially working with a person on a face-to-face basis. Much as we all love coaching and have a passion for it, we also have a lot of other things that we have to do. I would love to coach the executives in my organisation personally, but I don't have the time to coach all of them."

Madelon M. Miles
www.MilestonesInc.com

Madelon Maupin Miles, Co-founder and President of Milestones, Inc., is an experienced business executive with both a strong management and entrepreneurial background.

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[return to index](#)

Accredited Training Courses and Workshops

CCECI -

Full Coach Training Programme

- Life & Executive Practitioner Coach Diploma (DipNMC) Noble Manhattan Coaching info@noble-manhattan.com
- The ICH Diploma in Life Coaching Achievement Specialists enquiries@achievementspecialists.co.uk
- Diploma in Personal and Executive Coaching Executive Coaching info@executivecoach.ie
- Diploma in Life & Business Coaching Mindstream info@mindstream.ie

SCCEI - Short Courses

- Quantum Goal Achievement Noble Manhattan Coaching info@noble-manhattan.com
- The Body Transformation Programme Scintilla
- Coaching Human Potential and Peak Performance Scintilla
- Coaching Futures! Innovation and Strategic Creativity Scintilla

WSECI - Workshops

- Results Coaching Noble Manhattan Coaching info@noble-manhattan.com

Further details can be found at www.europecoachinginstitute.org/coach_training/

The Future of Coaching By Terrie Lupberger, MCC

To talking about the future of Coaching, we need to talk about what Coaching IS now. Not that everyone agrees as to what it is, and that is part of the challenge of our emerging profession.

A friend of mine, Alan Seiler (author of 'Coaching to the Human Soul') says that a Coach's 'someone who is able to observe and intervene in the ways people act so that they can take full advantage of their competence and talent in a chosen field.' Coaching is the process whereby someone (an individual or group) alters the way they take action to take full advantage of their talents and to produce desired results.

Coaches all seem to agree that Coaching is a conversational 'field', where the individual or group is challenged by the coach to reflect, challenge assumptions, create new possibilities, take new actions - all for the sake of some desired future or outcome. This is different from the traditional training, teaching, consulting - even therapeutic - kinds of interventions. The expert in the coaching relationship is the 'Client.' There is little or no 'advice giving' or transference of skill. The fundamental pre-supposition in the coaching relationship is that nothing is broken or needs to be 'fixed.' Fundamentally, the coaching relationship illuminates for the client what learning is needed.

In my own coaching experience, and from the research already done in the field, organisational leaders are coming to realise the value and return on investment that Coaching brings. Leaders I work with realise that as a person takes on more and more managerial and leadership functions in an organisation, his/her roles and responsibilities become more complex. The need to engage in innovative thinking increases and the cost of missed opportunities rises dramatically. Yet typically, as the time demands increase, she/he spends less and less time learning.

Coaching's interventions in organisations support the organisations' members in new learning. Coaching, done well, is an evocative and provocative process, a powerful skill-set, a conversational model that helps others create positive change and well-being in their professional and personal lives. The operative words in the last sentence are 'done well', and this may well be the biggest challenge to the future of coaching.

The challenge facing the coaching profession today is that anyone can call themselves a Coach, whether or not they have credentials or training. As a coach and whether they are competent or not, the more incompetent coaching practitioners and consultants there are out there doing consulting in the name of Coaching, the more likely it is that 'Coaching' will go the way of yet another management 'fad'.

As individuals, and as a collective civilisation, we are facing enormous challenges today because our traditional way of thinking and acting, which has tended to separate everything into its parts, is now insufficient to deal with the crises we are facing. Coaching is one way to bring the parts back together.

Clearly, as a culture, all of our accumulated knowledge and knowing is not allowing us to live with love, wisdom, or respect for each other and the planet.

Our actions may be effective at the production of 'more' but not as effective at building respectful, trusting relationships. Master coach and international speaker, Julio Olalla says: 'As a civilisation we have privileged rational, and predominantly scientific, ways of seeing and acting in the world. We have favoured certain theories such as reductionism and positivism as the only ways to get to know the world, becoming trapped and not allowing for the new thinking and acting necessary to take us out of the crises. I believe that coaching arose out of our desire to transform those theories and practices - it's a rebellion against fundamental assumptions behind our current way of doing things that clearly are not working.'

So, I do believe that what coaching is in its essence and what it produces for others has a strong future - even if we end up calling it something different in the future.

Terrie Lupberger

With thanks to JW Strategic Advisors. Advising, Coaching and Consulting Individuals and Organisations.

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[return to index](#)

Recommended Reading

How to Succeed in the Game of Life: 34 Interviews with the World's Greatest Coaches by Christian Klemash

Whether you are a sports coach, a business coach, or a life coach, you will find inspiration from Christian Klemash's collection of superbly entertaining and informative interviews. A truly worthwhile read - for coaches who wish to add to their repertoire of insights into coaching.

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ECI Workshop Sponsorship

How would you like The ECI to sponsor and support your workshop?

The ECI is providing the opportunity for each workshop and/or course run by its members, to be sponsored and supported.

What this means is that The ECI will promote your workshops and/or courses, provide a logo for your promotional material, and allow reviews to be printed following your workshop.

To benefit from the sponsorship and support of The ECI please email Tina Sibley using her email address - conferences@the-eci.org - the following details:

- a. Course and/or Workshop Title
- b. Organisation Name
- c. Outline description of the course and/or workshop
- d. Name of coach
- e. Membership status with The ECI
- f. Date or dates that the course and/or workshop and/or event is scheduled.

On receipt of this information, the application will be processed through our sponsored course and/or workshop process and Tina will provide you with the details of sponsorship you will be getting.

If you have any articles, success stories, or any input that you would like to contribute towards the members and/or subscribers newsletters, please email your contribution to Milly Shand articles-newsletters@the-eci.org

The ECI

A force for good in coaching!

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Index of regular at a glance features

Coaching Top Tip
Monthly Meditation
Definition of Coaching
Inspirational Quotations
Readers Feedback
Positive Daily Actions
Ice Breakers
Offers & Useful Information
Great Questions
Acronym
Thought of the month
Word of the month
Humour
Features

Monthly Meditation

Have you noticed, how lacking clarity, is clarity itself? How, if you aren't sure about something, that alone, has meaning? Honour uncertainty. It's the seed from which all-knowingness comes. Give it time.

www.tut.com

Definition of Coaching

What is Life Coaching?

I get asked this question a lot less today than I did, say, five years ago. I take that as a good sign, as it proves people are generally more aware of the Coaching profession, and what it has to offer.

However, when I do get asked I respond by saying: "When you say to yourself that, "I want to be a spectacular success". Well, Life Coaching encourages the deletion of "want to be", and helps you replace it with "am".

Michael Duffy
2007

Inspirational Quotations

When Mother Teresa received her Nobel Prize, she was asked the question, "What can we do to promote world peace?" She replied "Go home and love your family".

Mother Teresa

Readers Feedback

"I've just recently started my Life-Coaching practice and have always felt uninspired about the concept of work/life balance. It was so refreshing for me as a new fledgling to read the ECI newsletter for the first time and find the article by Stephanie Phillips on "The Illusion of Being Busy" - I couldn't agree more !!!"

Helen McMillen

Positive Daily Actions

Stop!
Breathe.
Breathe deeply.
Breathe again and know that you ARE way more than enough. You don't have to do anything more, better or faster. While you're breathing, or your strengths. Contemplate your kind heart, your generous spirit or your healthy body.

Acknowledge all the good stuff bubbling inside you, sometimes bubbling and coming out. Today, just for today, let the good bubble out without worrying about more, better, faster. No cheat you need, you need to do more, better, faster and let it go.

Breathe slowly, fully and deeply and acknowledge your goodness.

www.annstrong.com

Ice Breakers

(Great for workshops / aiming to create a safe / fun atmosphere)

Goodnight Moon
Suggested use relates to characteristics of our mental models (i.e., quickly forming associations).

1. On transparency (or chart paper), share the following words: SLUMBER - DREAM - PULLDOWN - BED - QUIET - NIGHT - PJamas - SNOOZE - NAP - MOON - DRESSING GOWN - BLANKET
2. Instruct participants to scan the words (but not to write anything down). After ten seconds, turn off the lights (or remove the chart paper) and ask participants to write down as many words as they can recall without talking.
3. Ask participants to raise their hands if they wrote down the word SLUMBER, then the word NIGHT; next, ask who wrote the word SLEEP. After this word (SLEEP), show the transparency (or chart paper) and, of course, everyone will quickly see that even though some participants thought they saw the word SLEEP, it actually is not included in the list of words.

Note: Typically, more than half of the participants indicate that they saw SLEEP in the list of words.

Debrief questions can be prepared according to your objective(s); but, since this activity relates to the brain making associations that are frequently rapid but often times inaccurate, you might begin by asking about the associations that are frequently rapid but often times inaccurate, and how often we do or do not check for their appropriateness.

Sharon Werner

Offers & Useful Information

A great site for "free to try" software for productivity or anti-virus needs. Also it's great place to find software drivers for printers and other computer hardware devices.

www.download.com

Great Questions

"What does your perfect world look like?" Sometimes great questions get great answers!

Milly Shand

Acronym

- Having
- Optimistic
- Purpose
- Eternally

Thought of the month

"Coaching is much bigger than coaching. The word 'coaching' itself is sometimes limiting because people have a perception of what coaching is based on past experience. For example, those who have been involved in sport often have a very narrow impression of what coaching is. In fact coaching models the attitudes and behaviour of the next level of psycho-spiritual evolution in many parts of the world. Coaching is a methodology, it is a means of communication, but it is not an end in itself. The greater self-awareness and greater self-responsibility that it builds in every client in every session is your contribution to that person's growth and development, and to the future of our society, culture and planet."

Sir John Whitmore

Word of the month

Argus-eyed (AR-gus-ide), adjective: Extremely observant; watchful; sharp-sighted

Yet their eyes were on me, and Kat, my Argus-eyed defender, never failed to notice them.

-- Rosalind Miles, I, Elizabeth: A Novel

Even the foliage is apt to conceal a celebrity, as Argus-eyed star-gazers discovered the other night when they peeked behind three carefully combed fronts and found writer Ernest Hemingway, actor Monty Woolley, and sculptor Jo Davidson.

-- Ralph Blumenthal, Stork Club

This flag was immediately spotted by the Argus-eyed Intelligence Service, and the Admiralty found time to send a frogman, at high tide, to haul it down again.

-- Nancy Mitford, Don't Tell Alfred

Humour

A woman has the last word in any argument.

Anything is a man says after that is the beginning of a new argument.

Features in forthcoming newsletters

October
"The art of Networking"

Missed a copy?
If you've missed an earlier edition of our newsletter, don't worry, you can catch up by accessing our [Newsletter Archive](#)

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