

your
best life coach

TRAINING AND CERTIFICATION PROGRAM

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SECTION 1

Program Information

The Your Best Life Coach program has been designed to provide you with the necessary coaching skills to be a brilliant coach.

This training program is highly practical and experiential, with a focus on developing real expertise in coaching techniques and processes.

1: Program overview

The Your Best Life Coach training and certification program provides you with comprehensive course notes, group work with other coaches to provide you with experience in the coaching processes while being in a safe and supported environment and continued learning through tele-seminars and the assessment process.

This training will equip you to be a certified Your Best Life Coach so that you can deliver inspirational and life-transforming coaching that enables people to see that they really can have everything they want in life, if they are willing to work in to achieve it.

Coaching is a growing profession and is being recognised as a vital tool for helping anyone from an individual to teams and leaders in a variety of environments.

Coaching is not about 'helping' people or giving them the answers. It's about asking the right questions. Everyone wants different things from life and there is no one 'right' path to happiness and fulfilment. As a Your Best Life Coach you will learn how to ask the right questions to take your clients on the amazing journey towards their own best life.

2: Training aims and expected outcomes

The overall goal of this program is to give you a comprehensive understanding of the knowledge, skills and processes you need to become a brilliant coach.

At the end of this course you will:

1. Understand what coaching is and is not.
2. Develop stronger client relationships – with trust and rapport.
3. Enhance all client meetings by using powerful listening and questioning skills.
4. Create effective conversation with clients to elicit requirements and strategies by applying the GROW model.
5. Support the client's journey towards creating their own *best life*.
6. Be able to use permission to re-direct the client's focus.
7. Assist your clients to identify the dreams they have for their life and create plans for making those dreams a reality.

Training and Certification

The Your Best Life Coach program is an intensive program that takes a multi-faceted approach, combining a workshop with a series of practical exercises, self-study and tele-seminars to ensure you develop a comprehensive understanding of the knowledge, skills and processes you need to become a brilliant coach.

Becoming a coach is also an on-going learning experience. This program is just the start to your journey to becoming a brilliant coach and we advise that you also look at the additional reading.

Part 1: Three Day Intensive Training Workshop

The training workshop is your introduction to the theory and practice of professional coaching, as well as the specific tools, templates and processes that are unique to Domonique Bertolucci and her Your Best Life Coach method.

This content packed workshop will include sessions on:

- Listening and questioning skills
- Rapport building and the client relationship
- Practical coaching skills and the coaching process
- Goal setting and action planning
- Confidence building and fear busting
- Understanding values and the importance of real success

Part 2: Practical Component

Coaching is about a lot more than great theory and the Your Best Life Coach program also includes 12 co-coaching sessions where you get to practice and develop your coaching skills, making sure you become a brilliant coach. Your co-coaching sessions include supervision by a professional coach.

Part 3: Self-Study and Tele-seminar Program

A comprehensive self-study and tele-seminar program will help you to consolidate all that you have learned during the intensive three-day training workshop. There will be short assignments to complete during this part of the program.

Part 4: Assessment and Certification

When you have completed both the practical component of your training as well as the self-study assignments, you will be required to submit a final 'paper', as well as a coaching skills assessment, to ensure you have an excellent understanding of the principals of coaching and the practical skills of a brilliant coach. Once you have completed your assessment requirements you will receive your certification as a Your Best Life Coach.

3: Intensive Training Workshop - Outline

Agenda – Day 1

- **Welcome**
- **Introduction to coaching**
 - Program overview
 - Training aims and expected outcomes
 - Background to Coaching
 - Defining what coaching is
- **Break**
- **The Personal Brilliance Model**
 - Look at the 7 key areas
 - Understand each element
 - What is it
 - Why use it
 - How do you use it
 - Reflection
- **Lunch**
- **Listening skills**
 - How to recognise good listening skills
 - 10 guidelines to being a good listener
 - Non-verbal communication
 - Developing listening skills within your life
- **Break**
- **Questioning skills**
 - Asking questions vs. providing answers
 - The components of a good question
 - Coaches as Mentors
 - Powerful questions
- **Summary of Day 1**

Agenda – Day 2

- **Recap and discussion of Day 1**
- **Building Rapport**
 - How to accelerate rapport and trust
 - Building trust and understanding permission
- **Break**
- **Managing coaching sessions**
 - Meeting rules and etiquette
 - Appropriate styles of feedback
 - How to give feedback
 - Giving effective feedback
- **Lunch**
- **YBL Process- Step 1 – know where you want to be**
 - Discovering your dreams
 - Understanding what matters
 - Eliminating limiting beliefs and behaviours
 - Creating a vision for your future
- **Break**
- **YBL Process- Step 2 – Know what you need to do**
 - Designing real and specific goals
 - Developing unshakable self confidence
 - Building a detailed plan of action
 - Managing your resources
- **Summary of Day 2**

Agenda – Day 3

- **Recap and discussion of Day 2**
- **YBL Process- Step 3 – Do It**
 - Developing amazing self-discipline and staying power
 - Facing your fears and calling on your strengths
 - Working through the tough times
 - Celebrating your success
- **Break**
- **Managing the coaching session - Part 1**
 - Timing, Forms, Feedback
- **Lunch**
- **Managing the coaching process – Part 2**
 - Managing the client experience
- **Break**
- **Summary of 3 day training**
- **Next Steps – Full Details**
- **Wrap up**

How to get the most out of this program

You are giving up your time to be here. You've come to this course with certain experiences and expectations. You've made the effort to be here on time and you're open and ready to learn.

There are six points that you must commit to while you are participating in the Your Best Life Coach Training and Certification Program. These points apply while you are working in this face to face workshop, during our tele-seminars and when participating in the co-coaching sessions.

1. Keep an open mind
2. Maintain a happy inquisitive disposition
3. Be willing to participate fully
4. Ask any question that you want to ask
5. Be respectful of other participants
6. Promise to keep everything shared confidential

Confidentiality Agreement

I accept that I am will get the most out of this workshop if I am 100% honest with myself and the other participants.

I promise to keep confidential, information that other participants may share with me and I ask that they do the same for me.

Signature

Date

Exercise – Your goals in this course

Take about 10 minutes to provide a considered answer to the questions below.

What is your purpose for being here?

List three things you specifically want to achieve in your coaching practice?

1

2

3

SECTION 2

Coaching Foundations

To become a good coach it is important that you have excellent coaching skills, but to become a brilliant coach you also need to have an understanding of the clients experience and a process with which to guide their progress.

4: Coaching Foundation

To become a good coach it is important that you have excellent coaching skills, but to become a brilliant coach you also need to have an understanding of the clients experience and a process with which to guide their progress.

The You Best Life Coaching program is made up of the following three frameworks:

1. The Personal Brilliance Model

Coaching is more than just having a structured conversation with your client. It is also about understanding the client and their own personal experience of growth through the coaching process. As a life coach you won't just support your clients in working out what they want, you will also be assisting them in discovering who they need to become in order to make it easier to achieve all that they desire.

The Personal Brilliance Model helps identifies the seven key areas, which help us to move through life with ease:

1. Desire
2. Believe
3. Achieve
4. Permission
5. Commitment
6. Acknowledgement
7. Choice

2. Core Coaching Skills

The core coaching skills are essentially an enhancement of your existing communication skills. A brilliant coach will create a compelling coaching conversation by putting into practice these essential skills:

1. Active Listening,
2. Asking Powerful Questions,
3. Building Rapport and Trust, and
4. Applying the GROW model.

3. The Your Best life Coach Process

Although coaching may feel sometimes just like a conversation to the client, there is an underlining process or structure to the conversation. The Your Best Life Coach process has been developed to create sessions that are outcome focused, with supporting tools/exercises that can be used through the coaching program or whenever the need is appropriate for the client.

The client will be going through a journey of self-discovery, while getting into action and making the changes happen around them. They will set goals, discuss options and agree on actions.

The Your Best Life Coach Process is divided into 3 steps:

- Step 1: Know **where** you are
- Step 2: Know **what** you need to be
- Step 3: And **do** it!

Your own journey through coaching

The Your Best Life Program Training and Certification program has been designed to teach you the necessary skills to be a brilliant coach. The exercises/tools that have been provided in this course are excellent to use with your clients.

But you may also find that they will evoke awareness in your own life journey when you applying these valuable skills, not only with your clients in your coaching practice but in your own life, everyday.

The Personal Brilliance Model may prove to also heighten your awareness of yourself, your beliefs, your fears and how these show up in your life.

5: Coaching Defined

What is Coaching?

Coaching is not about 'helping' people or giving them the answers. It's about asking the right questions. Everyone wants different things from life and there is no one 'right' path to happiness and fulfillment. A brilliant coach knows what questions to ask, to take their clients on the amazing journey towards their own best life. Coaching enables people to see that they really can have everything they want in life, if they are willing to work to achieve it!

"Coaching delivers results in large measures because of the supportive relationship between the coach and coachee, and the means and style of communication used. The coachee does acquire the facts, not from the coach but from within..., stimulated by the coach. Of course the objective of improving performance is paramount, but how that is best achieved is what is in question."

- Whitmore, John (2002), Coaching for Performance, Nicholas Brealey

"Coaching has evolved into an integrated success technology. It's more than a couple of principals or techniques. It's a well-woven fabric of hundreds of specialized skills, principals, concepts, practices, and nuggets of wisdom...A coach [can] help you solve, master, achieve, or develop."

- Leonard, Thomas (1998), The Portable Coach, Scribner

"The Co-Active Coaching Model – The term co-active refers to the fundamental nature of a coaching relationship in which the coach and client are active collaborators. In co-active coaching, this relationship is an alliance between two equals for the purpose of meeting the client's needs."

- Whitworth, Laura (1998), Co-Active Coaching, Davies-Black Publishing

Coaching is not

Now that we have defined what coaching is, let's look at what coaching isn't:

Consultants give you advice about what you should do and how you should do it. Coaches support, challenge and encourage you, while you work out the best thing to do and the most effective way for you to do it.

Trainers teach you to attain a degree of proficiency in an activity or skill, in a short time frame. Coaches are entrusted to support your development consistently over a period of time.

Mentors invite you to learn from their own experiences, knowledge, and skills. Mentors can also be coaches, working with you as a trustworthy sounding board but unlike coaches they may also offer opinions or personal insights to support your development.

Counselors look at the 'why' of a problem or issue from the past and present and want to solve it and may give advise along the way. Counseling provides the client with the opportunity to discuss what the client thinks about their problem. At times there is a fine line between coaching and counseling as there are several skills that are similar, however the role of the coach is different. The coach will focus on creating measurable outcomes, and is action based.

Exercise – Coaching defined

In your own words, define what you understand Coaching to mean, and how has this changed from any previous understanding or expectations you may have had?

SECTION 3

Personal Brilliance Model

All Your Best Life Coaches are
Inspired, Motivated and Passionate
Courageous, Confident and Positive
Insightful, Empathetic and Generous

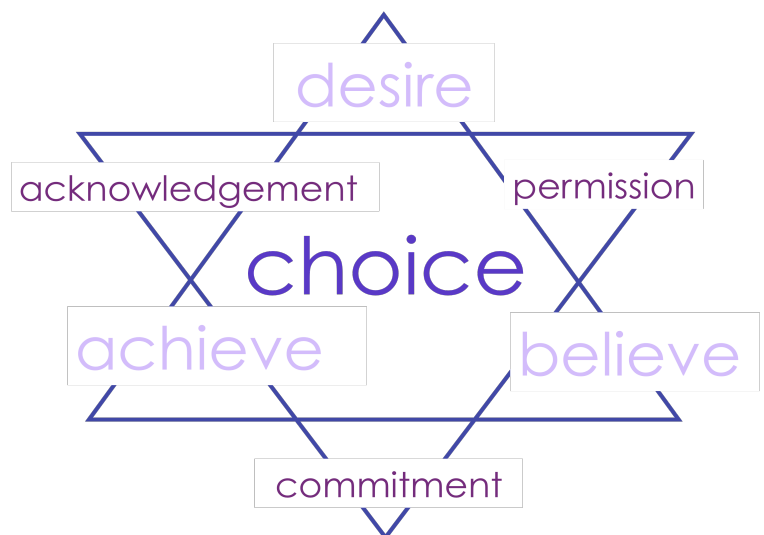
6: Personal Brilliance Model

Personal Brilliance is a philosophy or way of life.

Whilst the Your Best Life Process explores each of the key stages of goal attainment sequentially, Personal Brilliance looks at how you are living each and every day of your life and explores how several key aspects interlace to create a life in which you truly shine.

The seven elements of Personal Brilliance are:

1. Desire
2. Believe
3. Achieve
4. Permission
5. Commitment
6. Acknowledgment
7. Choice



Desire

One of the most important things you can do as a coach, is support your client in getting in touch with their desires; the dreams they have for their life.

Identifying and defining your dreams, and the resulting goals is the cornerstone of any coaching process. While some clients may already know what they desire and simply need support in making their desires a reality, other clients are so caught up in day-to-day living, they don't even know what they desire.

As a coach, it is your role to help your client to discover, uncover, clarify, refine or define their goals.

Reflection: Do you know what you truly desire from life?

Believe

Belief plays two distinct roles in the journey towards Personal Brilliance. Firstly, you must believe in your goals, dreams, hopes and desires. You must know they possible and have the potential to be a genuine reality in your life. You must believe in your ability to achieve your goals.

Belief is also critical because achieving any goal or desire requires a strong sense of self-belief and a willingness to identify and overcome any limiting beliefs that may be presenting conscious or subconscious obstacles.

As a coach, it is your role to encourage your clients to believe in their dreams and to support them in developing an internal framework; affirmations, reframing statements and actions, that supports their newfound beliefs.

Reflection: Do you believe in your goals? What limiting beliefs get in the way of your success?

Achieve

The Personal Brilliance philosophy recognizes few goals are achieved without action. You may wish to adopt an attraction mindset, or to focus or meditate on your goals, but you will still find the fastest, most rewarding path to those goals is to take action. And to continue to take action until your desires are your reality.

As a coach, your role is to support your clients in defining the actions they need to take to achieve their goals, to encourage your clients along their journey and to support and help them to regain focus on the occasions when their actions are not going to plan.

Reflection: Are there any actions you should be taking to take you closer to your goals?

Permission

A key element to achieving all that you want from life, is to give yourself permission to do so. Sometimes a client may feel that their goals is too audacious or beyond their potential. Other clients may simply be out of the habit of expecting the best from their life and permitting themselves to have this.

Having a life that is happy, and full of real and meaningful success is a basic human right, but sometimes people have to be reminded of this.

One of the most powerful questions a coach can ask their client is, 'How do you hold yourself back?'. Your role as a coach is to support your client in this discovery and then to provide them with the dialogue and tools to address their perceived limits, granting themselves permission to do, be and have all that they want from life.

Reflection: How do you hold yourself back? Is there anything you want from life that you are not currently giving yourself permission to achieve?

Commitment

If at first you don't succeed... it's an age old saying but it is the commitment to your goals that will make them a reality in your life. It is easy to pursue your chosen path in the early days, when you have first discovered it. Likewise it is easy to pursue your goals when everything is going according to plan. But it is a persistent and committed effort that will make your goals a reality in your life.

As a coach it is your role to support and encourage your clients, especially when their commitment is challenged or is wavering. You will support your client in identifying the biggest threats or challenges in advance of their occurrence and work with them to develop a strategy for addressing the barriers to their commitment.

**Reflection: What are the biggest barriers to your commitment?
How can you address/overcome these obstacles to your success?**

Acknowledgment

One of the most empowering things you can do is acknowledge or own up to your desires. So many people have a 'secret' ambition for their life; one that they are afraid to own up to in case they feel foolish, are not able to achieve it or are thought badly of for wanting it in the first place.

At the same time many people don't acknowledge the efforts they are making and the successes they are achieving. The truth is, the more successful you feel, the more successful you will become, so it makes perfect sense to focus on your achievements.

As a coach, your role is firstly to challenge your client to acknowledge their desires. You then need to support your client in recognising and celebrating each and every success they are having along the way.

Reflection: Do you have any 'hidden' dreams that you need to acknowledge? Have you had any recent successes you have neglected to acknowledge?

Choice

In the end, it all comes down to a choice; who do you want to be and what do you want to do with your life. The key to being personally brilliant is to always make conscious choices in your life; choices about what you want and what you don't, choices about what is acceptable and what isn't; and choices about who you are and what you stand for.

As a coach, your role is to challenge your client to make strong, positive choices in their life. You will also need to support your client in understanding and living with the consequences of their choice.

Reflection: What have been the most valuable choices you have made so far in your life? Have you ever made a choice without fully comprehending the consequences of your choice. How did you experience this?

Exercise – Personal Brilliance

Reflect on a personal example of how Personal Brilliance has played a role in your life (regardless of whether you have previously thought in those terms.) What can you learn from your experiences and what might you do differently in the future?

SECTION 4

Core Coaching Skills

Everyone wants different things from life and there is no one 'right' path to happiness and fulfilment. A brilliant coach knows what questions to ask, to take their clients on the amazing journey towards their own best life.

7: Listening Skills

*The quality of your attention determines the quality
of other people's thinking*

- Nancy Kline, Time to Think

The importance of listening skills

There is a difference between listening and hearing. Hearing is a physical process - the ears receive sensations or stimuli and transmit them to the brain. For example, a loud, sudden or unfamiliar sound will catch our attention.

Listening refers to the 'interpretative process' that takes place with what we hear. Listening involves attention, interpretation and understanding. Listening to another person takes time and effort. At work we listen in order to understand instructions, receive new information, understand changes in procedures, and to interact with other people.

Effects of good listening

Poor listening skills are often listed as the number one problem between people. The primary purpose of listening is to truly understand the other person's point of view, how they think and feel and how they 'view the world'. It involves using our critical skills, recalling related issues and themes, asking relevant and stimulating questions, and reaching some conclusion. Some benefits include:

- Individuals feel understood and valued and are more likely to disclose information and be more open. This saves time in getting to the real point that needs to be understood, actioned or simply to defuse a situation.

- Individuals feel that they are being offered an opportunity to state their thoughts and feelings more clearly. This can lead to increased insight and open up the opportunity for problem solving and creative thinking.
- You will obtain useful, valid and succinct information that can only enhance the coaching process.

Understanding the levels of listening

Listening can be thought of as a 'state of being'. To understand what makes a good listener, let's first look at some of the different levels of listening. Some of the different ways that we might listen are identified below:

Intolerant Listening

The intolerant listener doesn't give the speaker much time. They think they know what is going to be said, or want to have their say, and so consequently, they jump to conclusions and keep interrupting.

Non-Listening

Non-Listener just hears the words. This is summed up by the phrase 'in one ear and out the other'.

Active Listening

An active listener is attentive and fully engaged, shows interest and keeps up with the conversation. They ask questions and clarify points which help them to understand.

Subconscious Listening

The subconscious listener is able to sense what is not being said and to get the feel of a conversation.

Empathetic Listening

An empathetic listener shows understanding of the topic from the viewpoint of the speaker. They use reflective statements like “you feel that...” to indicate that they are interpreting the deeper emotions behind the words.

Positive Listening

The positive listener responds by giving encouragement, using supportive statements, making encouraging noises, like “ah” and with body language. They acknowledge success and give praise, making the speaker feel motivated and inspired.

What makes a good listener

Nancy Kline, the author of ‘Time to Think’ says that “Giving good attention to people makes them more intelligent. Poor attention makes them stumble over their words and seem stupid. Your attention, your listening is that important.”

The attention, energy and focus you offer your client will aid in resolving the issues at hand more effectively, efficiently and effortlessly. It reduces their feelings of uncertainty and helps them create greater clarity. Good listening is made up of both verbal and non-verbal forms of communication.

Guidelines to being a good listener – 10 key points

1. Show genuine interest and be present.

Concentrate your energy on listening. The more interested and focused you are the more animated and interested the client will become.

2. Minimise distractions.

Create an environment that will allow both of you to focus with minimum interruptions. If you are expecting an unavoidable interruption during the session, let the client know at the beginning of the session.

3. Be patient and do not interrupt.

Let the client finish what they have to say. Be aware of when they need a moment to collect their thoughts. Pauses in the conversation can be very useful, so give them time to pause and reflect.

4. Keep up with the speaker's flow of ideas.

Focus on their ideas, by giving attention to not only what they say, but what they are not saying. When you focus on their ideas, your attention is less likely to be sidetracked.

5. Provide clear feedback to show you are listening.

This is usually accomplished by agreeing (e.g. 'I see', 'Uh-huh', 'mmm') and encouraging (e.g. 'go on', 'tell me more about that' etc.) and by non verbal signals such as nodding.

6. Identify the central issue.

In your own mind, separate the main points, summarise and build up a clear understanding of what is really being said.

7. Avoid labelling, judging or evaluating.

It is important to hear the whole story, as what may seem obvious at the start of a story can often be quite different to outcome. Seek to understand in the clients own words, in their own time.

8. Take notes that are not intrusive or distracting for the client.

The person will feel you are taking them seriously if you do take notes. The notes should provide you with a memory aid for the session and for future coaching sessions.

9. Analyse and reflect back on what you have heard.

During the discussion you can paraphrase and restate what the person has said. Clarify your understanding by asking questions, or simply state your interpretation of what has been said. This also allows the client to know that their message is being understood.

10. Summarise the conversations key points at the end

Summarising allows you to check in with the client that you actually do understand what has been said and it gives the client an opportunity to clarify any points – sometimes the clarification is for their benefit as much as your own. Always ask if the client agrees with your summary. This gives them ownership. Sometimes it can be useful to ask the client to summarise what has been said. This assists them to take the 'story' and highlight only the key points.

Non-verbal communication

Listening isn't just about hearing what is being said. It's also about interpreting the ideas, then giving feedback on what you've heard and being aware of the non-verbal forms of communication. Non-verbal communication works both ways. It is equally important that you are aware of your non-verbal communication gestures and how you are communicating to the client.

Vocal factors

Relevant vocal factors include pitch, tone, inflection and rhythm. Often it is not what is actually said, but how it is said. Example – a slow monotonous voice can indicate a lack of enthusiasm.

Eye contact

Eye contact expresses an interest in the client, a desire to really listen, and a gauge of your receptivity and friendliness. The general rule is to maintain eye contact for a few seconds, then look away or at the person's body gestures, then resume eye contact, and so on.

Lack of eye contact can indicate nervousness, insecurity and indifference, whereas, excessive eye contact can be hostile and intimidating.

Facial expressions

There are some facial expressions, such as joy, fear, anger and disgust, for example, which are easily recognised across most cultures.

In a coaching situation, smiling can show encouragement and support, and when necessary defuse a potentially heated situation.

Hand, arm and leg postures

The way you sit, cross your arms and position your body all signify how open you are to the environment.

If your body is turned away, this may indicate a lack of interest, dislike or unwillingness to continue with the conversation. Your hand covering your mouth or touching your hair could indicate uncertainty.

Ideally, lean slightly forward toward the client, in a relaxed manner. Also, maintain an open position with your arms and legs uncrossed. Be comfortable.

Body movement

You should not move around too much, fiddle with objects or acknowledge people passing by. This is distracting and can indicate that you are bored, distracted and not interested in what the client is saying. Ensure that you have a comfortable chair, and that you are in a supportive environment.

Environment

Choose an environment that will support your coaching session, and provide minimum distractions and interruptions. Remove any physical barriers between you and the client.

Also ensure you are close enough to hear what the client is saying but far enough away to respect the client's personal space.

Remember – Ensure all mobile phones are on silent or calls are diverted and out of sight. If you must accept a call during the coaching session let the other person know at the beginning of the meeting.

Silence

Silence following a question may suggest either thoughtfulness or a lack of understanding of the question. Alternatively, it could indicate that the client is distracted, bored or disinterested.

Silence can also signify reflection on what has just been said. This is when you use the '3 second rule'. This rule suggests allowing a pause of three seconds from when the client stops speaking and before continuing the conversation. This allows time and space for the client to reflect, and may want to continue the conversation.

Recognise when you're not listening

Many people are poor listeners, even in everyday life. They tend to listen and then start thinking about something else, at the same time. At times, the conversation may trigger something else for them, or they may start thinking about their response without knowing the complete story.

Such poor listening makes good communication almost impossible. No matter how much care a person or group takes to communicate their concerns, values, interests, or needs in a fair, clear, unthreatening way, if the listener is not willing to receive that information in that way, the communication will ultimately fail.

Exercise – Listening Barriers

List at least 5 scenarios in which you are unlikely to be listening. This could be in either a professional or personal environment. Also indicate how you can rectify the situation, when you 'catch yourself' not listening.

Not listening	Solution
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	

Developing listening skills in your life

Good listening skills are invaluable, and can be used beyond the coaching session. Try incorporating these skills into your daily life, while managing your own staff, chairing a team meeting, with your children, conversing with your friends and colleagues and especially with your partner.

Pay attention to your own listening behaviour and notice whether or not others are truly listening.

Positive qualities of a good listener

A good listener will:

- Show genuine interest and be present.
- Minimise distractions.
- Be patient and not interrupt.
- Keep up with the speaker's flow of ideas.
- Provide clear feedback to show they are listening.
- Identify the central issues.
- Avoid evaluation until the whole story has been stated.
- Take notes to provide a memory aid.
- Analyse and reflect back on what has been said.
- Summarise key points at the end of the conversation.
- Notice vocal factors, it's not what is said, but how it is said.
- Maintain eye contact to indicate receptivity and friendliness.
- Be aware of facial expressions.
- Maintain an open position with arms and legs uncrossed.
- Minimise moving around too much and fiddling with objects.
- Choose a supportive environment for the coaching session.
- Use the '3 second rule' pause to allow time for reflection.

Exercise – Listening

Rate yourself (out of 5) on each of the positive qualities of a good listener. Select a minimum of five (5) qualities and note how you can develop it further.

Qualities of a good listener	Rate/5
Show genuine interest & be present.	
Minimise distractions.	
Be patient and do not interrupt.	
Keep up with the speaker's flow of ideas.	
Provide clear feedback to show you are listening.	
Identify the central issues.	
Avoid evaluation until you have heard the whole story.	
Take notes to provide a memory aid.	

Qualities of a good listener	Rate/5
Analyse and reflect back on what you have heard.	
Summarise key points at the end of the conversation.	
Notice vocal factors, it's not what is said, but how it's said.	
Maintain eye contact to indicate receptivity & friendliness.	
Be aware of facial expressions.	
Maintain an open position with your arms & legs uncrossed.	
Minimise moving around too much & fiddling with objects.	
Choose a supportive environment.	
Use the '3 second rule' to pause and allow time for reflection.	

8: Questioning skills

*Statements require you to obey,
a question requires you to think!*

- Nancy Kline, Time to Think

Asking questions and providing answers

When someone comes to you with a problem, it is your natural intuition to help him or her find the answer to his or her problem – that's why he or she came to you in the first place, right? Well, in fact, maybe not!

Your answer may not necessarily be the right answer for this person. We all work better when we have someone who allows us to verbalise our thoughts, allowing us to achieve clarity, and helping us to find the answer for ourselves.

When attending a coaching session, it is important to have an open mind, focusing on the bigger picture of the situation and the issues being discussed. Although you may have experienced this same situation, or dealt with the same problem, you are removed from the intricate details that the client is experiencing.

As a coach, it is important to get the client to find their own answers, and use your guidance to take their answer a step further.

Firstly, you can ask powerful questions. People learn and develop best when they are able to discover the answers for themselves. However, there will be times where there is a critical moment or an important issue, when you can become the consultant or teacher. Before giving the client advice or teaching them something relevant, ask for their permission first. Then, you can share what will add value to their situation. Ask them if what you have just said is something that could work for them. Finally ask them how they could use this new knowledge in their situation.

What makes a good question

Questions are used in everyday conversation to get information specific to our own needs. Asking a question in a coaching environment is about what the client can learn, elicit and observe about the issue on hand, so that they can understand the answer, and formulate a solution.

When asking a client questions remember to:

- **Keep your question simple.**
Only have one idea per question, use simple language, and be succinct. And only ask one question at a time.
- **Pause.**
Give the other person a chance to reflect and answer. Sometimes the question may have evoked many thoughts, challenged a belief or the client has never thought about the answer before and is being considered before answering.
- **Prompt the client.**
Sometimes you may need to repeat or paraphrase the question, or recall information related to the question.
- **Use open questions.**
Open questions allow the client to explore their answer by giving them the opportunity to provide more information. Close questions will usually return a single word response, and can close the clients thinking.
- **Remember that there are no wrong answers.**
There are only things that still need to be learnt. Remain sensitive and constructive and ask a different question to get the client thinking differently.

Types of questions

Questions can be constructed in several ways. Different types of questions can encourage different ways of thinking and draw out different responses. Some appropriate types of questions include:

- Closed questions
- Open questions
- Diagnostic questions
- Information seeking questions
- Challenge/testing questions
- Priority & sequence questions
- Action questions
- Prediction questions
- Hypothetical questions
- Extension questions
- Generalisation questions

Closed Question

The purpose of closed questions is to simply obtain a “yes” or “no” response. This type of questioning is not very helpful in the coaching session.

- “Did you attend the workshop on Coaching?”
- “Were you here yesterday?”

Open Questions

Most of us are familiar with “open” questions, they begin with who, why, what, where, how or when and help us to obtain information. We can develop the skill further (to avoid sounding like an interrogator) by prefacing them with phrases like:

- “Could you tell me about ...”
- “Do you mind if I ask ...”
- “Perhaps you'd like to talk about...”

Information Seeking Questions

There is often a need to gather facts and perceptions in a coaching conversation. It is also important not to make assumptions and not to move into problem solving until you're sure you have a real understanding of the situation. Questions might be:

- “How did you respond to that?”
- “What did you do about this?”
- “What options have you considered?”

Challenging/Testing Questions

One advantage of having a **dialogue** with a client is to explore alternative points of view. Examples of challenging questions are:

- “What are your reasons for saying that?”
- “What has led you to that conclusion?”
- “Do you think other people would see it that way?”

Action Questions

Coaching is not just about talking; it is about getting informed decisions and acting on them. Encourage action planning by asking:

- “What could be done to improve the situation?”
- “How might you go about achieving that?”
- “What specifically, do you plan to do?”

Hypothetical Questions

Thinking and talking through scenarios allows practice in a safe environment and can lead to a rehearsal or role play of a planned event to build skills.

- “What would you do if ...?”
- “How would you handle...?”
- “If you had done...what do you think would have happened?”

Priority & Sequence Questions

Goals and plans are often not achieved because people feel overwhelmed or don't know where to start. Sorting out what is to be done, and in what order, can clarify thinking and break the task into manageable chunks.

- “What will you do first?”
- “What is the next step?”
- “Is there a logical order in which to proceed?”

Diagnostic Questions

This type of questioning is used to find the root of a problem, so you can separate the symptom from the cause, by inquiring about the issue and prompting reflection on the experience. Examples include:

- “Why do you think they responded that way?”
- “What happened immediately before this event?”
- “What other factors are contributing to the situation?”
- “How do you feel about that?”

Prediction Questions

Remaining non-directive can be a challenge. Yet sometimes you may see potential pitfalls in someone else's plan. In big decisions consideration of possible unforeseen consequences is essential. Therefore, prediction questions are good risk management.

- “What are the outcomes if you take this course of action?”
- “What are the likely consequences of this?”
- “Are there other possible repercussions?”
- “If you do nothing, what will happen?”

Extension Questions

Critical thinking skills are an asset that increases one's ability to learn and grow. The development of critical thinking skills can be facilitated by asking questions such as:

- “What are the implications of ...?”
- “What insights have you gained as a result of ...?”
- “What have you learned from this incident?”

Generalisation Questions

Current and past experience provides important learning opportunities as long as we take time to reflect and draw useful conclusions. Questions that prompt consideration include:

- “Are there some principles here that you could apply in other situations?”
- “What could you do differently next time?”
- “How is this situation similar to others you have dealt with?”

Exercise – Questions

List four (4) question types that support coaching and explain why.

1

2

3

4

Exercise – Asking powerful questions

Asking powerful questions in a coaching environment is about what the client can learn, elicit and observe about the issue on hand. This will help the client to be more congruent with the answer and help the client formulate a solution.

For this exercise, please work in groups to practise asking powerful questions.

One team member will play the role of the Coach and the other will be the Client.

The Client is to think of a scenario that is real. This scenario could either be of a professional or personal nature. The issue could be typical for the clients that you work with, or something that you have encountered in the past, or you are currently working through.

After the conversation is finished have a discussion about how the exercise went, the type of questions asked, how it felt asking them and how it felt receiving them.

9: Rapport Building

How to accelerate rapport and trust

Building rapport in any relationship is very important. It's about developing a relationship with your client that is based on mutual respect, influence and trust. Rapport is an honest attempt to understand the other person in their terms, to see the world from their point of view, to feel what it would be like to walk in their shoes.

Having rapport with your client will encourage them to open up and share their thoughts and feelings. They'll feel comfortable discussing issues they encounter. It also helps you know how you can support them. Your client will grow and develop, and you will be looked upon as a trusted friend.

You can build instant rapport with someone by simply having something in common. However, the finer details of rapport building are listed below.

Some techniques for building rapport have already been covered:

- Using good listening skills.
- Asking effective questions.
- Being present and focused on the needs of your client.

Other rapport building techniques you can use when coaching, whether face to face, by telephone or by email, include:

- Finding out what you both have in common and talking about it.
- Taking an interest in the whole person, and their wider interests.
- Matching their behaviour.
- Matching the words they use.
- Matching the way they are thinking.

Matching Behaviour

People like people who are like themselves. Building rapport by matching behaviour is actually a very natural occurrence that happens with people who have a very good relationship. Matching someone's behaviour gives them the sense that you are similar to them, that you understand them and, as a result, this helps them relax. Some things to be aware of and try to match would include:

- General posture.
- Speed of movement.
- Amount of Eye contact.
- The speed at which they talk.
- The volume of their voice.

Matching Words

People's words reflect their thoughts and their thoughts represent their reality. Building rapport by matching words gives evidence that you are listening. It also demonstrates to the client that you understand their thoughts and it aids in clarifying the ideas that are being presented. You need to be aware of how often you are using this technique, as over-use will be perceived as 'parroting'.

- Pay attention to which words or phrases that are being emphasised, either by the tone of their voice or their gestures.
- Reiterate key points by using their own words. You can also include the gesture.

Matching Thinking

Matching your client's thinking is a very powerful way of building rapport. In each of our minds, the world is represented differently by using different senses. For some people their thinking is represented by images in their minds (visual), while others base their thoughts on how they feel (kinaesthetic) and then there are people who think by using an internal voice, which is represented either by words or sounds (auditory). Although we use all these senses in our thinking, there is a tendency to favour one.

To match your client's preferred thinking style, use their preferred sensory-based words from the list below. When you use words from their preferred senses you are perceived to understand them at a deeper level.

The following table lists a sample of the sensory-based words and phrases for images (visual), words or sounds (auditory) and thoughts and feelings (kinaesthetic).

Sensory-based Words

Visual		Auditory		Kinaesthetic	
Bright	Look	Accent	Mute	Balance	Seize
Clarify	Notice	Ask	Proclaim	Concrete	Sensitive
Clear	Outlook	Audible	Question	Contact	Sharp
Cloud	Paint	Call	Quiet	Feel	Shock
Define	Perspective	Clear	Remark	Firm	Smooth
Depict	Picture	Click	Resonate	Gentle	Soft
Distinguish	Preview	Comment	Rhythm	Grab	Solid
Dress up	Reflect	Cry	Ring	Grasp	Sticky
Expose	Reveal	Deaf	Say	Handle	Stress
Flash	Scene	Dialogue	Shout	Hard	Stuck
Focus	Screen	Discuss	Sigh	Heavy	Suffer
Glance	See	Dissonant	Silence	Hit	Tackle
Glimpse	Shine	Dumb	Sound	Hold	Tangible
Graphic	Short sighted	Harmony	Speechless	Jump	Tap
Illusion	Show	Hush	Tell	Pressure	Tension
Illustrate	Spectacle	Listen	Tone	Push	Throw
Imagination	Vision	Loud	Vocal	Rough	Tight
Insight	Visualise	Melodious	Whine	Rub	Vibrate
Light	Watch	Musical	Whisper	Run	Walk

Sensory-based Phrases

Visual	Auditory	Kinaesthetic
I see what you mean	On the same wavelength	I will get in touch with you
We see eye to eye	That's all Greek to me	I can grasp that idea
Show me what you mean	Turn a deaf ear	Hold on a second
The future looks bright	Hold your tongue	I feel it in my bones
It appears to me...	Loud and clear	The pressure was tremendous
Beyond a shadow of doubt	Clearly expressed	Only scratched the surface
I have a hazy notion	A lot of mumbo jumbo	Control yourself
The solution flashed before my eyes	Unheard of...	He has a soft spot for ...
Sight for sore eyes	Rings a bell	Breaking the mould
The future looks bright	It ended with a bang.	The project is up and running

- O'Connor, J., (2004), Coaching with NLP, Element

Building trust

Although rapport can be built and lost quickly, it takes time to build trust. Some key points to be aware of when building trust include:

- Be authentic. Just be yourself.
- Be sincere and keep your promises.
- Be competent and confident.
- Be honest and tell the truth in a respectful manner.
- Be congruent by matching your words with your actions.
- Be there by being on time and giving your full attention.

Understanding permission

In many everyday conversations, we express a thought or opinion, and then the listener will express a differing thought and opinion. This can leave us with a feeling of not being heard or understood.

Asking permission:

- Demonstrates respect.
- Builds rapport.

- Minimises assumptions.
- Frames the situation.
- Creates trust and co-operation.
- Gives a clear indication of where the conversation is going.

Use permission when you are:

- Sharing an experience.
- Sharing your thoughts, ideas or opinions.
- Changing the direction of the conversation.
- Wanting to spend more or less time on an issue.

Some questions to use

When asking permission you can use some of the following questions. Through practice you will develop your technique and it will become second nature.

- “Can I share ...?”
- “Can we spend some time brainstorming...?”
- “Would you like to ...?”
- “It sounds like ... Can we explore...?”
- “I’d like to Is that okay with you?”
- “Can I take a moment to run through what you just said?”

Things to observe

Now that you have further developed your listening, questioning and rapport building skills, take time to be aware of your own style and those of your colleagues and the people around you.

Start applying the active listening, effective questioning and rapport building techniques you have learnt, and make them part of your daily life.

Exercise – Relationship Types

To get you thinking a little more about rapport and building trust, let's take a moment to consider the different roles and relationships that you encounter. List the different types of relationships that you have in your life and work? What are the benefits of building rapport for each of these people?

Relationships	Benefits of rapport
1	<hr/> <hr/> <hr/>
2	<hr/> <hr/> <hr/>
3	<hr/> <hr/> <hr/>
4	<hr/> <hr/> <hr/>
5	<hr/> <hr/> <hr/>
6	<hr/> <hr/> <hr/>

Exercise – Rapport Building

Rate yourself (out of 5) on how good you are at each of these rapport building skills and how you can improve on this skill.

Rapport Building Skill	Rate/5
Asking permission	
Matching Behaviour	
Matching Words	
Matching Thinking	
Mirroring Posture	
Create a interruption free environment	
Being Present	
Have a clear intention without being attached to the outcome	
Exercise a non-judgment approach	

Rapport Building Skill	Rate/5
Eye contact	
Body language	
Pause – the 3 second rule	
Do not interrupt	
Listening to truly understand	
One point per question	
Non invasive question	

10: The GROW Model

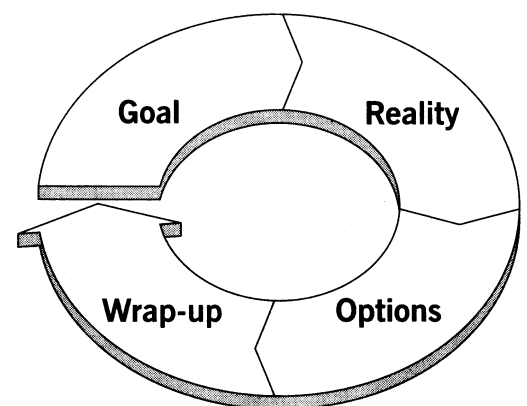
Create effective coaching conversations

The GROW (Goal, Reality, Options and Wrap up) model is a four step structure which uses key elements to create an effective conversation in a coaching session. This simple model supports a non-directive approach, using effective questions to identify progress and action.

During a coaching session, there may be several topics, issues or ideas that the client will want to discuss, resolve or get clarity. The four steps of the GROW model are used for each new coaching conversation, within the session.

Before applying the GROW model within a conversation, it is always important to first ask for permission – it should be asked subtly. The effect will create trust and the client will open up their thinking to the exploration of possible solutions.

1. **GOAL** – Identify the desired outcome by establishing the topic for discussion.
2. **REALITY** – Use open questions to establish the current reality for the situation
3. **OPTIONS** – Elicit all the options, identify options to move the goal forward and agree on possible options
4. **WRAP-UP** - Define the next steps and define a plan of action. Also identify possible obstacles and available support. Finally, agree on the expected timing for completion and follow up.



1. Goal

This goal is not necessarily the overall, long-term goal that the client has set for the coaching program. This is a goal or the aim of a topic, issue or idea that the client has selected to be the point of focus for the whole session or for a specific conversation.

It is important that both you and your client agree on the specific goal for the session and the topic to be discussed. This gives both you and the client a clear direction of where the session will be going. This desired goal is to be achieved within the limits of the session.

- “How far would you like to get in this session?”
- “What outcomes are you seeking by the end of the session”

2. Reality

Explore the current reality. Reality is the ‘who, what, where and how’ of the present situation. Asking questions to provoke ideas and actions will allow the client to explore what directly impacts and influences the outcome of the set goal.

Invite self-assessment, avoid irrelevant historical events and always ensure that nothing is left assumed. The client needs to be clear and honest to allow the coaching session to progress efficiently.

- “What is your present situation, in more detail?”
- “What have you done so far towards your goals?”
- “What has stopped you from achieving more?”
- “Who can support you?”

3. Options

Once you have defined the goal, and established the reality of the situation, you can move the client to the next stage – exploring the options and identifying what is actually possible to help the client to move the goal forward. Ensure that all possible options are considered and decisions are agreed upon.

- “What could you do?”
- “Can you list six things you can do?”
- “Which option would you choose?”
- “Which one can you begin now?”

4. Wrap Up

Finally the client will need to choose the next steps. What specific actions are they going to commit to that will ensure the successful completion of their goal/s? During the Wrap up phase, it is also important to identify any possible obstacles, agree on the expected timing and identify available support.

- “What are the next steps?”
- “What might get in the way?”
- “What support might/do you need”

Exercise – Use the GROW Model

Working in pairs or groups use the GROW model to structure a coaching conversation.

This structure should ensure an effective coaching conversation. Remember to use a non-directive approach and to use effective questions to identify progress and action.

You should once again spend approximately 15 minutes on each role as either the Coach or the Client (or the observer), and then after each conversation is finished, please discuss and provide feedback.

SECTION 5

Your Best Life Coach

Process

As a Your Best Life Coach, your purpose is to deliver inspirational and life transforming coaching programs, that enable people to see that they really can have everything they want in life, if they are willing to work in to achieve it!

11: Your Best Life Coach Process

Introducing the three simple steps

The key to achieving any goal in life can be broken into three steps. The Your Best Life Coach process builds on these three simple steps:

1. Know **where** you want to be,
2. Know what you need to do,
3. And **do** it!

As you can see these steps aren't rocket science; they're really very simple. And they are also very powerful. Once you understand these three steps and put them into practice, they will become a succinct methodology to assist your clients to achieve any goal they choose. Unveiling the answers to these steps is where the Your Best Life Coach process really comes into its own.

The three steps are each made up of four parts, so there are a total of 12 parts to the Your Best Life Coach process.

Step 1: KNOW WHERE YOU WANT TO BE

- Part 1. Discovering your dreams
- Part 2. Understanding what matters
- Part 3. Eliminating limiting beliefs and behaviours
- Part 4. Creating a vision for your future

Step 2: KNOW WHAT YOU NEED TO DO

- Part 5. Designing real and specific goals
- Part 6. Developing unshakeable self-confidence
- Part 7. Building a detailed plan of action
- Part 8. Managing your resources

Step 3: DO IT!

- Part 9. Developing amazing self-discipline and staying power
- Part 10. Facing your fears and calling on your strengths
- Part 11. Working through the tough times
- Part 12. Celebrating your success

Each of these 12 parts contains 5 tools each. These tools are used to either give to the client for homework and they can work through it in their own time, away from the coaching session, or you can choose to use the tool within a coaching session.

Step 1: Know where you want to be

The first step to helping your client live their best life is to find out what exactly it is that they want in their life to creating the life of their dreams.

Step one is to unveil the clients dreams and make sure that they are working towards what is really right for them, and that by achieving it will bring them happiness and fulfillment.

Step 1: KNOW WHERE YOU WANT TO BE

- Part 1. Discovering your dreams
- Part 2. Understanding what matters
- Part 3. Eliminating limiting beliefs and behaviours
- Part 4. Creating a vision for your future

Part 1: Discovering Your Dreams

The Discovering your Dreams part of the Your Best Life Process will be working though how to capture your client's dreams. This part of the processes allows your client to be bold, daring and audacious. Its important to allow your client to explore, dream and think big as this will help your client get clarity on where they want to be.

Have fun with your client as you will get them back in touch with the lost art of daydreaming and start imagining what life might be like if they were to create a more inspiring and satisfying life.

Later in the process, you will get them to create goals that they will be working towards and they will be achievable, but for now lets just play in the space where your client can dream and dream BIG!

The tools in 'Discovering Your Dream' will give your client a better idea of what their dreams looks like and providing them with the first and most important step in achieving it. These are:

1. Finding the time to dream
2. Enjoy the life you have today
3. Start with a perfect world
4. The difference between dreams and fantasies
5. Don't be afraid of the future

Key Lessons – Discovering your dreams

Some of the key lessons that your client will learn about themselves in Part 1: Discover Your Dreams of the process is:

1. Find time to dream – it will be a valuable investment in the future.
2. Creating the life of their dreams, they will need to first acknowledge all the positive things about their present life. Making sure they are enjoying today, not just striving for tomorrow.
3. When they are thinking about changing their life, they need to be as specific as possible about what and how they would like it to change.

4. Remember, they create their own reality, so allow them to start with a perfect world and then work back from there.
5. There is a big difference between dreams and fantasies. Fantasies are perfectly healthy, as long as your client recognise them for what they are.
6. To achieve their dream life, your client will need a positive mental attitude. They have to truly believe that not only can they achieve it, but that that they truly do deserve it.
7. Find a way to include dreams into reality. The more we enjoy dreams right now, the easier it will be to work toward bringing them to full fruition.
8. Identifying that there is fear and not to be afraid of dreams.

FINDING THE TIME TO DREAM

One of the great casualties of a modern lifestyle is that people no longer have enough spare time to think, let alone dream. This exercise is used to encourage the client:

1. To find some quiet time to dream.
2. Be allowed to dream, with no boundaries, just letting thoughts flow and not let the realities of life get in the way.

FINDING THE TIME TO DREAM

The first part of this tool is to commit NOW to a date and time that you will allow your self to be in a quiet place, with no music, no TV and no opportunity for interruptions. Allow yourself about 30-60 minutes minimum, longer if you can.

You may choose to think about your dreams over a few days before you actually put pen to paper or fingers to the keyboard.

Think back over all the things you wanted to do with your life when you were younger. A good place to start is the ages between six and sixteen. For most people it is these years, before college, work and 'real life' settled in, that you were most bold in your fantasies about the future.

Make a note of all the ideas you can remember having – just like a brainstorming exercise this doesn't need to be in any order, or make much sense to anyone but you. When you have captured all that you can remember, look back over your notes and see what patterns, themes and discoveries emerge.

Look back at your dreams and see what secrets they hold for you.

ENJOY THE LIFE YOU HAVE TODAY

People may come to coaching because there is something they want achieve, or maybe something they want to change. It is easy to think about these things but it is equally important that all this thinking about the future does not stop them from enjoying today as much as possible. The exercise to 'Enjoy the life you have today' allows the client to:

1. Be appreciative of what they have now, and
2. Acknowledge what they have already achieved.

ENJOY THE LIFE YOU HAVE TODAY

It's important to acknowledge both the good things in your life, and the things that you would like to change.

Start by listing the following - six things you value and appreciate about *yourself* and three things you would like to change, six things you value and appreciate about your *life* and three things you would like to change.

Most people find it much easier to fill the list of changes they would like to make, than the list of things they are content with, but creating the right balance between striving for the future and enjoying today is important, so for every item you add to the 'change' list, add two to the 'value and appreciate' list.

ENJOY THE LIFE YOU HAVE TODAY

What I value and appreciate about *myself*

1	4
2	5
3	6

What I would like to change about *myself*

1
2
3

What I value and appreciate about my *life*

1	4
2	5
3	6

What I would like to change about my *life*.

1
2
3

Ongoing

From now on, when you find yourself thinking that your life could be better, take the time to discover exactly what you would like to change and what would need to be different if things are to be *better*. If you don't take time to answer these questions then all you are doing is whinging – and that's hardly constructive!

To start with, write these down. This will help you to formulate and appreciate your thinking and how things are starting to change for you.

START WITH A PERFECT WORLD

“You create your own reality” is an expression that you may have heard and believe that it is true. And if your client is going to start creating their own reality they need to start by imaging that the world is a perfect place.

This exercise will get the client to start to:

1. Imagine what an ideal world would look like for them.
2. Free up their imagination.

START WITH A PERFECT WORLD

Imagine your perfect world. Begin by describing the basic things in your life, your house, your car and your appearance. As you get comfortable with suspending reality, it is then time to really go for it.

Think of every single aspect of your life and imagine how it might be if the world was a perfect place and nothing could hold you back in pursuit of your dreams.

Take time to enjoy this exercise, it really should be a lot of fun. You might want to complete it over a couple days, regularly coming back to your fantasy life and seeing what you would like to add to it. This exercise will give you an excellent starting point from which to create your new reality.

THE DIFFERENCE BETWEEN DREAMS AND FANTASIES

This exercise builds from the previous one 'Start with a perfect world'. The beauty of the perfect world approach allows your client to fully explore their imaginary life and then decide which bits of it they would like to incorporate into reality and which bits they are happy to keep as fantasies.

The client is to create a list of what their life would look like in all areas by:

1. Describing each area in detail
2. Writing it as a list, a story, drawing a picture...

THE DIFFERENCE BETWEEN DREAMS AND FANTASIES

Using the perfect day exercise as your starting point, make a list of the dreams you would like to see become a part of your reality. Although I don't want you to worry about being 'realistic' yet, make sure you leave out all the elements that really are just fantasies.

Describe your dream life in as much detail as possible. You might find it helpful to group these elements under the following headings: health and fitness, financial security, relationships, family and friends, social life, recreation time, working life, holidays and so on. You might want to write this down as a list, or if you are feeling creative you could write a story about a day in your dream life.

When you have finished this exercise you will begin to see what your dream life might actually look like. Areas such as, but not limited to:

health and fitness	Relationships	social life	family and friends
financial security	working life	career	recreation time

DON'T BE AFRAID OF THE FUTURE

They say that there are only two things in life to be afraid of – success and failure. Your client may discover that their dreams can really be quite overwhelming and may leave them with conflicting emotions. Once you get your client to dream big, there will most likely be some fears that come up.

This exercise gets them to identify their fears and begin seeing them as challenges along the journey, not barriers preventing them from getting started. This exercise will allow the client to:

1. Identify any of the feelings and fears that come up.
2. Move their fears out their heart and on paper.

DON'T BE AFRAID OF THE FUTURE

Make a list of your biggest fears. This might be a mix of both success and failure based fears. Next to each fear begin formulating your strategy for addressing these fears.

Perhaps there is something specific you can do to alleviate your fear, or perhaps you simply need to accept it and move on, without letting it hold you back in anyway.

This exercise helps you to get the fear out in the open and out of your heart and on to paper.

Part 2 - Understanding what matters

This part of the process looks at what really matters for us in this life. One of the biggest causes of frustration, stress and a sense of depression is living a life that is inconsistent or 'out of whack' with our values.

So before anyone can create the life of their dreams, a life that is truly fulfilling in every way, it is important to ask what matters most, what is important, and what can we happily live without?

Some people think that they already know the answer to this question and it usually includes family, friends, love, money and health. But, this part is going to get your client to dig a little deeper and explore their *core values*. When they have uncovered their core values, not only will they find out exactly what it is about family, friends, love, money or health that is most important to them, they will also have a clear understanding of why.

Values can change and evolve over the years. That is the very essence of why defining values is so worthwhile. It's about working out what matters most to your client and importantly, having a deep understanding of *why* it matters. This part will get your clients to get to know themselves a little better by:

1. Discovering your core values
2. Decision making made easy
3. Work is what you do, not who you are
4. Doing what you're good at and doing what you love
5. The quest for work/life balance.

Key Lessons – Understanding what matters

Some of the key lessons that your client will learn in Part 2:
Understanding what matters of the process is:

1. Values are the DNA of our souls - they are the things that matter most to us in the world. Understanding your life values is the key to creating the life of your dreams.
2. There is no right or wrong to your values. Values are simply an honest expression of the things that are of most *value* to you.
3. When you understand your life values, decision making will become much easier.
4. Work is what you do, not who you are – you need to consider your work values as a subset of your overall life values.
5. Make sure you do what you love - doing what you are good at won't guarantee your fulfillment.
6. To live a balanced life, make sure that you work toward meeting all of your values, not just one or two.
7. Relationship values and family values should be developed together with your partner. The values you agree on should be a compromise based on each of your personal values.
8. If you live your life in alignment with your values, you have already begun to live your best life.

DISCOVERING YOUR CORE VALUES

From a very young age we are told what is right and what is wrong, what is good and what is bad, what matters and what doesn't. We are influenced by our parents and grandparents, our schools and community, and our religious and cultural background. As adults, we need to wade through this myriad of influences and find out what really matters to us as individuals.

We can either give the client this as an exercise that they can do as homework or you can use it during a coaching session to elicit their values. This exercise is to get your client to work through what their values are, what is really important to them by:

1. Identifying their key values by working through a list
2. Describing what each one means to them.

DISCOVERING YOUR CORE VALUES

Work your way through the following list of life values. Focus on each one individually and circle those that you feel you strongly identify with.

ADVENTURE

Risk	The unknown	Speculation	Quest	Thrill
Venture	Endeavour	Gamble	Experiment	Dare
Danger	Exhilaration			

BEAUTY

Grace	Refinement	Elegance	Taste	Radiance
Attractiveness	Loveliness	Magnificence	Gloriousness	

TO CATALYSE

Impact	Move forward	Unstick others	Touch	Energise
Alter	Encourage	Spark	Coach	Influence
Turn on	Stimulate			

TO CONTRIBUTE

Serve	Improve	Facilitate	Augment	Grant
Provide	Endow	Minister to	Strengthen	Assist
Assist	Foster			

TO CREATE

Design	Invent	Ingenuity	Synthesise	Build
Imagination	Inspire	Conceive	Originality	Assemble
Perfect	Plan			

TO DISCOVER

Learn	Detect	Uncover	Distinguish	Perceive
Locate	Realise	Discern	Observe	

TO FEEL

Make	To experience	Sense	Sensations	Energy Flow
To Glow	To feel good	Be with	In touch with	

TO LEAD

Guide	Inspire	Influence	Encourage	Model
Cause	Arouse	Enrol	Rule	Persuade
Reign	Govern			

MASTERY

Expert	Superiority	Pre-eminence	Adepts	Primacy
Dominate	Greatest	Set Standards	Excellence	Best
Outdo	Supreme			

PLEASURE

Have fun	Be hedonistic	Be amused	Sports	Sex
Sensual	Bliss	Be entertained	Play games	

TO RELATE

Be connected	Part of the	Be bonded	Family	Be with
To unite	community	To nurture	Be linked with	Be integrated

BE SENSITIVE

Tenderness	Show	Touch	Perceive	See
Be present	compassion	Empathise	Support	Respond

BE SPIRITUAL

Be aware	Be accepting	Honouring	Be awake	Religious
Relate with God	Devoting	Holy	Passionate	

TO TEACH

Educate	Instruct	Prime	Explain	Enlighten
Inform	Prepare	Edify	Uplift	

TO WIN

Prevail	Accomplish	Triumph	Predominate	Attract
Score	Acquire	Win over	Attain	

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Compile the words you have circled into a short list. The idea is to create a final list of 6 – 10 core values. Be vigorous with your selection. For example you have circled two items in the adventure category, make an effort to choose the one item that resonates most closely with you.

Once you have your final list, go through each item and describe what that key word means to you and why it is important that this value is met in your life. See if you can capture this as a single sentence. Remember, the same words will mean different things to different people, so it is important that you get clear about what each word really means to you.

UNCOVERING YOUR CORE VALUES USING VERBAL ELICITATION

This can be done with a partner or friend. Someone you can be completely honest with. One of you will take the role of the coach, while the other person works to define their core values

The 'coach' is to repeat the question – “What matters most to you in life?” Each time the question is asked, the 'client' writes the first word that comes into his or her mind.

Ask this question 10 –15 times. You will know you have drawn out the majority of your core values when either you become stuck for an answer about what *really* matters or your answers have started to become similar variations on the same value.

Again create a short list of 6 – 10 items and go through this list describing what each key words means to you, and why that particular value matters in your life.

DECISION MAKING MADE EASY

We all know how hard making life's most important decisions can be, but when you know what your core values are, decision making suddenly becomes much easier.

By having a clear understanding of their values your client can start to look at their life as a whole and quickly understand the benefits of one decision compared to another and how each choice being made will affect the overall goal of creating their dream life.

Working with the results of the previous exercise 'Discovering your core values', this exercise will get your client to:

1. Allocate a score to each of the top values
2. Identify values that can be improved by take action.

DECISION MAKING MADE EASY

Go back to the list of core values you defined in the previous exercise. Next to each value, give yourself a score out of ten; indicating how prevalent that value is in your life today. A score of 10 would mean that value was being completely met in your life and that there is simply nothing you could do to achieve a greater sense of satisfaction in this area. A score of 0 would mean unfortunately, that value was nowhere to be found in your life.

Look over your scores. For each value that currently scores below 7/10, identify three things you could do, choices you could make or plans you could put into action to bring you closer to a life that was in alignment with your values.

WORK IS WHAT YOU DO, NOT WHO YOU ARE

In today's society most people spend at least fifty percent of their waking hours at work. Being clear about how we feel about our work, and understanding what does and does not matter to us when we are at work, is vital if we are to find our work satisfying and fulfilling.

This exercise is similar to the 'Discovering your core values' but your the client will identify what is important to them at work by:

1. Scoring from 1 -5 what is important.
2. Identify 5 -6 core work values.

WORK IS WHAT YOU DO, NOT WHO YOU ARE

Read through the following list of work values and rate each value with a score from 1 to 5 of how important each of these are to you:

- | | |
|---------------------------------------|--|
| 1 – This is always important to me | 4 – This is occasionally important to me |
| 2 – This is often important to me | 5 – This is never important to me |
| 3 – This is sometimes important to me | |

INDEPENDENCE	JOB TRANQUILLITY	CHANGE AND VARIETY
CHALLENGING PROBLEMS	CREATIVE EXPRESSION	FAST PACE
EXERCISE COMPETENCE	WORK UNDER PRESSURE	AESTHETICS
PHYSICAL CHALLENGE	STATUS	WORK ON THE FRONTIER
SECURITY	PRECISION WORK	FRIENDSHIPS
INTELLECTUAL STATUS	PUBLIC CONTACT	INFLUENCE PEOPLE
KNOWLEDGE	MAKE DECISIONS	AFFILIATION
ADVANCEMENT	HELP OTHERS	POWER AND AUTHORITY
EXCITEMENT	COMPETITION	STABILITY
WORK ALONE	HELP SOCIETY	CREATIVITY (General)
COMMUNITY	LOCATION	FAMILY

PROFIT / GAIN	TIME FREEDOM	FUN AND HUMOUR
ARTISTIC CREATIVITY	SUPERVISION	WORK / LIFE BALANCE
RECOGNITION	WORK WITH OTHERS	TRADITION
ADVENTURE	MORAL FULFILMENT	STEEP LEARNING CURVE
HIGH EARNINGS ANTICIPATED	HONESTY & INTEGRITY	PERSONAL SAFETY
SPIRITUALITY	DIVERSITY	STRUCTURE & PREDICTABILITY
GROUP & TEAM	PRACTICALITY	ENVIRONMENT

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If you find that you have rated more than five or six items as category 1, feel free to create a sub category '1.5 – This is nearly always important to me'. It doesn't matter how many items are in each of the other categories - what you are focusing on is identifying your core work values.

DOING WHAT YOU'RE GOOD AT AND DOING WHAT YOU LOVE

Sometime at work we might feel that we are successful but not really satisfied. This could be that we are doing work that we are good at, but maybe its work that we don't particularly enjoy doing.

Just because you are good at something doesn't mean that engaging in that activity will be aligned with your values. You might be excellent at filing and administration, but that might not meet your values of creative expression and continual change. Likewise you might be a deeply creative and a talented musician, but working in a band may not meet your values of security and regular income.

This exercise will give your clients some areas that they can focus on once they have revealed the things they:

1. Are good at doing or what others say they are good at and scoring them.
2. Love doing or would love to do and giving each a score.

DOING WHAT YOU'RE GOOD AT AND DOING WHAT YOU LOVE

First make a list of ten things that you are good at doing. This might include things that you know you are good at and things that other people tell you that you're good at.

Next to each activity rate each item on a scale of 0 – 10 where 10 is 'I am truly passionate about this activity' and 0 is 'I couldn't care less if I never did this again as long as I live!'

Then look at all the items that you scored 7 or above. How many of these do you currently spend your time doing? What simple changes could you make, so that you spend more time doing these things?

Now make a list of 10 things you love doing, this list can include things that you are good at but never get a chance to do, things you are ok at, but wish you were better and things you love doing, but don't get the chance to do often enough to know if you are any good or not.

Again, rate each item on a scale of 0 – 10. This time 10 means 'I spend nearly all my time doing this' and 0 means 'I know I'd love doing this, if only I got the chance!'

This time, look at all the items that score 7 or below. What changes could you make in your work and your life, so that you spend more time doing the things that you love.

Finally, look at the items on this list that you love doing, but aren't particularly good at yet. Make a plan to improve, whether that means regular practice, additional training or studies or simply making changes in your life that mean that you get the chance to do it more often.

THE QUEST FOR WORK/LIFE BALANCE

Work/life balance is the hot topic of our times. As companies demand more of their employees and people begin to expect more luxuries in their lives, the hours we work become longer and our non-work time becomes filled with nothing but trivia and sleep.

Core values can assist in creating and maintaining a sense of balance in life. When your client knows what matters most to them in life, they are much clearer about what they are actually working for. This exercise is used to get the client to:

1. Check that the values they have identified earlier are also included in their dream life, and
2. Identify how their idea of the perfect world needs to change so that it is consistent with their values.

THE QUEST FOR WORK / LIFE BALANCE

Check to see if your values are being fully represented in your dream life. Ideally you will find that in your perfect world, your values are being met one hundred percent.

However, if this is not the case and some values are not being met or your dreams are in conflict with your values, make notes about how your idea of the perfect world needs to change so that it is consistent with your values.

Having an understanding of your values is like having the key that unlocks the secret to a fulfilling life. If you know what makes you happy, what fulfills and satisfies you, and just as importantly, what leaves you frustrated and dissatisfied, you can begin to make changes in your life right away, that will take you closer to your dream life.

By making the commitment to living a life that is in alignment with your values, you will have taken a big step toward making your dream life a reality.

Part 3: Eliminating limiting beliefs and behaviours

By now your client will be closer to understanding what living their best life means and it is now time to work on examining the thought processes and eradicate any limiting beliefs, the things that stop your client from moving ahead.

The client will look at their habits and behaviours that no longer work for them and identify new ones that will give them the support on the path to their dreams.

1. Are you getting in your own way?
2. Be your own cheerleader
3. Learn to reframe your thoughts
4. Reform your thinking with powerful affirmations
5. Overcoming limiting behaviours

Key Lessons – Eliminating limiting beliefs & behaviours

Some of the key lessons that clients will learn about themselves in Part 3: Eliminating limiting beliefs and behaviours of the process is:

1. Don't blame the world for the lack of progress, instead they will be aware to start to look inside themselves and ask 'how do I hold myself back?'
2. Adopting a positive perspective to get your client to no longer see things as good or bad, instead they will see opportunities to learn a little or a lot!
3. Don't be a critic, be a cheerleader. Champion their efforts at every opportunity.

4. They are the guardian of their own self esteem. Learning never to speak to themselves more harshly than they would to a small child.
5. If they find themselves being critical or demanding of their performance, they will learn to examine the behaviour from an objective view. Imagining what an independent third party might say.
6. Positive, present tense and personal affirmations are POWERFUL – use them!
7. Eliminating limiting beliefs might be as simple as owning up to them. Overcoming self-sabotaging behaviours might need the help of a professional.
8. Spending time developing positive beliefs – when we believe it, we can achieve it!

ARE YOU GETTING IN YOUR OWN WAY?

For some people the way that they hold themselves back will be as simple as not truly believing that they can achieve their goal. For others a far more complex set of thoughts and actions are getting in their way.

This exercise is a powerful step toward creating the dream life by helping your client to:

1. Discover how they are holding themselves back.
2. Put in place strategies to eliminate each of their limiting beliefs and behaviours.

ARE YOU GETTING IN YOUR OWN WAY?

Ask yourself the question – How do I hold myself back? Make a list of all the things that you say, think or do, that get in the way of you achieving your goals. Include everything you can think of, no matter how big or small. You might find it easier to break this question down into the key areas of your life; health and fitness, financial security, career, relationships, work / life balance and home life.

If you think that you have completed your list, ask yourself the question again – How do I hold myself back? And see what other answers come to you. You may want to go through this process two or three times before your list is complete.

Then make a note next to each item of a simple change you could make so that you no longer hold yourself back in that way. You'll get more ideas for this as you work through this chapter, but make a start on this exercise right away.

It can be quite a shock to discover all the different ways that you have been compromising your own success, but don't let this list cause dismay. Instead look at it as a starting point; by uncovering all the ways you currently hold yourself back you are so much closer to having the power to create your dream life!

BE YOUR OWN CHEERLEADER

The conversations we have with ourselves are some of the most important we will ever have. They are the basis for the continuing development of self-esteem and confidence. After all, if we don't believe in ourselves, how can we expect anyone else to?

The Be your own cheerleader exercise is to get your client to:

1. Identify the inner dialogue
2. Start changing negative thoughts

BE YOUR OWN CHEERLEADER

Keep your journal with you for two to three days and make a note of your inner dialogue; the conversations you have with yourself. Write down the subject matter and nature of each conversation. Where negative conversations are concerned, I want you to stick to the subject of the conversation, I am not asking you to write down those negative beliefs. **NEVER**, ever write down a negative belief. Confirming it in ink, will only add to the power it already has to limit you and hold you back.

As you observe your inner dialogue you will start to see a pattern emerging. On some subjects you may find that you are your own harshest critic, and on others, hopefully you will have been your own cheerleader.

When you find yourself engaged in a negative internal conversation - stop it immediately. Take a moment to inject some positivity into your dialogue and practice being a cheerleader. If you keep this up, you will begin to discover that being your own cheerleader comes naturally to you.

LEARN TO REFRAME YOUR THOUGHTS

One of the easiest ways to eliminate limiting beliefs is to reframe our thoughts. Reframing is a simple technique where an existing negative or limiting thought is evaluated objectively and then replaced with a more accurate, positive thought. This is a conscious process and one that can be adopted at any time when we find ourselves expressing a negative statement about us either verbally or within your internal dialogue.

The client will work through a process to:

1. Question the thoughts they have of themselves
2. Learn to reframe any of their negative thoughts

LEARN TO REFRAME YOUR THOUGHTS

Using logic and objectivity begin to reframe any negative thoughts you identified in the previous exercise.

For each negative thought try asking yourself the following questions:

- What would someone else say about this?
- What is the likelihood this is true?
- What would I say to someone who said this about his or herself?
- Are there any examples where this might not be the case?

Aim to diminish each negative thought by applying the principles of reframing.

REFORM YOUR THINKING WITH POWERFUL AFFIRMATIONS

The single most powerful tool you can use to eliminate limiting beliefs is to create an affirmation. Affirmations are simple positive statements that reform negative thoughts by *affirming* as fact that you wish to be true. Repeating a set of positive statements or affirmations will develop confidence in abundance.

Working with the previous exercise – your client will learn to reframe their thoughts by:

1. Creating affirmations for any negative or limiting beliefs
2. Learning how create powerful affirmations.

REFORM YOUR THINKING WITH POWERFUL AFFIRMATIONS

Look back at the internal conversations you identified in the last exercise. Where the dialogue was negative, see if you can work out the underlying limiting belief.

Next I want you to work on designing an affirmation that both eliminates your limiting belief and supports you in living your best life. Make a note of this affirmation in your journal and commit to repeating it three times every morning, every night and at least one other occasion in between.

Repeat this exercise for at least three of your limiting beliefs.

Keep working with this same set of affirmations until you feel that they have taken effect and you have completely eliminated your negative belief.

Creating powerful affirmations

There are three simple rules are:

1. Positive – There are no ifs, buts or maybes about affirmations. Likewise there is no could, should or I'll try in an affirmation. For an affirmation to work it needs to be strong, powerful and **positive**,
2. Present tense – Because you want your subconscious to accept your affirmations as fact, structure them in the present tense as if you have already achieved your goal. Use expressions like - I have, I do and I am,
3. Personal – Your affirmations are powerless if they don't mean anything. When writing your affirmations, use words that excite and inspire you.

OVERCOMING LIMITING BEHAVIOURS

Unlike limiting beliefs, limiting behaviours actually result in an action, or lack of action that has a direct impact on progress. These behaviours can be limiting and hold us back from achieving our potential. Some limiting behaviours that your client may display are:

- Believing that time will wait for them
- Thinking that worrying will make a difference
- Waiting until they have enough money
- Thinking that calories / kilojoules don't count

This exercise will get your client to:

1. Identify their limiting behaviours, and
2. Develop strategies that can help them overcome them.

OVERCOMING LIMITING BEHAVIOURS

Look back over the list of limiting behaviours you identified in the first exercise. Do any of them fall into the categories listed above? Have these headings helped you to identify any additional limiting behaviour you may occasionally succumb to?

For each limiting behaviour, identify a strategy you can adopt to overcome them. Your strategies might include alternative behaviour, new habits, and different choices. You may even want to include an affirmation that is designed to support your desired behaviour.

Make a note of each of these strategies in your journal. At the end of each day, examine your progress in eliminating these behaviours and amend your strategies as required.

Part 4 – Creating a vision for your future

It is true that we can have anything we want in life, if we are willing to work for it. It's also true that we can have it all, but most people find that having it all at once does not always bring the happiness and satisfaction that they would expect. We tend to enjoy different things at different stages in our life.

Fine-tuning our vision is about working out what we really want – and understanding what we are willing to do to get it. Through creating a vision we also get clear on what we don't want and what we are not willing to compromise or sacrifice in order to achieve our dreams.

Part 4 – Creating a vision for your future will get the client to start designing, developing and creating tools that will assist them in developing their vision of their future by working through the following exercises:

1. Do you need a blueprint for your future?
2. The importance of knowing what you don't want
3. Creating your vision statement
4. Being confident about your future
5. Visualising your vision

Key Lessons – Creating a vision for your future

Some of the key lessons that clients will learn about themselves in 'Part 4: Creating a vision for your future' of the process is:

1. Take ownership over the direction of their life – create a vision and then work toward making it a reality.
2. To create *real* success and happiness in life it is important to know what we don't want in it.
3. Lack of direction is one of the biggest causes of stress in life. When we create a vision, we capture exactly what motivates and inspires us and we know what it is that we are working toward.
4. It takes courage to take control of our life and decide not to just accept *any* future.
5. Repeat or affirm the vision until it is believed at a cellular level.
6. Spend time visualising their future life – being able to create a visual blueprint for their future is just as important as having a written or verbal one.
7. Know what the vision is, and decision making becomes easy. Simply evaluate each option for whether it takes them closer to or further from their dream life.
8. Look at the present life and see what simple, inexpensive changes can be made. Start living the dream today!

DO YOU NEED A BLUEPRINT FOR YOUR FUTURE?

By taking the time to create a clear vision for our future, we are taking ownership of the direction that our life will take. Most can happily exist for the rest of our life without ever taking the time to develop a vision, and most likely we would be content.

But your client is here because they are done with content and are ready to start living the most meaningful and fulfilling life they can and not leave it up to chance anymore.

In this exercise your client will go back through an earlier exercise where they defined their dream life (and illuminated any fantasies) and now have the opportunity to:

1. Create a list of the really important things that they want in their future.
2. Check that the things they want in their future align with their values.

DO YOU NEED A BLUEPRINT FOR YOUR FUTURE?

Look back over your dream life and begin to create a short list of all the things that you would *really* like to have in your life. You have already eliminated all the things deep down you know are fantasies. This time, I want you to make sure that even if you don't know how you go about getting these things in your life just yet, you are at least *willing* to work toward achieving them.

Once you have created a list of all the key elements that your best life would contain, I want you to review this list against your core values and ask yourself the following two questions. Is each item on your list in alignment with your core values, and are each of your values being met.

When you have finished this exercise, you should have a short list of all the elements that make up your vision.

THE IMPORTANCE OF KNOWING WHAT YOU DON'T WANT

Knowing what we *don't* want is just as important, as knowing what we *do* want! Understanding the real reason why something is not meant to be a part of our vision can be invaluable, saving time from chasing unfulfilling fantasies and freeing up our time and energy to focus on what is really going to make for a happy life.

There is no place for 'coulds', 'shoulds' or 'have to's in a vision. It's important that the future your client is creating doesn't include things that are being included to keep other people happy or to fulfil some outdated ideas of what once was thought that life should be like.

This exercise will give your clients a chance to start creating the life of their dreams, so make sure that they leave behind all the influences from their childhood, family or current work environment. This exercise will help your client to:

1. Identify what didn't make the vision list and why that is, and
2. Look at what they feel they *should* want, have or do but and realise that they do not belong in their vision.

THE IMPORTANCE OF KNOWING WHAT YOU DON'T WANT

For the first part of this exercise, look back over the things that you included in the first perfect world exercise and make a note of all the things that didn't make it onto your vision elements list. Next to each item, acknowledge the reason why you know, deep down, that this does not belong in your vision. It might be that you wouldn't be willing to work for it, or that the compromises required would be too great, or that it would be in conflict with one of your core values.

Next make a list of 5 – 10 things that you have often felt you *should* want, have or do with your life, but that you know do not belong

in your vision for your dream life. This might be things that other people have pressured you to consider, or that your culture, environment or family have influenced you into thinking that they are right for you.

Again, make a note next to each point as to why you know that it is not the right thing for you.

Once you have completed this list, you will be able to forget about all the things you don't want from your life – forever.

CREATING YOUR VISION STATEMENT

You may have seen or heard of a company vision statement. Its made up of a couple of sentences to inform anyone who cares to know, where the company is headed and what it intends to become. This vision statement is a compelling description of the future of the organisation that can be used both to create a sense of clarity about the company's purpose and to motivate and inspire its staff.

A personal vision statement works in much the same way, providing clarity as to where you want to head and what you want your life to be like. A personal vision statement will also help to motivate and encourage you as you work toward creating the life of your dreams.

This exercise will allow your client identify exactly what it is that motivates and inspires them in life and they will be able to see how all of those elements tie together to create a life that is deeply satisfying and truly fulfilling. They will be:

1. Organizing the things in your vision into categories
2. Creating a powerful vision statement for each category

CREATING YOUR VISION STATEMENT

Go back to the list of key elements for your vision that you identified earlier. It's likely that this short list falls generally into the categories of home life, relationships, work, money, health, recreation and so on.

For each category, I want you to create a statement that is concise and yet captures all the essential elements required to describe your vision. To give you an example from my own vision statement:

My life is filled with people that I love and cherish. I have a dynamic social circle and I spend my time with people who are both stimulating and supportive.

Although a company's vision statement might be able to be summarised in two or three sentences, you might want to write a little more, after all, we are talking about your whole life here!

On the other hand, you might find that at the end of this exercise you want to write a simple sentence or two that summarises your whole life vision.

I have a single sentence that summarises my vision for all my professional pursuits:

I communicate the importance of creating the life you love, with the widest possible audience.

Whether I am working my next book or a magazine column, speaking at a conference or working with a one-to-one client, I always ensure that I am being true to my vision.

By creating your own vision statement, you will always know what you need to have in your life if you want to experience *real* success and happiness.

BEING CONFIDENT ABOUT YOUR FUTURE

Some people find that creating a vision for their future stirs up some uncomfortable feelings and worries that on some level, they are not good enough and don't deserve to be the recipient of the life they have described in their vision.

If you see your client is expressing or unconsciously communicating something like this, they may just need some support, someone to say to them simply: "YOU DESERVE IT – you really do deserve to have the life of your dreams."

For your client to start feeling confident about their future this exercise is really powerful as it will get them identify with their vision everyday by:

1. Printing out several copies and placing them where they can see it - everyday
2. Getting them to read it out allowed
3. Simply writing it out in long hand – over and over again.

BEING CONFIDENT ABOUT YOUR FUTURE

One of the most powerful things you can do to support yourself, in creating the life of your dreams, is to focus on your vision – regularly and often. Try each of the following exercises to see which one works best for you, or combine all three, to make sure you have the best possible chance of making your vision a reality.

- a) Read your vision statement out loud, three times over every morning when you wake up and every night before you go to sleep. You will find that before long you can almost recite it off by heart. If you find yourself starting to feel complacent about your vision, mix up the order in which you read out your statements. Try starting from the bottom or the middle.

- b) Print or write out several copies of your vision statement and stick these in places where you know you will see them on a regular basis. Every time you see your statement read it through. Some places you might want to consider are:
- A book mark to your diary
 - On your bathroom mirror
 - By your bedside table
 - on the wall next to a door you walk past often.
- c) If you are feeling a little shaky in your confidence in achieving your vision, one of the best things to do is write it out, long hand, over and over until it feels like there is simply no other possible alternative in your life. Your vision is aimed at getting you excited and inspired by what the future holds.

VISUALISING YOUR VISION

The dictionary definitions of vision include a “vivid mental image produced by the imagination”. One of the best things you can do to support yourself in the achievement of your vision, is to create vivid mental images or visualisations.

Being able to create a visual blueprint for our future is just as important as creating a written or verbal one. Some people may be able to close their eyes and see the life of their dreams unfold before them. Others may need a little more help in getting clear as to what their ideal future actually looks like.

This exercise will help your client to perform:

1. Mental visualisations of the vision
2. Take time out to dream in a quiet and supportive place

VISUALISING YOUR VISION

Although you should visualise your dream life as often as possible, in an informal way, there is a lot to be gained by making a ritual of your visualisation.

Sit in a comfortable and happy place. This might be your favourite armchair at home, or under your favourite tree in a local park. Scent and sound are a great support to the imagination, so you might want to light a candle, burn some incense, listen to some music or simply take deep breaths and inhale the air around you.

Once you have set up your environment, I want you to close your eyes and imagine that you are living the life of your dreams. Imagine one day in this life in as much detail as possible. How do things look and feel? What are you wearing? What things can you smell, what food can you taste, who do you spend your time with and what feelings do you have as you go along your day.

You can completely lose yourself in this exercise, so make sure you do it when you are not going to be disturbed and not when you are waiting for your bus or train to stop!

When you have exhausted every aspect of this exploration, I want you to open your eyes and write down as much as you can remember in your journal –capture as much of your dream life as you can remember.

This is a wonderful exercise and you shouldn't feel that you have to limit yourself to doing it just once! The more time you can spend visualising your ideal future, the more it will feel like a natural inclusion in your reality.

Aim to find time to do this visualisation exercise for either five minutes each day or ten minutes a couple of times each week.

CREATING A VISION BOARD

Create a Vision board

Being able to create a visual blueprint for your future is just as important as creating a written or verbal one. Some people may be able to close their eyes and see the life of their dreams unfold before them. Others may need a little more help in getting clear as to what their ideal future actually looks like.

Now that you are clear on the elements that are contained in your vision, keep an eye out for images that support that image. This might include pictures in magazines, advertising campaigns, artworks, and post cards – any image that captures your attention and feels like a visual cue for the future you are working to create.

Start a collection of images that support your vision. You might like to pin these to a pinup board in your office or study, or if you are feeling creative you might like to build a vision map – a collage of all of then images you have collected that support and inspire your vision.

You might want to create an Inspiration and Aspiration Folder. In this folder you can collect images and articles about things, people and place that excite and inspire you. In effect this becomes like a resource book for your imagination and as you are visualising your future you will have a rich library of images and ideas to draw from.

One of the best ways to support yourself in creating the life of your dreams is to regularly visualise yourself within that life. At first you might feel a little foolish but soon you will be able to find a rich sanctuary in your mind – a place to go to, to remind you how wonderful your future is going to be.

Step 2: Know what you need to do

Several research studies have shown that only one in ten people set specific goals, but that these people are far more financially successful than those who set no goals at all. Of course money is not the only measure of success, but from a research point of view, it's useful, because it is both tangible and objective.

It's fairly safe to assume, that if there were a quantifiable, objective measure for happiness, satisfaction or fulfilment then the group that set goals in those areas would also have been more likely to achieve them.

What the various studies have also highlighted is the power of writing down your goals. The group that had written their goals down had amassed more wealth than the rest of the group put together.

A goal is a positive statement about something we would like to do, be or have. But don't let the simplicity fool you. Goals are some of the most powerful tools to inspire, encourage and motivate us to achieve our *real* success and happiness.

Some people find that when it comes to writing down their goals, they feel pressured or stressed – as if somehow they are setting themselves up to fail or feel disappointed. Writing down your goals is actually one of the most powerful things you can do, and the exercises that we will go through in this chapter will show you how to set and write goals in a way that feels natural. You might even find the whole process is exciting – I know I do!

Having a dream is a wonderful thing, but it is not going to get you very far if you don't know precisely what you need to do to achieve it. In step 2 – Know what you need to do, you will work out what you need to do and importantly who you need to become if you are to start to create the life of your dreams. We

will look at the tools that we use to support this step in each of the following four parts:

- Part 5. Designing real and specific goals
- Part 6. Developing unshakeable self-confidence
- Part 7. Building a detailed plan of action
- Part 8. Managing your resources

Part 5 - Designing real and specific goals

It is no exaggeration to say that discovering the power and importance of goal setting can be truly life changing. If your client is not really clear on what they want, how will they be able to work toward getting it?

In Part 5 – Designing real and specific goals you will know how to create SMART – specific, measurable, attractive, realistic, time based - goals and how to encourage your client to personalise their goals in a way that is truly meaningful to them.

It might even be revealed that your client is closer to their goals than they think! The tools in part 5 are:

1. Quick wins and short term goals
2. How 'SMART' do you need to be?
3. Building blocks for the life of your dreams
4. Keep it small and simple
5. Goal setting and goal getting

Key lessons – Designing real and specific goals

Some of the key lessons that clients will learn about themselves in 'Part 5: Designing real and specific goals' of the process is:

1. To create powerful goals, make sure that they are S.M.A.R.T – specific, measurable, achievable, realistic and time based.
2. If every goal set is positive, present tense and personal they will soon start to feel that achieving their goal is the most natural outcome in the world.
3. Make a dramatic improvement in their every day life by finding some quick wins and short term goals that can easily be achieved if they put their mind to it.
4. Dreams should be exciting, their vision should be bold, but if they want to achieve their goals, their goals need to be small and simple.
5. Don't set goals for things they think they 'should' do. If they focus on what is truly attractive to them, their goals will be much easier to achieve.
6. By designing goals based on the key elements of their vision, will ensure that their vision will soon become a reality.
7. To make sure that goals are achieved:
 - Write them down
 - Keep them private
 - Focus on no more than three goals at once
 - Review progress, and
 - Celebrate success
8. There is sometimes a timing difference between effort and reward. If goals are not achieved in the time frame that have been set, never give up. Success is always just around the corner!

QUICK WINS AND SHORT TERM GOALS

All goals can generally be broken down into short, medium and long-term goals. Some of the goals that your client will set, to help them work toward achieving their vision and creating *real* success and happiness, are likely to be long term goals. Other goals that involve changes that can be achieved sooner rather than later are likely to be short-term goals.

This exercise is great to use to get your client to:

1. Working through the wheel of life, and
2. Start writing up three goals for each short, medium and long-term goals.

QUICK WINS AND SHORT TERM GOALS

One of the easiest exercises you can do to help you decide what areas of your life to focus on first is the Wheel of Life exercise, which will give you a quick insight into the short, medium and long term goals you need to set if you are to achieve *real* success and happiness.

Draw a circle and split it into eight segments. Name each segment after one of the following key life areas - friends and family, significant other or romance, health and fitness, work and career, fun and recreation, finance and money, and personal growth or spirituality.

Using the centre of the wheel as 0 and the outer edge as 10, mark your level of satisfaction with each life area by drawing a line across that segment.

The Wheel of Life represents balance and ideally you want your wheel to be pumped up to at least 8/10. If your wheel is looking a bit like a flat tyre, you will know exactly where your goal setting needs to begin.

Ask yourself, the following questions:

1. What would I need to do/be/have or change if I was to move this segment, from it's current score, to at least an 8 or 9 out of ten.
2. What quick wins or short term goals could I put into place that would move this segment at least 1 point closer to being a fully pumped tyre.

Use your answers to these questions to set at least three short term goals, three medium term goals and three long term goals.

HOW 'SMART' DO YOU NEED TO BE?

You might have heard about the simple formula for ensuring that when we create goals they are intelligent and powerful, not just wishes on a breeze. For goals to be most effective, they need to be made S.M.A.R.T goals:

Creating SMART goals is the most effective method for establishing clear and specific objectives. They are commonly used for creating both professional and personal goals. SMART goals are:

SPECIFIC The goal should have its expected outcome stated as simply, concisely and explicitly as possible. Define the What, Why, How and When.

MEASURABLE State how will the client know that the goal has successfully been achieved.

ACHIEVABLE Is it possible to achieve the goal? Use affirmative language to inspire achievement.

REALISTIC Make the goal challenging but keep it realistic.

TIMELY Define a realistic timeframe to achieving the goal.

This exercise can be given to the client to work through it as homework to complete in their own time, or you can incorporate it into one of the coaching sessions, so you can support them through the process of:

1. Creating SMART goals
2. Refining their goals so that they are positive, personal and stated in the present tense.

HOW 'SMART' DO YOU NEED TO BE?

Review the goals that you have set in the previous exercise and make sure that each goal is a SMART goal. For each goal:

- Provide specific details about what it is you are aiming to achieve
- Include a measurement or method for determining precisely when you have achieved your goal
- Make sure that the goal you have set is both achievable in a general sense, and realistic for you to achieve given your overall commitment to this goal
- Include a deadline for achieving your goal

When you have worked through each goal and are confident that your goals really are SMART, review them one more time. This time pay close attention to the language you have used when describing your goal. Make sure that each goal is:

- Expressed in positive, not negative terms
- Described in the present tense, as if your goal has already been achieved
- Written using language that makes this goal deeply personal and meaningful for you

BUILDING BLOCKS FOR THE LIFE OF YOUR DREAMS

By now your client has created a vision for their future, so the next step is to begin designing the goals that are needed to achieve the vision, if that vision is to become a reality. These goals will become the building blocks of the life of their dreams.

This exercise will use the vision statement that the client created earlier so they can:

1. Create a big picture goal.
2. Refine the goal further to make sure that it is consistent with their vision.

BUILDING BLOCKS FOR THE LIFE OF YOUR DREAMS

Now it's time to use what you have learned about goal setting and use it to create the building blocks for the life of your dreams.

Using the Vision Statement you have created, work through each of the key elements designing a master goal for each. At this stage, you don't need to focus on the medium or short term goals required to get there, just concentrate on the big picture.

Make sure you express your goals for the key elements of your vision as positive, present tense, personal goals that are SMART.

You might find that some of these master or vision goals have already been captured by the previous exercises. If that is the case, revise the goal you have already set, to make sure that it is 100% consistent with your vision for the future.

When you have completed this exercise you will have a very clear idea of what you need to do if you are to create the life of your dreams.

KEEP IT SMALL AND SIMPLE

It is important when designing goals that they are kept small and simple. They are used to set your client up for success, not failure, so the simpler and easier to achieve the goals, the better. They still need to challenge your client, but not make them struggle.

In the earlier exercises when it was encourage to dream big whilst creating their vision, they where encouraged to make it as bold as they wanted, but believe it or not, the key to achieving this big, bold future is to make sure that the goals are small and simple.

Continuing from the previous exercise, the client will be challenged to:

1. Break down the vision and goals even further to start getting some quick wins
2. Record these goals in their journal

KEEP IT SMALL AND SIMPLE

Continuing on from the previous exercise, I want you to start to break your big picture goals into smaller more achievable steps:

- Start with one of your vision or master goals
- Break that goal down into the two or three long term goals needed to achieve your vision
- Then break each long term goal into two or three medium term goals
- Next break each medium term goal into two or three short term goals
- Finally see if you can break each short term goal into a couple of quick wins that you can implement straight away

You might want to work through this goal setting exercise using a white board, or use colour coded note cards or post-it notes, where different colours are used to indicate short, medium or long term goals. It helps if you can stick your cards or post-its on a wall or large table so that you can see how your future is mapping out.

Don't worry if you can't come up with every single goal that you are going to need to achieve. As you begin to achieve these goals, what you need to work on next will become apparent.

When you have captured the majority of the goals that are needed to create the life of your dreams write them down in your journal. Dedicate at least one page to each key vision element. Make sure that the goals you write down are positive, present tense, personal SMART goals.

GOAL SETTING AND GOAL GETTING

Setting goals is important, but achieving those goals is even more important. We will talk about building a detailed plan of action in Part 6 – developing unshakable confidence, but for now there are five rules for achieving your goals. After all, writing down your goals is just one step along the road to achieving them.

Rule # 1 Write them down and read them regularly

Rule # 2 Don't share your goals with anyone and everyone

Rule # 3 The rule of threes – limit yourself to focusing on three goals at one time

Rule # 4 Review your progress

Rule # 5 Celebrate your success

The exercise to Goal setting and goal getting will get your client to work through:

1. Monitoring their progress in achieving their goal
2. Creating goal cards

GOAL SETTING AND GOAL GETTING

In addition to your regular journal I suggest you create a special journal specifically to monitor your progress on your goals. Some people will choose to turn their regular journal over and work from the back, or if your journal is in the form of a file, you might want to create a separate section specifically for mapping the progress of each goal.

At the start of your goals journal, include a copy of your vision statement.

Next include a page for each vision goal and behind that a page for each goal that will contribute to the achievement of your vision.

Use these pages to make notes and monitor your progress. Review your goals journal daily, making a note of the things, that you have done today, that have taken you one step closer to living the life you've always dreamed of.

Goal cards can be used to inspire you when you are on the move or away from your journal. Using an index card, the size of a large business card, write down the top three goals you are working on. On the other side of the card write down three affirmations or positive statements that will support you as you achieve your goals.

Look at your goal card regularly throughout the day. A good idea is to keep your goal card in your wallet so you are reminded of your goals every time you go to spend money!

Although one goal card could last you quite a while I think it's a good idea to create a new card each week to keep your goals fresh in your mind.

Part 6: Developing unshakable self confidence

Sometime the hardest thing about achieving dreams is the work that we need to do on the inside, looking at becoming the person you need to be if you are to truly live your best life.

As mere mortals, humble humans, we must remember that we are not superheros, so there might be times when there is a feeling like it can't be done, that perhaps we're just not good enough. In Part 6 – developing unshakable self confidence, the tools that you can use will help your client build their confidence and self esteem, and get them to develop the strength and courage they need to pick themselves up and dust off if things don't quiet go the way they expect. The exercises included in Part 6 are:

1. Believe in yourself
2. Your most important conversation is with yourself
3. Play to your strengths
4. Step outside of your comfort zone
5. Detox your life

Key Lessons – Developing unshakable self confidence

Some of the key lessons that clients will learn about themselves in 'Part 6: Developing unshakable self confidence' of the process is:

1. Innate confidence is about being confident in who we are, not just what we can do. It is about developing a deep sense of self belief.
2. Be a high achiever, not an over achiever. Know that as long as they give their best, their best will always be good enough.
3. Becoming their own biggest fan. Make sure that every internal conversation they have works toward building confidence and self belief.
4. When they think about improving, make sure they remember all their positive qualities. Accepting and acknowledging how special they already are.
5. Life is an experience, not a competition. If the only person we ever compete against is ourselves, we will always be a winner.
6. Don't be afraid to try. Stepping outside of the comfort zone sends a strong message to our subconscious that we believe in ourselves and our confidence levels will automatically rise.
7. Eliminate negative influences from life. Paying attention to the negative conversations we have with ourselves and other people. They are slowly eroding our confidence.
8. There are no right or wrong decisions. As long as they consciously make a decision, it will always be the right one for them.

"Our deepest fear
is not that we are inadequate.

Our deepest fear is that we are
powerful beyond measure.

It is our light, not our darkness,
that most frightens us.

We ask ourselves, who am I to be brilliant,
gorgeous, talented and fabulous?

Actually, who are you not to be?

You are a child of God.

Your playing small doesn't serve this world.

There's nothing enlightened about shrinking
so that other people won't feel insecure around you.

We were born to make manifest the glory of God
that is within us;

It is not just in some of us – it is in everyone!

And as we let our own light shine, we unconsciously give other people
permission to do the same.

As we are liberated from our own fear,
our presence automatically liberates others!

- By Marianne Williamson (often attributed to Nelson Mandela)

BELIEVE IN YOURSELF

True self-belief comes from an innate confidence. A confidence in who we are, not just what we can do. Innate confidence is about truly believing in yourself - without justification, simply because we are who we are.

Although innate confidence is not based on what we know or have learned, it can be developed, by working to overcome limiting beliefs and constantly replacing any negative thoughts with new positive ones. This exercise is powerful as the client is taking a deep look within by:

1. Identifying areas of confidence and rating them, and
2. Formulating strategies to increase their confidence levels.

BELIEVE IN YOURSELF

It's time to audit your confidence levels and sense of self belief:

- First, give your current overall confidence level a score out of ten, where ten is the highest mark.
- Then make a note of the things that would need to change if your confidence levels were to move from it's current score to a 9.5/10. What would you need to change about the way you think or act? Aim to have at least three things on this list.
- Next make a list of six specific areas where your confidence is strong, say above 6.5 /10.
- Finally make a list of six specific areas where your confidence levels are low. For each item on your list, make a note of one thing you could do that would improve your confidence levels.

You will find that this audit is worth completing on a regular basis, say every six to twelve months, to keep track of how your confidence levels are increasing over time.

YOUR MOST IMPORTANT CONVERSATION IS WITH YOURSELF

Does every internal conversation you have, work toward building or eroding your belief in yourself? For most people who have not learnt the skills to change this do exactly that.

One of the most important things for your client while they are working toward developing a greater level of confidence in themselves is to pay attention to what is going on with their inner dialogue. As we think big and start planning, we are start to question out abilities so it is common that your client may need to build unshakable self confidence, and start to focus on becoming their own biggest fan.

It is now time for your client to notice the conversations that they are having with themselves and ensure that the client is aware of them of what's being said in their head so they can rectify them if needed. This exercise will give your client to opportunity to:

1. Notice negative thought that are undermining their confidence and self-belief.
2. Replace these thoughts with supportive affirmative statements

YOUR MOST IMPORTANT CONVERSATION IS WITH YOURSELF

Spend a couple of days paying extra attention to your inner dialogue. Make a note of all the times that you engage is any internal conversations that undermine your confidence and self belief.

There is no need to write down exact details of your negative thoughts, in fact it's better if you don't capture all the gory details! Just make a note of the general thoughts you are having that are preventing you from having unshakable self confidence.

For each negative thought that you capture, I want you to write down an affirmation or positive statement that you can use to reform your thoughts.

I also want you to make a note if there was something you were doing or experiencing that triggered your negative self talk. This might occur:

- When you see someone who is attractive, you have negative thoughts about your own appearance
- When you hear about a friend's success at work, you find yourself in an internal conversation filled with doubts about your own professional abilities
- When you are trying something new for the first time
- If you are finding the goals you have set for yourself to be tougher than expected

It is just as important to capture *when* you have negative internal conversations, as it is to capture *what* you say. If you know what activities and experiences are most likely to trigger self doubt, you will be able to prepare for these times by concentrating on only engaging in thoughts that build your self belief and confidence.

PLAY TO YOUR STRENGTHS

In this day and age, we are all so focussed on improving ourselves that we forget to celebrate who we are, and all of our existing positive qualities and strengths. So often you can hear people say, “I have so much to improve” or “I need to work on so many things” without taking a moment to acknowledge the existing things that they already do well.

It's so much easier to focus on our faults, flaws or negative qualities. Whilst it is important to work on these *learning opportunities*, it's equally important to focus on our strengths and positive qualities – basically all our good points.

This is a really lovely exercise for the client to work through as it allows them to:

1. Acknowledge what they already good at, their positive qualities and strengths, and
2. Record these so that they can always remind themselves.

PLAY TO YOUR STRENGTHS

One of the most powerful tools for building unshakeable self confidence is to acknowledge all your strengths and positive qualities. Most people find it easy to write a list of their weaknesses but find it much harder to focus on their strengths.

Complete the following lists and watch your self confidence soar:

1. List the 10 things in your life that you are most proud of
2. List 10 things that you are good at
3. List your 10 character strengths
4. List your 10 most attractive qualities. Note you can include both internal and external qualities in this list

Don't worry if you can't complete the full ten items for each list on your first attempt. Review your lists regularly and keep adding to them over time until each list includes at least ten items. And, when you have completed the first ten, I want you to start working on the next ten!

Keep this list in your journal. Reading through it will give your self confidence a big boost, so refer back to it whenever you are feeling down or that your confidence levels are not as high as they could be.

STEP OUTSIDE OF YOUR COMFORT ZONE

One of the best ways to build unshakeable confidence is to step outside of our comfort zone – regularly! Stepping outside of the comfort zone is like giving someone a self shake-up. It's easy to become complacent; "I'm good at this, I'm not good at that." But how do we really know what we're capable of, if we never try.

Every time we step out of our comfort zone we send a message to our subconscious that says 'I wasn't afraid to try'. Your subconscious receives this message as sign of self belief, and will increase the confidence levels accordingly. The more we risk failure, the more we will believe that we are a success.

This exercise is used to push your client so that they can challenge themselves and their confidence a little bit at a time. They will be asked to:

1. Challenge themselves to do one scary thing each month
2. Become aware of how they are building their confidence through the challenge they set themselves.

STEP OUTSIDE OF YOUR COMFORT ZONE

It's important to regularly step outside of your comfort zone if you want to build unshakeable self confidence.

Doing one thing each day that scares you, can be quite overwhelming, so make a list of twelve things that you can do over the next twelve months, that feel scary now, but that you know will give your confidence a big boost when you do them. It doesn't matter if the items on your list are big or small, what matters is that they are taking you outside of your comfort zone.

If you aim to do one thing each month that scares you at the end of the year your confidence levels will have soared!

DETOX YOUR LIFE

One of the most important things that your client can do to work on building their confidence is to eliminate negative influences from their life.

It is time to get them to start paying attention to the conversations they have with other people. Whilst some people will be supporting them through their journey, there might be other people who will be saying things to bring them down.

Some of this negativity that comes from other people will be conscious, but most of it will be the subconscious result of their own limiting beliefs and the narrow vision that they hold for their future – it may not be about your client specifically.

This exercise will encourage your client to be aware of the negative influences in their life by:

1. Identifying their own habits and behaviours and the people in their life, and
2. Making a commitment to eliminating negativity from their life.

DETOX YOUR LIFE

Eliminating the negative influences in your life is not only important in building your confidence levels, it's also deeply empowering as you start saying - this is no longer acceptable in my life – to things that have been wearing you down.

Make a list of ten ways that you can 'detox' your life. Include your own habits and behaviours as well as those of the people around you.

Don't worry, I won't ask you to go 'cold turkey' on all of the negative influences in your life - although of course you can if you want to! Instead I want you to make a note next to each item, of the date that you intend to say goodbye to that particular negativity for once and for all.

Part 7 - Building a detailed 'plan of action'

In Part 7 – Building a detailed plan of action, there are several exercises that have been created to help your client to create a step-by-step plan for achieving their goals. This is more than a plan – this is a plan-of-action!

Not only will this plan become the blue print for their success, it will also provide them with affirmations to encourage and inspire their progress. They will also identify some key points at which time they will well and truly deserve to celebrate their success!

Why is it called a 'plan of action'? You may have heard the expression, 'To fail to plan, is to plan to fail'. Well it takes action to create results and to have a plan and fail to use it, is a waste of a very good plan! Part 7 is made of the following five exercises.

1. Are we there yet? Why you need a map for your journey.
2. Your portfolio of plans – annual, monthly, weekly and daily.
3. Working your plan.
4. The power of the perfect Monday.
5. The harder you plan, the luckier you get.

Key Lessons – Building a detailed 'plan of action'

Some of the key lessons that clients will learn about themselves in 'Part 7: Building a detailed 'plan of action' of the process is:

1. Having a plan significantly increases the chances of your client getting to where they want to go, in the shortest possible time, with the least number of deviations.
2. A plan doesn't need to be any more complicated, than a list of things that need to be done, and the dates by which they are going to be completed by.

3. Using a daily plan will help your client to achieve their weekly goals, a weekly plan for their monthly goals and a monthly plan for their annual goals.
4. Setting your client up for success, not failure, by creating a plan that is achievable. After all, it's not enough to create a plan, the plan has to be useable for your client!
5. Using the rules of affirmations and goal setting to create a plan that is exciting and inspiring – one that motivates and creates action.
6. Monday is the most powerful day of the week, so learn to give up Monday-itis and commit to the *Power of the Perfect Monday*.
7. The more we plan the luckier we will get. Following the plan will help your client to see and seize all the luck in their life.
8. Identify how to create an environment that makes planning a pleasure for your client – after all, a plan is a blueprint for the future!

ARE WE THERE YET? WHY YOU NEED A MAP FOR YOUR JOURNEY

The bigger the dream the more important it is that there is a plan. But using planning to achieve even the simplest of goals is also a good idea. Many of us have found ourselves in a situation where we have had something on our mental to do list, for what seems like forever, and still never find time to get it done. With a plan, your client will have a clearer idea of what can be done and by when, which makes it much easier to make things happen.

This exercise encourages your client to look at the past and identify:

1. When they have used a plan what worked and what could have been done differently, and
2. When there wasn't a plan, what would the benefits of having a plan would have been in that situation.

ARE WE THERE YET? WHY YOU NEED A MAP FOR YOUR JOURNEY

You can learn so much from your own experiences, not by criticising yourself, but by asking yourself the question – what would I do differently next time?

Think back through your life at some of the things that you have wanted to achieve. Are there times when you would have benefited from having a plan? Or maybe there are times, when you did have a plan, but forgot to use it?

Think about the things you have tried to achieve in the past, and make notes about what you would do differently if you were to attempt to achieve those goals again.

YOUR PORTFOLIO OF PLANS – ANNUAL, MONTHLY, WEEKLY & DAILY

If your client really wants to make achieving their long term or big picture goals seem effortless, they don't just need a plan; they need a portfolio of plans!

You have probably heard people talk about five year plans. What they are usually talking about is the things that they want to achieve in five years time. Where they would like their life to be at that point in time.

It's so easy to let the hustle bustle of every day life get in the way of moving forward, so the idea of a five year plan is a great one. But when the life we are looking forward to is so far into the future, we also need to be able to break that plan down into much smaller bite sized chunks, so that we know what we need to be working on *today*.

Your client will benefit from this exercise as they will be building on the detailed vision goals that they have created and they will be:

1. Putting them into an annual plan, and
2. Drawing the goals down so that there are goals for each quarter, each month, each week and then daily.

YOUR PORTFOLIO OF PLANS – ANNUAL, MONTHLY, WEEKLY AND DAILY

Go back to the detailed vision goals that you created. If your goals were SMART, they would have included a deadline or other time based information.

Begin by arranging each of your primary goals into an annual plan. Break your annual plan into quarters and assign your goals to the relevant three monthly period.

Remember the rule of threes, so on any given quarter, you don't want to have more than three long term goals you are working on, three medium and three short.

Once you have arranged your goals across the coming year, I want you to focus on the next three months, or first quarter of your plan. Start arranging your medium and shorter term goals, the ones that will, over time, achieve your long term objectives.

Next, look at the coming month and break that down into all the key activities that you will need to achieve if you are going to achieve your goals. If you want to, you can complete a plan for each of the three months of the quarter, but it's quite ok just to work on one month and at the end of the month when you have achieved the goals you have set yourself, you can then begin creating the following month's plan.

Finally, starting from today, create a weekly plan of the key actions that you will need to complete to achieve your monthly goals.

Each day, you can now create a daily plan, with a focus on the things that you will need to do, to achieve your weekly goals.

WORKING YOUR PLAN

It's not enough just to create a plan, we have to *work* the plan. We need to review our plans regularly and make a conscious commitment to achieving all the elements of the plan, consistently and over time.

Many people, and for that matter businesses, spend an enormous amount of time creating a perfect plan and then file it away, never to look at it again! Once we have created a plan, we need to review it regularly, monitoring it, looking at any progress made and make sure that we are working the plan, as well as making sure that the plan is still working for us.

A plan isn't fixed in stone. It isn't a contract but rather a guide, a tool to use to work towards achieving set goals. When we find that circumstances have changed along the way, the plan can be amended. Changing a plan, should be done consciously, and not just let it drift. This exercise will ask your client to:

1. Review their previous plans, and
2. Make any adjustments to ensure that they are achievable and are still on the path of success.

WORKING YOUR PLAN

Take a moment to review the plans you have created in the previous exercise. Are they achievable? Do you believe that you will be able to achieve your goals within the time frames you have set?

There is nothing more important, than setting yourself up for success, not failure – so take a moment to review your goals and make any adjustments necessary to ensure that you will achieve the *real* success and happiness you deserve.

THE POWER OF THE PERFECT MONDAY

The most important day of the week is Monday. If we can get our Monday right, somehow the rest of the week just follows. The results will speak for themselves when time is taken to plan out Monday. Whatever it is that we want from the week, it will be so much easier to keep up the good work for the rest of the week if focus is placed on making it happen on Monday.

The Power of the perfect Monday exercise will be fun for your client, by changing the way that the week is approached by:

1. Setting up for a week of success, and
2. Creating a sense of achievement.

THE POWER OF THE PERFECT MONDAY

Getting Monday right is one of the most motivational things you can do. Make a note of the things that you would like to do and achieve each Monday to set yourself up for a week of success. You might like to include diet, exercise and 'me' time as well as professional goals like specific meetings or reports that you need to complete.

Again, make sure that the plan that you have created for your perfect Monday is achievable.

When you are comfortable with your plan for a perfect Monday, write it down and put it somewhere where you will see it regularly. It might be your fridge, your diary, your bathroom mirror or all three.

Make sure you commit to achieving the goals that you have set for yourself each Monday - if you set yourself up for success at the beginning of the week, you will find that the rest of the week follows.

THE HARDER YOU PLAN, THE LUCKIER YOU GET

Every day, life throws many, many opportunities our way, but most of us are so busy with our day-to-day existence that we never notice all of the exciting opportunities that turn up. The most amazing thing happens when you know where we want to be and we have taken the time to work out what we need to do to get there. Things start to fall into place to help us along the way! The harder we plan, the luckier we will get.

It is now a good time for your client to reflect on the opportunities and the luck that comes their way. Identifying it is the most important thing, so this exercise will get your client thinking about:

1. The opportunities that do come their way, and
2. How lucky they really are.

THE HARDER YOU PLAN, THE LUCKIER YOU GET

Are you a lucky person? Do you believe that your life is filled with good opportunities? It's a simple fact, the more that you plan, the more you will recognise the opportunities that cross your path.

If you know where you are going and you know what you need to do to get there, opportunities to make your journey shorter or easier will be obvious. On the other hand, if you are ambling about with no clear direction, the luckiest opportunity could be staring you in the face, but you wouldn't know it because you wouldn't know what you were looking for.

Learn from your experiences. Make a note of at least ten 'lucky' opportunities in your life, that you either didn't notice at the time, or didn't make the most of when they occurred.

Take the time to realise how lucky you already are. It will make it much easier to get into the habit of recognising luck when you see it.

Part 8 - Managing your resources

In Part 8 - Managing your Resources we will look at some of the things that can stop your client from achieving their goals –their resources. We'll look at how your client manages their time, money, health and fitness, sleep and energy.

You will learn some valuable tools on how to get your client to become more efficient in every aspect of their life, leaving more time and space to focus on achieving their goals.

We will also look at extra resources that they can call on when building and working their plan, that may include help from a friend or loved one, expert advice or creating their own support network.

The exercises that you may provide to your client to help them in this area are:

1. Finding and making time
2. Making money work for you
3. Build an energy reserve – get enough sleep and exercise
4. Nurture your spirit
5. Create a support team

Key Lessons – Managing your resources

Some of the key lessons that clients will learn about themselves in 'Part 8: Managing your resources' of the process is:

1. Working with time, not against it. Deliberately overestimate the time it takes to get things done, work out what their priorities are and focus on doing one thing at a time. When your client is able to get things done faster, it will feel like they had received the gift of extra time.

2. Their financial future is well within their control. Teaching them to not only work for their money; it is also about how can they make money work for them.
3. Spend money to buy time by outsourcing things your client can afford to pay others to do. If they have more time than cash, they can then identify how they can put that time to good use by doing things that will help them to make more money.
4. The best investment anyone will ever make is in his or her health. By eating well, drinking lots of water and remembering to make sure that occasional treats are just that – occasional.
5. Look at how your client may be torturing himself or herself with sleep deprivation. By getting enough sleep and doing plenty of exercise with help keep their energy levels high.
6. Life is a journey, not a destination. Make sure that your client learns how to enjoy the ride by finding a little time to just 'be' every day.
7. Your client doesn't need to be in balance every minute of every day to have a balanced life. Work at creating balance throughout their week or month.
8. They do not need to go it alone. As their coach they have already sought support. They can also consider creating on-going support from a team of experts to provide them with information, and friends and family to cheer them on.

FINDING AND MAKING TIME

Most people greatly underestimate the time it will take to get something done and so consequently, they never seem to have enough time to get through all the things that they want to do.

Another common mistake people make is to think that the best way to get more out of time is to multi-task. In fact, the less time we have available, the more important it is to focus on one thing and complete that, before moving onto the next task.

It's important to prioritise tasks and do the most important things first. Often people find themselves getting so bogged down in 'administrivia', that they never get around to working on the things that would actually improve or change their life for the better.

This exercise, may highlight areas of procrastination, time wasting and where stress is being created unnecessarily for your client. At the end of this exercise your client will have:

1. Identified the activities that they actually spend their time on during the week, and
2. Created a weekly timetable that allows them be more efficient with their time and focus on achieving what is truly important.

FINDING AND MAKING TIME

Make a list of all the things that you regularly need to get done during the week. You might want to include things you need to do for work as well as all the tasks and activities you need to complete in your personal life or alternatively you might like to complete this exercise twice, once for your working day and once for the rest of your time.

When you think you have completed your list, review it and see if you can add three more things you regularly need to get done.

Next to each task estimate the amount of time you think you spend working on that task. Remember that we usually underestimate the time it takes to get something done by about a third, so unless you know the exact amount of time it takes to get something done, triple your initial estimation.

Once you are sure you have captured everything you need to get done, allocate these tasks to a weekly timetable. You might like to create one using a spreadsheet or take a sample page from your organiser. Place the tasks in the timetable and move them around until you have created an efficient and effective week.

If you find you have more tasks than you have time, look at which tasks can be done less frequently or delegated to other people. You might even find that there are things you spend your time doing that don't need to be done at all!

When you have finished this exercise, you will have created your ideal week, one that includes everything you need to do, but allows time for each thing to be done properly and in a stress free way.

MAKING MONEY WORK FOR YOU

The first step to making money work for us is to get clear on what the current reality of our financial position. The next step is to work out how much it costs to live our life. Do we really know what we spend in a day, week or month? Do we know where our money goes? Are we making regular savings or are we just living from payday to payday? Until we know what our regular essential outgoings are and how much we spend on non-essential items, we won't know how much money is needed if we are to get ahead.

Worrying about money is a big waste of energy – your clients financial position is well within their control and with a little effort combined with long term commitment, they will be able to create a future where they never have to worry about money again.

Providing your client with the valuable and necessary tools to assist them with their financial position by:

1. Understanding their spending patterns and identifying where waste occurs on unnecessary items, overspending or items that they can cut back on, and
2. Creating a working budget that supports them for financial growth over a twelve month period.

MAKING MONEY WORK FOR YOU

If you don't already have a budget, now is the time to create one, if you want to start making your money work for you.

Start by making a list of everything you spend during a normal month. You might find it easiest to type this list into a spreadsheet like Microsoft Excel. Include all your fixed outgoings, like rent or mortgage, insurance and loan payments as well as variable expenses like going to the supermarket, out to dinner or fuel and

transport costs. The best way to make sure that your list is really comprehensive is to go through your bank and credit card statements making note of every withdrawal or debit on your account. Just to be sure, check this list against the previous month or two to see if there is anything you have missed off.

If some of your bills are quarterly like electricity, gas or water, include a third of this amount in your monthly expenses list.

Once you have completed your list, add up all the items and subtract this total from the total amount of income you receive each month.

Once you have completed this step and you know what you *usually* spend and how much you *normally* have left over for savings or how much you overspend, you can start to create a budget.

Examine your list for any unnecessary items, overspending or items that you can cut back on. For example, it is easy to spend about ten dollars each day just by buying coffee, soft drink and a snack. If you were to cut out this expense each year you would save more than \$2500. Examine your budget for similar items you could cut back on. Don't be so ruthless that your budget becomes unrealistic, you want to make sure that it is something achievable and that you can stick to over time.

Once you have a new budget for your expenses, determine how much of your surplus you are going to allocate to your savings account, to investments or put toward paying off your debts. Take the time to extrapolate this amount out over a year and look at how far you will have gotten ahead in twelve short months.

BUILD AN ENERGY RESERVE – GET ENOUGH SLEEP AND EXERCISE

To successfully achieve our goals, it is going to take some energy and that means both physical energy as well as mental energy.

Feeling physical energised is about exercising, so it is important to make exercising a priority. The less exercise we do, the less we feel like doing, and the more we do, the more energy we have, not just for exercise, but for everything else in our life.

It is easy to confuse mental fatigue and physical fatigue. After a long day at work, we might feel too tired to exercise, but it might actually be our brain that's tired, not our body. Regular exercise will help us to know the difference and as an added bonus, it helps to clear our head and relax mentally too.

To build an energy reserve, sleep is just as important as exercise. If we are not getting enough sleep, our body misses out on essential restoration and recovery time. If the opposite is happening and we actually oversleeping, we need to do more exercise because when we oversleep we can be left feeling tired and sluggish for the rest of the day.

One of the best things your client can do for their energy levels is to create a routine of going to bed at a regular time and get up at a regular time each day and by combining this with regular exercise their energy levels will soar. This exercise will get your client to:

1. Start maintaining a 'Wellbeing diary', and
2. Identify how they can optimally build an energy reserve.

BUILD AN ENERGY RESERVE - GET ENOUGH SLEEP AND EXERCISE

One of the easiest ways to get your health and wellbeing, sleep and exercise on track is to create a wellbeing diary. You might

have heard of keeping a food diary when you are aiming to lose weight, a wellbeing diary is similar only it covers a broader subject area.

Rather than buying a fancy notebook you might find it easier to buy a small spiral notebook that will fit in your handbag or pocket.

At the beginning of your diary make a note of your goals for your diet, nutrition, exercise and sleeping patterns.

Using a fresh page for each day, make a note of:

- What you have eaten including snacks
- What time you got up
- What time you went to bed
- How many hours total sleep you got
- What exercise have you done

Some people find it useful to keep a wellbeing journal over time; others find that they use it for a month or two while they create good habits to get their wellbeing on track.

A wellbeing journal is useful when you feel that you have gotten off track. You can quickly address the habits when you write them down each day.

NURTURE YOUR SPIRIT

It's important that we take care of ourselves, not just physically, but mentally and emotionally too.

Whatever we are working on, it's important to take time out and just *be*. If we are focused on achieving something all of the time then it can become too easy to forget to stop and appreciate what we already have.

Nurture your spirit is an important tool to assist your client to identify where this area can be improved and make the necessary changes that will help support themselves in their life. Whatever they choose to do, it's important to remember that 'me time' is not a luxury - it's a necessity. This exercise will help your client:

1. Allocate 'me time' each day in your weekly plan, and
2. Consider what the best way of spending that time.

NURTURE YOUR SPIRIT

Look at the weekly plan that you created in the first exercise. If you haven't done so already allocate twenty minutes of 'me time' to each day. Ideally this would be a 20 minute block, but if you need to you can break it down to two 10 minute blocks or four 5 minute blocks.

If you do need to break your 'me time' down into smaller chunks, make sure you don't let them disappear altogether. If you do take this approach, aim to allocate 20 minutes of uninterrupted time to your weekly plan on at least two occasions - you will definitely feel the benefit.

CREATING A SUPPORT TEAM

As we work toward creating the life of our dreams, we don't need to rely solely on our internal resources. There will be a whole myriad of people who will be able to call on to support us as we work toward achieving our goals.

It's important to remember that the support team is made up of people who are there to make it easier to achieve the goals, not people who can achieve your dream life for you! You're still going to be the one doing the work, but your support team will give you encouragement, support and generally cheering you on.

As their coach you are already part of their support team. But depending on the type of goals your client will be working on achieving, they might also want to include some specific experts in their support team.

This exercise is to help your client identify a support team to help them achieve their goals, which may include:

1. Two or three people that they can rely on unconditionally,
2. Necessary experts that have specific specialties, and
3. Relevant group, clubs or associations.

CREATE A SUPPORT TEAM

Who would you choose for your support team? Write down the names of two or three people you know that you can count on for unconditional support as you work toward achieving your goals. If you don't feel that you know who these people are just yet, don't worry, just keep your eye out for them. It might not be someone you are closest to, or someone you see that often.

Next I want you to look over your goals and your vision for the future and see where you think you will need expert support.

Make a note of the names of experts you tend to call on for support when you get to that stage of your plan. Again, if you don't know who these people are just yet, don't panic. Start asking your friends and family if there is someone that they can recommend. Keep your eyes and ears open and your experts will appear in no time.

Finally I want you to identify two or three support groups, networks or associations that will be of support to you while you work to achieve your goals. Alternatively, you might like to find a group of people who are working on a similar goal and create a support group or network of your own.

Make sure you are bringing all the people into your life that you need to support you as you create the life of your dreams.

Step 3: Do it!

Without action, there will be no results and so the third step is all about doing it. You know what you want and you have a plan for achieving it. You have put in the groundwork for creating the life of dreams. Now it's time to make your dreams a reality!

Step 3: DO IT!

Part 9. Developing amazing self-discipline and staying power

Part 10. Facing your fears and calling on your strengths

Part 11. Working through the tough times

Part 12. Celebrating your success

Part 9 - Developing amazing self discipline and staying power

Most goals are not achieved through quick fixes. Usually a consistent effort is required over time. This part of the process will work through how to support your client to develop amazing self discipline and staying power.

The exercises included in this part have been developed to help your client to create positive new habits and a mindset so that they can achieve anything that they set out to do and exactly what they will need if they are to continue on their incredible journey toward a life they really LOVE. These exercises are:

1. Finding it hard to be disciplined.
2. Do you believe that you can be successful?
3. Create positive habits
4. The importance of making good choices
5. Keep yourself accountable.

Key Lessons - Developing amazing self discipline and staying power

1. Get your clients to overlook any goals that they may have failed to achieve in the past. Instead get them to adopt a mindset in which they are able to achieve anything that they set out to do and then supporting them to do it!
2. Move away from the common trap of creating 'coulda', 'shoulda', 'woulda' goals where your client is trying to please everyone but themselves. Making sure that the goals they are working on are meaningful to them.
3. Overcome any limiting beliefs that they may have and support them to learn to believe in themselves and they can start believing that they really can achieve anything they put their mind to.
4. Set your client up for success, not failure, by making sure that the goals they have set are genuinely achievable.
5. Creating good habits that support your client in achieving their goals. Save discipline for life's real temptations.
6. Making good choices. Everything in life is a choice so by making conscious, positive choices that take your client closer to, not further from, their goals.
7. Teach your client not to get overwhelmed by the detail, but focus on what they need to be doing right now while keeping their eyes on the bigger picture.
8. It's much easier to have discipline and staying power when your client has someone they are accountable to for your progress. Create an accountability structure that works for them and the goals that they are working to create.

FINDING IT HARD TO BE DISCIPLINED

An individual's personal frame of mind can have a big impact on their ability to be disciplined. By focusing on past experiences, where we have disappointed ourselves or others, will only be re-affirming the limiting belief that they lack discipline or staying power.

The first thing needs to happen is to adopt a new mindset, one in which supports the achievement of any goal that has been set. In a new mindset, we acknowledge that we are the kind of person who is willing to work for what we want; that we are the kind of person who enjoys the results of our efforts.

By getting your client to focus on the future that they want to create, instead of any difficulties or frustrations in the present, they will find yourself re-inspired and feel motivated to get there as fast as they can. This exercise is a valuable tool to help your client to achieve their goals by identifying:

1. Factors that commonly get in their way, and
2. How they can develop a level of discipline and staying power that will support and motivate them to succeed.

FINDING IT HARD TO BE DISCIPLINED

Start by making a note of the times that you find it hard to be disciplined. What factors most commonly get in the way of you achieving your goal? Your list will probably contain at least five to ten items.

Next, I want you to imagine what life would be like if you had almost perfect discipline and staying power – if your level of discipline and staying power was to achieve a score 9/10 on the discipline scale.

What would need to be different? What would you have to do differently at each of those times when your discipline is most vulnerable? Make a note in your journal of each of the actions you would take and the things that you would do differently so that you find it easier to be disciplined and the factors that once got in your way are no longer an issue.

DO YOU BELIEVE THAT YOU CAN BE SUCCESSFUL

Sometimes we can be our own worst enemy. The biggest thing that is getting in the way of achieving our goals could actually be the lack of belief that it will all be worthwhile. When we can't see what we are currently doing fits into the bigger picture and how it is going to take us one step closer to our vision for the future, then it is time to revisit the plan and see if this arduous step is really an essential element of the plan.

The exercise will revisit some of the limiting beliefs that you may have already worked on with your client, as they may have crept back in. They may no longer be convinced that their goal is achievable or that they may feel that they are moving headlong into almost certain failure. If that is the case it is time to review what they have learned about their limiting beliefs and refresh their strategies for overcoming them. Your client will benefit by:

1. Identify the limiting belief, and
2. Review their affirmations.

DO YOU BELIEVE THAT YOU CAN BE SUCCESSFUL?

Take a moment to examine the beliefs that you have about discipline, staying power and success. Are your beliefs limiting or do you believe unconditionally that you can and will achieve everything that you want from life?

Take a moment to review the affirmations you created in chapter three. Are you still repeating them regularly or have you become complacent? Do these affirmations still work for you, or do you need to update them or create new ones to support you in creating a mindset that supports your success?

One of the easiest ways to create affirmations is to ask yourself, "In a perfect world, how would I feel?" Use your answer to that question as the inspiration for an affirmation(s) that is positive, present tense and personal.

CREATING POSITIVE HABITS

One of the best ways to maintain staying power is to set discipline aside and focus on creating good habits. This is best achieved by considering all the things that can be done that would make sticking to the goals easier. For example, by removing yourself from temptation to stray and replace that temptation with new positive habits.

Discipline requires inner strength, will and determination. Habits on the other hand are something that we all seem to be able to create in a matter of weeks.

To create a new positive habit, discipline may still be needed, but it will only be for two or three weeks. By which time, the newly developed habit has developed into a new, more useful way of operating that makes it much easier to achieve the goals.

This exercise is really powerful tool to get your client to:

1. Identify new positive habits to support the success of achieving their goals, and
2. Invest their energy into creating habits that will soon become so automatic to them.

CREATE POSITIVE HABITS

Look at the goals you are working to achieve and ask yourself what positive habits you could create that would support you in developing the staying power needed to achieve your goals.

Make a list of at least four new habits that you could create and make a commitment to creating one of these new habits each fortnight until you find that working toward your goals is something you do with ease.

THE IMPORTANCE OF MAKING GOOD CHOICES

When we find ourselves having a hard time working on the things we know we need to do, such as achieving goals, it is important to remember that everything in life is a choice and that we need to make a conscious choice to do whatever it takes to get us one step closer to achieving that vision.

A great way to identify times when we might not be making the best choices for ourselves is to watch out for times when we say the word “but...”, such as “But I didn’t have time”, “but I was hungry”. Although these explanations may exist, every time we say ‘but’, we are making an excuse, and it’s an excuse we most likely needed because we didn’t consciously make a choice.

Every action we take has consequences, some more positive than others.

Whatever goal your client is working towards achieving, it’s important that every choice they make supports the achievement of that goal. Not all of their choices will be easy, but if you help focus them on the end result, even the toughest of choices will be worth the effort. This powerful exercise will help your client to:

1. Realise the choices they are making automatically and the impact that they have had on their life, and
2. Begin to be more aware of making more conscious choices and to take responsibility for those choices.

THE IMPORTANCE OF MAKING GOOD CHOICES

Take a moment to examine the level of choice you currently exercise in your life. Make a note in your journal of things that you do automatically, that might not need to be done that way, or at all. Look at all the times you are likely to use the word 'but' as an excuse for not achieving what you had wanted to achieve.

For each 'but', make a note of the choice that you could have made that would have taken you closer to, not further from your goal.

Make a commitment to yourself to live consciously. Don't let life be something that just *happens* to you. Make conscious choices about the goals you want to achieve and the things that you need to do, to make your dreams a reality.

KEEP YOURSELF ACCOUNTABLE

One of the best ways to stick and achieve any goal is to be accountable for the work that is being done to help in succeeding that goal.

There are many examples of creating an accountability structure. A popular approach is to work with a personal trainer, or joining Weight Watchers. And of course there is coaching. Many people will seek the services of a coach for several reasons but a key issue is to have accountability, someone who will expect their client to commit to certain actions at each coaching session and at the following session discuss the progress against these actions.

As your client already has your support, this exercise is used to help them to:

1. Identify other areas that they can seek support, and
2. Look at ways that they may be able to hold themselves accountable for their decisions.

KEEP YOURSELF ACCOUNTABLE

How are you going to maintain a sense of accountability as you work toward your goals and what accountability structure will work best for the goals you have set?

Do you need to retain the services of your coach, join a support network or find a 'buddy' who is working on similar goals to you?

Make a note in your journal of the accountability structures you believe you will need if you are to achieve your goals. Commit to establishing this accountability in your life within the next four weeks.

Part 10 – Facing your fears and calling on your strengths

Going after our dreams can be really scary. In this part we will look at how you can assist your client to face their fears. Sometimes it might be that they just need to understand and overcome them, but other times it may be as simple as taking a deep breath and carrying on regardless.

In this part we will also examine how to get your client to identify their strengths, the things that they are innately good at and look at how they can use them to their advantage – so that you are supporting them to take leaps and bounds closer to their goals.

The tools that you will have access to help you support your client to face their fears and call on their strengths are:

1. How has fear held you back in the past?
2. Is success too scary for words?
3. Acknowledge your fears but never give in to them
4. Protect your future
5. Call on your strengths

Key Lessons – Facing your fears and calling on your strengths

Some of the key lessons your clients will learn about themselves in 'Part 10: Facing your fears and calling on your strengths' of the process is:

1. There is no such thing as failure. As long as we give it our best effort, we will always be a success.
2. Success can be scary - it's inevitable that when we succeed at our goals, some things in our life will change. Accept those changes and embrace the future that is being created.
3. One of the most empowering things we can do is to acknowledge our fears and then carry on regardless. Accept that there are feelings of being afraid, but don't let that fear get in the way of success.
4. Sometimes being afraid is a good sign, it lets us know that what we are about to do, really matters to us. Embracing this as a positive feeling and do the thing that scares us most anyway!
5. Never let fear get in the way! Remember this simple three step strategy for managing fear:
 - Step 1 – Reframe your thoughts with logic and objectivity
 - Step 2 – Reform your thinking with powerful affirmations
 - Step 3 – Take action.
6. Avoid making decisions from a place of fear. Better decisions are always made when we are feeling strong, confident and positive about our future.
7. Don't be afraid to get practical support in managing any fears. It might be technical support, logistical support or psychological support that is needed. Remember, asking for support is a sign of strength not weakness.
8. We already have so many things going for us. Whenever we feel that fear is getting in our way, think of your strengths and call them into action!

HOW HAS FEAR HELD YOU BACK IN THE PAST?

The fears that most people will encounter can almost always be broken down into fear of failure and fear of success. Both fear of failure and fear of success are destructive in equal measures, so it is important to be able to identify them and find a way of overcoming them.

Remember, it's ok to feel scared. In fact, sometime's feeling scared is a good thing. It shows that the things that your client wants, and are committed to achieving, really matter to them. Fear itself, doesn't have to hold your client back. What does hold them back is the power that they give those fears. This exercise is useful to allow your client to:

1. Identify any fears that they have experienced in the past that has held them back, and
2. With the wisdom of hindsight to note what they learnt from the experience and consider what they would do differently.

HOW HAS FEAR HELD YOU BACK IN THE PAST?

Take a moment to think about the times in your life when you have allowed fear to hold you back. Perhaps there have been some significant events where you were not able to achieve your potential because fear got in your way. Or maybe, there has been no one significant event but lots of small occasions, where you weren't as courageous as you would have liked to have been.

Make a note in your journal about how you feel about these experiences now, what you have learned from them and what you would do differently if you had the chance again.

IS SUCCESS TOO SCARY FOR WORDS?

Whilst most people are familiar with the concept of 'fear of failure' a lesser known, but equally destructive fear, is the 'fear of success'. Addressing any fears that may be revealed about success is just as important as learning how to overcome fear of failure.

If your client doesn't face their fears, they may subconsciously or even consciously undermine their progress and keep themselves at a safe distance from their goal. The exercise is to really powerful to help your client uncover what they are thinking and feeling about success and failure, in an uncensored and unedited approach. This will help them to:

1. Uncover their truth and look at it from a new point of view, and
2. Be able to address these fears, in a safe and supportive environment.

IS SUCCESS TOO SCARY FOR WORDS?

When you are excited about the goals you are working toward, it can be quite a shock when you find yourself sidelined by either a fear of failure or a fear of success.

Complete the following question in your journal:

Succeeding at my goal means that I....

Keep answering this question until you have uncovered all the different things that success means to you. Make it a point not to edit your response or focus only on the positive. You want to identify *all* the different feelings you have about success so that you can begin to address them one by one.

When you have completed this, repeat the exercise for this question:

Failing to achieve my goal means that I....

Again keep answering until you have uncovered all the feelings you have about failing to achieve your goal. Once you have discovered *all* the feelings you have about failure, even those that may be conflicting or confusing, you can begin to address and move through those fears.

ACKNOWLEDGE YOUR FEARS BUT NEVER GIVE IN TO THEM

One of the most powerful things we can do to overcome fear is to acknowledge them and then move on regardless. Learning to acknowledge our fears without giving in to them is one of the most important skills we can learn.

Another useful thing that anyone can do to manage his or her fear is to consider the worst case scenario. It's extremely rare that the worst case scenario assessment would identify a situation that someone simply could not live with, or would absolutely never recover from.

So often people find that the result of their worst case assessment is actually something they could accept. They might not have ever chosen that outcome, but should it occur, they know after a period of adjustment they would be ok. By providing your client with this tool they will be able to learn to:

3. Identify their fear, look at it in the eye, acknowledge it and carry on regardless, and
4. Increase their self confidence dramatically!

ACKNOWLEDGE YOUR FEARS BUT NEVER GIVE IN TO THEM

Think about a fear you are experiencing. Ask yourself:

If my fear were to be true, what would be the worst thing that could happen?

After each *answer*, repeat the question again. Keep repeating this process until you are sure the worst thing that could happen is something, however unpleasant, you know you would be able to cope with.

PROTECT OUR FUTURE

The feeling of fear can be overwhelming, it can very easily cloud our judgment or influence our ideas of what we do and don't want in life. Many people miss out on their dreams because when the going got tough and they were filled with fear, they decided their dreams weren't worth pursuing after all.

So it is important to that the only actions that are taken are the ones that will bring you closer to your goal.

This is a great tool to give to your client when you see that they might be making decisions about their goals and the future they want to create, coming from a place of fear. They will be able to:

1. Identifying past decisions when fear got in the way, and
2. In hindsight what did you learn and what would you do differently.

PROTECT YOUR FUTURE

Look back over your life and see if you can identify three decisions you have made from a place of fear. Make a note in your journal about how you feel about those decisions now, what you have learned from those experiences and what you would do differently now, based on what you have learned.

CALL ON YOUR STRENGTHS

Everyone has a set of positive qualities. Whenever we find ourselves experiencing fear of failure, success or a combination of the two, it is important to be aware of the fear and remember that we actually have a lot going for us.

We can feel as if we are trapped in our fears and are unable to move forward toward the goal. By recognising our strengths and remember all the things that we are fabulous at, it will be hard not to feel motivated and re-inspired.

This exercise is used to build on the exercise Build on your Strengths, where your client identified their strengths. Now it is time to call on them! After reviewing the list, your client will work through how they can:

1. Use these attributes to combat fear, and
2. Set actions to move them through the fear.

CALL ON YOUR STRENGTHS

Review the lists you made in the exercise Build on your Strengths:

- 10 things you are most proud of,
- 10 things you are good at,
- 10 character strengths, and
- 10 most attractive qualities.

Make a note of how you can use each of these experiences and attributes to combat your fears. This might include ideas for reframing your thoughts, inspiration for some new affirmations or action points to help you to move through your fears.

Part 11: Overcoming obstacles and working through the tough times

Wouldn't it be easy if the road to our dreams was going to be easy, but of course we all know that there are times in life, when we feel like giving up. Sometimes those obstacles might be imagined, but other times they will be very real.

Overcoming obstacles and working through the tough times will focus on meeting your clients challenges head on and staying true to their plan for success. The exercises that we will be covering are in this part are:

1. Are things getting in your way?
2. It's time to throw a 'Pit Party' !
3. Look for the lesson
4. There is a timing difference between effort and reward
5. You have learned so much already

Key Lessons - Overcoming obstacles and working through the tough times

Some of the key lessons that clients will learn about themselves in 'Part 11: Overcoming obstacles and working through the tough times' of the process is:

1. Don't let 'but' get in the way of the future. 'But's are nothing more than excuses, so overcome limiting beliefs, build unshakeable self confidence, face fears and carrying on regardless!

2. Things are either within our control or beyond our control. If they are beyond our control, learn to accept them, but if they are within our control, we can do something about them.
3. Don't fall for intellectual illusions. Sometimes we can make things harder than they need to be as a way of protecting ourselves from failure.
4. Get all the support that is needed. Learn to ask for support and know who is needed to call on for emotional support and who to call on for technical or logistical support.
5. It's ok to feel a little sorry for yourself – for a minute! If we want to take time out to lick our wounds, put a time limit on the 'pity party'.
6. Every experience in life gives us the chance to learn something. Look for the lesson and there will be a positive outcome from any situation.
7. Sometimes there is a timing difference between effort and reward. Just because sometimes we are not where we wanted to be at this point in time, doesn't mean that we won't get there. Success is just around the corner.
8. Apply what you have learned and remember it isn't always easy, but it is always worth it!

ARE THINGS GETTING IN THE WAY?

As people work towards achieving the life of their dreams there will be some things that get in the way, things that are well and truly beyond our control. Sometimes life really does throw obstacles. Fortunately there are only two types of external obstacles; obstacles that are within our control and obstacles that are beyond our control.

As there might be several reasons for things getting in the way of success. So by getting your review their goals and plans, they will be able to see what changes they can make that will help them work around or resolve the issue sooner rather than later. This exercise is used to help your client to identify:

1. What is getting in their way, and
2. if it is within their control and what to do about it or if it outside their control, be accepting.

ARE THINGS GETTING IN YOUR WAY?

What are the external obstacles to your plan? What things might impact the way that you are able to go about creating your vision?

Make a list of all the things you can think of that could get in the way of your dreams. Don't worry about being positive, just get all your worries and concerns down onto paper.

When you have captured everything you can think of that might get in the way of your dreams, I want you to make a note next to each item as to whether it is an internal obstacle, an external obstacle that is within your control, or an external obstacle that is truly beyond your control.

Once you have categorised each item, review your list again. This time, for each internal obstacle I want you to make a note of what you can do to overcome that obstacle. It might be to

create an affirmation, to do some reframing around your thoughts, to work on your confidence or to create some new habits that will support your staying power.

For each item that you have categorised as external, but within your control; I want you to create a mini plan of action. What can you do to work with or around this obstacle?

Finally for all the items that you have categorised as external, but beyond your control, I want you to make a decision that, should these obstacles arise, you will accept them. You won't moan or whine, but instead go back to your drawing board re-ignite your passion and find a different way to get to your goal.

ITS TIME TO THROW A 'PITY PARTY'!

With all the talk about being positive, overcoming our fears and managing our self talk, we may feel that we are never allowed to have an 'off-day'. A day when we feel a bit down and things are not going quiet our way or that they seem harder than they need to be.

Sometimes your client may actually need to take a little time-out to recover from the blow dealt by a disappointment. Sometimes they need to take time out to lick their wounds. So letting your client know that is ok to feel a little sorry for themselves and isn't going to undo all their hard work – just so as they don't let the feeling linger.

This exercise will get your client to list all the activities they can do that will make them feel better, so they can use as a resource when the time calls for it.

IT'S TIME TO THROW A 'PITY PARTY'!

Take a moment to think of all the things that cheer you up when you are feeling blue. You might include things you like doing, like going to the movies or listening to a band. You might like to visit a park or to take a walk on the beach. Maybe your favourite thing to do, when you're feeling down, is to curl up on the sofa with a good book or golden oldie on DVD.

Make a list in your journal of all the things that are guaranteed to make you feel even a little bit better.

By making this list now, when you do need to take time out to lick your wounds, you will know exactly what to do to make yourself feel better.

LOOK FOR THE LESSON

One of the most powerful things anyone can do when we are going through tough times or experiencing obstacles is to look for the lesson. Everything that we experience in this life is an opportunity for us to learn; about ourselves, about other people, our ideas, values, beliefs and sometimes just a chance to learn more about how things work in our business, workplace or relationship.

This exercise will get your client to reflect on the times in the past that might have been difficult and note any lessons that they received from having those experiences.

LOOK FOR THE LESSON

No matter how difficult things might be, there is always something to learn from the experience. Often we aren't able to identify the lesson at the time, and it's only when we look back with hindsight that we are able to see all that we have learned.

Take the time to look back over your life and identify three difficult times or experiences. Even if you didn't know it at the time, you would have learned something from each of those experiences. Make a note in your journal of what you have learned and how your life has benefited from that wisdom.

THERE IS A TIMING DIFFERENCE BETWEEN EFFORT AND REWARD

We have no control over so many events, and we aren't really able to control how things will turn out in any given moment. What we do have however is control over the effort we make and the attitude we take. Nobody enjoys feeling like a failure, so if we see an experience as 'you' having failed, we are far more likely to want to give up.

Instead, evaluate the effort that has been made, learn to focus on the lessons that have been learned and realised that perhaps the time isn't right just yet.

This exercise has been designed to help your client to start knowing, that deep in their heart, that if they keep applying a consistent effort, their success is just around the corner! The exercise will help your client to learn about their past determination by:

1. Identify times in the past that they didn't give up, even when they wanted to, and
2. Contemplate what the outcome was.

THERE IS A TIMING DIFFERENCE BETWEEN EFFORT AND REWARD

Success isn't always instant. Sometime we have to work far longer and harder for it than we may have initially anticipated. Quite often, when you feel like giving up, you discover that success is just around the corner. On the other hand if you do give up you will never know how close to your dream you really were.

Make a note in your journal of three times in your life when you felt like giving up and didn't. Did your success eventually come? How did you feel when you finally achieved your goal? What did you learn from this experience?

You might also like to use some examples from other people you know, as well as well known or famous people who have overcome the odds to achieve their goals.

Go back and look over what you have written in this exercise, any time that you feel that success is too far away, or you feel like giving up.

YOU HAVE LEARNED SO MUCH ALREADY

It's important to remember that we need to stop and reflect on the changes that your client has already made in their life so far. Just relying on learning a few new things isn't enough, we also need to commit to consistently applying all of the things that we have learned in our lives about ourselves. This is never more important than when you are facing tough times and the road ahead seems paved with obstacles.

This exercise is to help your client to take a moment to look at what they have learned since they began working with you and what the coaching experience has impacted on their life to overcoming obstacles and working through the tough times.

YOU HAVE LEARNED SO MUCH ALREADY

Make a note in your journal of at least three things you have learned from the coaching experience so far. Acknowledgment, reflection and awareness are important to help you stay on track and continue to grow as a person.

Take the time to write about what you have learned in detail and make a note of how you plan to continue to apply those lessons on an ongoing basis in your life.

Part 12 – Celebrating your success

Saving the best for last, the final part is all about celebrating success. This part is about recognising and celebrating all the successes along the way, after all – living the life they've always dreamed isn't really a destination, it's a journey!

The five exercises that form this part of the process are:

1. Celebrate success, big and small
2. Celebrate the things within your control
3. The more successful you feel, the more successful you will become
4. The art of rewarding yourself
5. Acknowledge *REAL* success

Key Lessons – Celebrating your success

Some of the key lessons that clients will learn about themselves in 'Part 12: Celebrating your success' of the process is:

1. Celebrating success isn't about bragging or boasting. It's about acknowledging the efforts that have been made and how far your client has come.
2. Don't just celebrate the big achievements, celebrate the smaller goals along the way – each one is a significant contribution to overall success.
3. Life is a journey, not a destination so make sure to take the time to enjoy each step of the way.
4. We can't control the outcome, but we can influence it with the efforts we have made. Make sure your client celebrates the part of their goal that is within their control.

5. The more successful we feel, the more successful we will become. Celebrating our success today is an investment in the future.
6. When we achieve our goals the people around us inspires them to achieve their goals too. Success is contagious – spread it around!
7. When we reward ourselves for our success, we send a very clear message to our subconscious that says – I'm worth it!
8. Real success is simply being the best we can be, and achieving the things in life, that matter most to us.

CELEBRATE SUCCESS, BIG AND SMALL

It is important to find opportunities for celebration in everything we do and not just to save it for the achievement of major goals. Each step taken on the journey should be celebrated, not just the destination.

This just needs to be simple – every goal is made up of a series of tasks and activities that were necessary to achieving the goal, and get your client to set celebration points along the way of their working plan.

The point of celebrating smaller successes is not to break the bank or blow the budget! It is to inspire your client, and keep them motivated while they work toward their long term goals.

This exercise is used to help your client to identify the various points in their plans that are worthy of celebrating and commit to it.

CELEBRATE SUCCESS, BIG AND SMALL

Look back at the goals you have created and the plans you have built and begin to identify some of the smaller steps you could celebrate, on the way to achieving your major goals.

Aim for four or five points for each goal - steps that are critical to your success. Don't worry if you don't think that they are worthy of celebration right now – you haven't begun to work for them yet!

Make a note of each of these success points on your plan. When you are deeply focussed on achieving a particular goal, it's easy to forget to stop and celebrate. By marking them down on your plan now, you will make sure that you don't miss out on any opportunities to acknowledge how far you have come.

Don't just limit yourself to the success points you identify now, you can celebrate your success any time you choose!

CELEBRATING THE THINGS WITHIN YOUR CONTROL

So much of goal setting is about focusing on what we want and when we want it. But so many things can influence the plan and it is a fact of life that some of these will be beyond our control. It is important not to let these external factors leave us with a sense of failure – as long as we have given our best, we will always be a success!

Get your client to look at the goals they have set and the plan they have created, and get them to identify all the outcomes that are one hundred percent within their control versus those that are dependent on external factors.

Always celebrate when a goal has been achieved, especially those that are one hundred percent within your clients control. This exercise gets your client to look back at the entire experience and identify significant achievements along the way.

CELEBRATE THE THINGS WITHIN YOUR CONTROL

Think about something that you wanted to achieve, but weren't able to, for reasons that really were beyond your control. Maybe you had wanted a particular job, promotion or perhaps there was something you were competing for, but were pipped at the post.

Take a moment to look back over the entire experience and identify two or three significant achievements that you could have celebrated along the way.

- How did you feel when you didn't achieve your goal?
- How would you have felt if you had taken the time to acknowledge some of the achievements you made on the way to your goal?
- What can you learn from this experience?

THE MORE SUCCESS YOU FEEL, THE MORE SUCCESS YOU WILL BECOME

Each time we celebrate success, we are sending the subconscious a very powerful message - *I am a successful person! I am the kind of who regularly experiences success.*

When we celebrate one of the smaller successes, one of the stepping-stones, the subconscious receives the message that you have done something worth celebrating and therefore you must be successful!

Many people are uncomfortable with the idea of celebrating their success, especially the smaller successes. The most common reason is a lack of self worth or low self esteem.

If get a sense that your client might feel, deep down, that they do not truly deserve success, that they're not worth it, this exercise is will help your client to:

1. Understand how they feel about recognising and celebrating their success, and
2. Create some affirmations about deserving.

THE MORE SUCCESSFUL YOU FEEL, THE MORE SUCCESSFUL YOU WILL BECOME

How do you feel about success? Do you believe that you truly deserve it? Are you excited about the opportunity to celebrate your successes, big and small? Or, do you find yourself cringing at the idea of acknowledging your efforts? Instead, do you focus on all the things you could improve and all the reasons why you really shouldn't be celebrating?

Make a note in your journal about your feelings around the recognition and celebration of success.

If you find that you are less than comfortable with the idea of acknowledging yourself and celebrating your progress, create two or three powerful affirmations to *reform* these feelings.

You might want to try:

- I one hundred percent and I deserve to celebrate my success!
- I am comfortable and confident with success.
- I am excited by opportunities always give.
- to celebrate my success.

THE ART OF REWARDING YOURSELF

Most people associate rewarding themselves with spending money, buying things and although a shopping trip can certainly be a pleasurable reward, we can also reward ourselves with time, space or experiences. An afternoon in the park, a walk along the beach or sitting in the cheap seats at a matinee, can be just as special as a new outfit, a night on the town or a holiday somewhere special.

The most important thing to remember when your client is identifying their reward is that it mustn't compromise or conflict with the goals that they are working to achieve. Support them to ensure that the reward they choose is a celebration, not a set back.

This exercise will help your client to note when and how they will reward themselves for each achievement.

THE ART OF REWARDING YOURSELF

Look at your list of goals once more and start to think about how you are going to reward yourself for each of your achievements.

Make a list of things you have been looking forward to buying, doing, seeing or experiencing. Remember, your rewards don't have to cost you anything. A lie-in with your favourite book can be just as rewarding as a big night out at your favourite restaurant.

Your rewards don't *all* need to be pre-planned – you can have plenty of fun rewarding yourself spontaneously too!

ACKNOWLEDGE *REAL* SUCCESS

It is important to remember that one of the most important goals your client will ever set is the goal of being the best they can be. Any time anyone gives one hundred percent to what they have chosen to do, they *are* being the best they can be, and that is the ultimate success.

Also be aware that sometimes people will find that they are striving to achieve what someone else has achieved or wanting to keep up with friends, colleagues or other family members! This is simply wasting time. Success can be found in doing anything that we choose to do, well.

When your client has achieved their own, deeply personal goals, no matter how large or small the goals are, that experience of success will deeply enrich their life.

This exercise is reconfirming and reaffirming that the goals your client has set are for them and not someone else.

ACKNOWLEDGE *REAL* SUCCESS

Think about all the goals that you have set. Do a quick double check and make sure that all the things you are working toward are the things that really matter most to you. Make sure nothing on your list is there for the wrong reason, keeping up with others or fulfilling someone else's expectations for your life.

Make the decision to continue with all the work you have begun through the exercises in this book. Look at your diary and set aside time each week to continue to review your goals and assess the progress you are making. Commit to applying everything you have learned by being the best you can be, each and every day.

If you want your life to be filled with *real* success and happiness, you need to be willing to work for it – this is your chance!

SECTION 6

Managing the Coaching Session

Life coaching sessions are outcome focused. Clients set goals, discuss options and agree actions. A life coach will also look at the internal changes a client needs to make to achieve their goals,

12: Managing Coaching Meetings

Each coaching engagement is an individual relationship between coach and client. Although this program provides you with a range of tools, templates and techniques, the structure of each program should be a fluid one, designed to best fit your clients needs.

Some clients may be best served by following the twelve elements of the Your Best Life process in sequential order. Other clients may wish to spend their entire coaching program focusing on one or two specific areas such as conquering their fears and building self-confidence. For most clients, the answer will be somewhere between the two; there will be some areas that need more attention than others, some things that come naturally and others that need more exploration, and some goals that are easy to achieve and others that are going to require a lot more planning and effort.

Your role as coach is to support your client's agenda, not to drive it. At the beginning of the coaching relationship the client will be asked to identify their key objectives for the process. As coach, your responsibility is to be the guardian of those objectives, ensuring that the focus of each weeks coaching session takes your client closer to, not further from their desired outcome.

The GROW model is an essential tool for managing successful coaching meetings, but it is not the only one. The most important thing is that your client defines where they want to be by the end of the coaching session and that through your effective listening and powerful questions they are guided to that destination.

Meeting rules and etiquette

- **Be on time**
Ensure you arrive on time for your meeting. Not only is it respectful, it builds trust. Whether it is on the phone or in person. If you can't be there on time, make sure you let your client know as soon as you can. This builds trust and makes the client feel respected.
- **Prepare for the meeting**
Review the Pre-session focus form from client. Take some time to make sure that you have read through the forms before your coaching session. This becomes a very valuable tool for your preparation.
- **Choose a location for the session**
Find a suitable location away from passers by, noise sources and visual distractions. There are lots of places you can conduct a coaching session. This can be over the phone, or in an appropriate hotel with a quiet spot, they might know somewhere that they feel comfortable.
- **Mobile and other phones**
Ensure all mobile phones are on silent or calls are diverted and phones are out of sight. If you are expecting an unavoidable call during the coaching session, let the other person know at the beginning.
- **Confidentiality**
Abide by the agreed terms of complete confidentiality. At all times!
- **Code of conduct (is this in their contract?)**
Abide by the agreed code of conduct at all times.
- **Note Taking**
Using the appropriate forms - take notes as a memory aid and to help plan for future coaching sessions. If you can make

notes after the session or use bullet points – minimise any thing that will distract the client.

- **Summarising actions**

At the end of the meeting make sure that all agreed actions are recorded on the Session outcomes form. It is important that the client makes a note of these and they are clear. You might give your client some homework – ensure that is also included on their list.

- **Decide when to meet next**

Before ending the session always confirm the date and time for the next coaching session.

Coaching session forms

- **Beginning the coaching-process**

This form must be completed by all new clients, prior to the commencement of their coaching program. This form will help you to understand your clients background, their primary concerns and give you a sense of how they feel about their life.
- **Pre-session focus form**

This form must be completed by the client and sent to you before your next session. This form will help you prepare for the session.
- **Session outcomes form – Client**

This form is completed immediately after the session, making notes on key learning outcomes, future focus points and action items. This form should be sent to the coach within 48 hours of the coaching session.
- **Session outcomes form – Coach**

This form is also completed immediately after the session, making notes on insights, areas of focus, actions and future focus areas. This form to be kept for your records.
- **Personal Action Plan**

The personal action plan is used at the beginning of the coaching process. This form incorporates goals, learning priorities and actions.
- **Goals and Values form**

This form is used at the beginning of the coaching process to establish target goals and to define values.

13: Appropriate styles of feedback

The worst feedback is personal and judgemental.

The most effective is subjective and descriptive.

— Sir John Whitmore

Feedback is a very important tool. It is essential to ensuring that goals are met. Deliver feedback in a friendly and supportive environment, using non-emotional language, with the emphasis on the behaviour not the individual. Most feedback will result in an action. When done in this manner, the client will respond positively, appreciate your guidance and be open to self-learning.

To give quality feedback, you should:

- Deliver in a timely manner, and as close to the actual occurrence as possible.
- Be encouraging & supportive.
- Make sure you are clear on the issues and the impacts.
- Be open to receiving feedback.
- Never be angry or belittling.
- Always use a face to face situation when you need to give negative feedback.

How to give feedback

1. Prepare for the session.

This allows you to be very clear and specific on what feedback the client needs. Identify the following:

- a) Specific **behaviour** - whether this is a one off or an ongoing issue. Use objective information that supports your position.
- b) The **impact** that the behaviour is having
- c) What **action** can the client perform to achieve the desired outcome.

2. In the session – Ask permission

Before providing feedback, it is important to firstly obtain the client's permission to supply feedback; otherwise there may be some resistance.

3. Placement of the issue and its impact.

It is important that the client is clear why you are praising or criticising their behaviour. You approach this by giving an explanation of the purpose of the feedback and how it can assist them. It provides placement and sets up the learning environment (they do not feel that they have been ambushed). Feedback should not be judgemental, emotional or personal. You should always address the specific behaviour, never the individual. If feedback is delivered in an emotive manner, the client will become defensive. They will probably stop listening to you and they are then unable to process the information.

4. Use questioning techniques

This will help them to acknowledge and understand the issue and possibly formulate their own answers. If no solution is given by the client, remember to ask for permission before offering a solution.

5. Paraphrase the learning

Paraphrasing the client's reflections and solutions will consolidate what they have learnt, ensuring it is clear and understood.

6. Prepare an action plan

You should both agree on the action required, what the improved performance will be and when will this be achieved. Ensure that you are clear on any obstacles (physical or mental) that may get in the way of achieving the proposed agreed action or change in performance (or behaviour). This also ends the session on a constructive note, with clear outcomes and expectations.

7. Follow up

It is important to complete the feedback cycle, by monitoring, evaluating, and providing ongoing feedback. This keeps the client accountable and continues to encourage their progress and learning.

Receiving feedback is always positive, as it is an opportunity to further develop skills and abilities.

Honest, sincere and appropriate praise is also important as this gives the client encouragement, recognition and motivation to excel and continue to perform well.

The added bonus of giving quality feedback is it will encourage the client to give positive feedback to others, having a positive effect on the people that surround them.

Exercise – Effective Feedback

To deliver feedback in a friendly and supportive environment, using non-emotional language, with the emphasis on the behaviour not the individual. Most effective feedback will result in an action.

For this exercise, please work in pairs to practise delivering effective feedback.

One team member will play the role of the Coach and the other will be the Client.

The Client is to think of a scenario that is real. This scenario could either be of a professional or personal nature. The issue could be typical for the clients that you work with, or something that you have encountered in the past, or you are currently working through.

After the conversation is finished have a discussion about how the exercise went, the type of questions asked, how it felt asking them and how it felt receiving them.

SECTION 7

Summary

When you have completed your certification, you will have all the knowledge, skills and processes you need to be a brilliant coach.

14: Summary – 3-Day Coaching Program

- **Introduction to coaching**
 - Program overview
 - Training aims and expected outcomes
 - Background to Coaching
 - Defining what coaching is
- **The Personal Brilliance Model**
 - Look at the 7 key areas
 - Understand each element
 - What is it
 - Why use it
 - How do you use it
 - Reflection
- **Listening skills**
 - How to recognise good listening skills
 - 10 guidelines to being a good listener
 - Non-verbal communication
 - Developing listening skills within your life
- **Questioning skills**
 - Asking questions vs. providing answers
 - The components of a good question
 - Coaches as Mentors
 - Powerful questions
- **Building Rapport**
 - How to accelerate rapport and trust
 - Building trust and understanding permission
- **Managing coaching meetings**
 - Meeting rules and etiquette
 - Appropriate styles of feedback
 - How to give feedback
 - Giving effective feedback

- **YBL Process- Step 1 – know where you want to be**
 - Discovering your dreams
 - Understanding what matters
 - Eliminating limiting beliefs and behaviours
 - Creating a vision for your future
- **YBL Process- Step 2 – Know what you need to do**
 - Designing real and specific goals
 - Developing unshakable self confidence
 - Building a detailed plan of action
 - Managing your resources
- **YBL Process- Step 3 – Do It**
 - Developing amazing self-discipline and staying power
 - Facing your fears and calling on your strengths
 - Working through the tough times
 - Celebrating your success
- **Managing the coaching session - Part 1**
 - Timing, Forms, Feedback
- **Managing the coaching process – Part 2**
 - Managing the client experience
- **Next Steps and Assessment**

15: Wrap up

1. When you are in discussion with your client, stand back from the problem of the moment, and help them see the broader context.
2. Listen, not to solve the problem, but to understand the whole story, so you can ask powerful questions. Sometimes, you may only be required to give the client an opportunity to get something off their chest (with someone who cares enough to listen).
3. Coaching is a 'hands-on' role, getting the client to think through the options – focusing on the broader picture, rather than task-specific issues.
4. The coach provides support, insight and specific information that the client would not have necessarily gained through other sources.
5. Avoid being caught up with giving a lot of advice, as the coach is too far removed from the specific details of the issue to give the correct 'advice'. It is important to get the client to come up with their own answers.
6. Avoid being the rescuer – as tempting as it might be. This approach does not help the client to learn how to solve problems and implement solutions in the future.

ASSESSMENT

Gaining Your Certification

The assessment and certification process is designed to ensure you have an excellent understanding of the principals of coaching and the practical skills of a brilliant coach.

16: Gaining your certification

In addition to this intensive three day workshop, you will be required to complete a series of practical coaching sessions, a self-study and tele-seminar program, a written assignment and a viva or oral exam.

1. **Practical coaching sessions** – You will be required to complete a series of twelve practical coaching sessions during which you will get to take on the role of coach, client and observer. The first four of these sessions will also include formal supervision by a professional coaching. After the first four sessions, you will be able to arrange your practical sessions at a time that suits you and your fellow students.

You will need to keep a journal of your learning outcomes of each of these coaching sessions.

2. **Self-study** – You will be required to review and complete all the exercises in this training manual. You will also need to prepare a self-study assignment paper documenting your learnings from this manual. You will be provided with a series of questions for the self-study assignment.
3. **Tele-seminar** – You will be required to listen to 16 pre-recorded tele-seminars. You may listen to these tele-seminars any time that suits you however it is recommended that you do not attempt more than three in any one week.

You will need to keep a journal of your learning outcomes of each of these tele-seminars.

There will be an additional four business building tele-seminars. These are optional and will not be assessed.

4. **Written Assessment** – You will be required to complete a 3000 word written assessment in the form of a reflective essay, summarising your learnings from the training program and documenting your intentions for your coaching practice.

5. **Viva** – You will be required to complete an oral examination in the form of a 45 minute coaching session where your supervisor takes on the role of the client. This will be followed by a 15 minute oral exam exploring your understanding of the skills and principals of coaching.

At the end of this process, you will be awarded the certification of **Your Best Life Coach**.

APPENDICES

Additional Resources

Please include some text from the program overview. Plus something about walking your talk and applying the Personal Brilliance model in your own life.

17: Coaching Session Forms

YBLC Beginning the Coaching Process

YBLC Pre-session focus form

YBLC Session outcomes form – Client

YBLC Session outcomes form – Coach

YBLC Completing the coaching process

BEGINNING THE COACHING PROCESS

NAME: _____ **Date:** _____

knowing **where** you want to be,
knowing what you **need** to do
and then **doing** it!

beginning the coaching process (part one)
what I want from coaching

My expectations of coaching are:

My current challenges and areas for focus are:

I will know that coaching is working for me, when I have achieved the following:

beginning the coaching process (part two)
where I am at NOW

Three things I would like to change about me or my life are:

-
-
-

Three things I really value, appreciate or enjoy about my life are:

-
-
-

Three ways that I hold myself back or limit my success are:

-
-
-

Three things that I value, appreciate and enjoy about myself are:

-
-
-

beginning the coaching process (part three)

my life & career so far

Please use this section to tell me about your career so far - a mini-autobiography if you like. It should not be more than one A4 page. It is not a CV, but rather a chance for me to get to know you a little better. a chance for me to find out what brought you to where you are right now, what has shaped you along the way. What you have learned and what you wish you had learned sooner.

Pre-session focus form
(CLIENT TO COMPLETE)

Name: _____ Date: _____

1. Successes / wins since the last coaching session

What has gone well and what have you learned from it?

2. Goals not achieved / disappointments

List anything that has not gone to plan

3. Things to work on / in progress

Progress on key activities and any new challenges faced

4. Key learning outcomes

What have you learned and how have you applied it?

5. Focus for this session

List of agenda items for the session

Session outcomes form – Client
(CLIENT TO COMPLETE)

Name: _____ Date: _____

1. Key learning outcomes

Insights gained from coaching sessions

2. Focus points for coming month

Key areas of attention

3. Action items

Arising from coaching session

Session outcomes form – Coach (COACH TO COMPLETE)

Name: _____ Date: _____

1. Key client insights

Describe how you think the client is gaining from the programme

2. Areas for focus

List the areas in which you believe the client should focus their efforts

3. Actions

Specific actions the client has committed to

4. Notes for future sessions

Areas the client should focus on in future sessions

COMPLETING THE COACHING PROCESS

NAME: _____ **Date:** _____

knowing **where** you want to be,
knowing what you **need** to do
and then **doing** it!

Completing the coaching process (part one)

What did you get out of the coaching process?

What were your original expectations of coaching?

Have your expectations been met? Provide details:

Overall, what have been your greatest gains from the coaching process?

completing the coaching process (part two)
what I have learned about myself

Three things that have changed about me or my life are:

-
-
-

Three things skills and strengths, that I hadn't previously acknowledged, or that have been recently developed are:

-
-
-

The biggest challenges for me moving forward will be:

-
-
-

My goals for the next three months are:

-
-
-

18: ICF Code of Ethics

Part One: Definition of Coaching

Section 1: Definitions

Coaching: Coaching is partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.

A professional coaching relationship: A professional coaching relationship exists when coaching includes a business agreement or contract that defines the responsibilities of each party.

An ICF Professional Coach: An ICF Professional Coach also agrees to practice the ICF Professional Core Competencies and pledges accountability to the ICF Code of Ethics.

In order to clarify roles in the coaching relationship, it is often necessary to distinguish between the client and the sponsor. In most cases, the client and sponsor are the same person and therefore jointly referred to as the client. For purposes of identification, however, the International Coach Federation defines these roles as follows:

Client: The "client" is the person(s) being coached.

Sponsor: The "sponsor" is the entity (including its representatives) paying for and/or arranging for coaching services to be provided.

In all cases, coaching engagement contracts or agreements should clearly establish the rights, roles, and responsibilities for both the client and sponsor if they are not the same persons.

Part Two: ICF Standards of Ethical Conduct

Preamble: *ICF Professional Coaches aspire to conduct themselves in a manner that reflects positively upon the coaching profession; are respectful of different approaches to coaching; and recognize that they are also bound by applicable laws and regulations.*

Section 1: Professional Conduct At Large

As a coach:

1. I will not knowingly make any public statement that is untrue or misleading about what I offer as a coach, or make false claims in any written documents relating to the coaching profession or my credentials or the ICF.
2. I will accurately identify my coaching qualifications, expertise, experience, certifications and ICF Credentials.
3. I will recognize and honor the efforts and contributions of others and not misrepresent them as my own. I understand that violating this standard may leave me subject to legal remedy by a third party.
4. I will, at all times, strive to recognize personal issues that may impair, conflict, or interfere with my coaching performance or my professional coaching relationships. Whenever the facts and circumstances necessitate, I will promptly seek professional assistance and determine the action to be taken, including whether it is appropriate to suspend or terminate my coaching relationship(s).
5. I will conduct myself in accordance with the ICF Code of Ethics in all coach training, coach mentoring, and coach supervisory activities.

6. I will conduct and report research with competence, honesty, and within recognized scientific standards and applicable subject guidelines. My research will be carried out with the necessary consent and approval of those involved, and with an approach that will protect participants from any potential harm. All research efforts will be performed in a manner that complies with all the applicable laws of the country in which the research is conducted.
7. I will maintain, store, and dispose of any records created during my coaching business in a manner that promotes confidentiality, security, and privacy, and complies with any applicable laws and agreements
8. I will use ICF member contact information (e-mail addresses, telephone numbers, etc.) only in the manner and to the extent authorized by the ICF.

Section 2: Conflicts of Interest

As a coach:

1. I will seek to avoid conflicts of interest and potential conflicts of interest and openly disclose any such conflicts. I will offer to remove myself when such a conflict arises.
2. I will disclose to my client and his or her sponsor all anticipated compensation from third parties that I may pay or receive for referrals of that client.
3. I will only barter for services, goods or other non-monetary remuneration when it will not impair the coaching relationship.
4. I will not knowingly take any personal, professional, or monetary advantage or benefit of the coach-client relationship, except by a form of compensation as agreed in the agreement or contract.

Section 3: Professional Conduct with Clients

As a coach:

1. I will not knowingly mislead or make false claims about what my client or sponsor will receive from the coaching process or from me as the coach.
2. I will not give my prospective clients or sponsors information or advice I know or believe to be misleading or false.
3. I will have clear agreements or contracts with my clients and sponsor(s). I will honor all agreements or contracts made in the context of professional coaching relationships.
4. I will carefully explain and strive to ensure that, prior to or at the initial meeting, my coaching client and sponsor(s) understand the nature of coaching, the nature and limits of confidentiality, financial arrangements, and any other terms of the coaching agreement or contract.
5. I will be responsible for setting clear, appropriate, and culturally sensitive boundaries that govern any physical contact I may have with my clients or sponsors.
6. I will not become sexually intimate with any of my current clients or sponsors.
7. I will respect the client's right to terminate the coaching relationship at any point during the process, subject to the provisions of the agreement or contract. I will be alert to indications that the client is no longer benefiting from our coaching relationship.
8. I will encourage the client or sponsor to make a change if I believe the client or sponsor would be better served by another coach or by another resource.
9. I will suggest my client seek the services of other professionals when deemed necessary or appropriate.

Section 4: Confidentiality/Privacy

As a coach:

1. I will maintain the strictest levels of confidentiality with all client and sponsor information. I will have a clear agreement or contract before releasing information to another person, unless required by law.
2. I will have a clear agreement upon how coaching information will be exchanged among coach, client, and sponsor.
3. When acting as a trainer of student coaches, I will clarify confidentiality policies with the students.
4. I will have associated coaches and other persons whom I manage in service of my clients and their sponsors in a paid or volunteer capacity make clear agreements or contracts to adhere to the ICF Code of Ethics Part 2, Section 4: Confidentiality/Privacy standards and the entire ICF Code of Ethics to the extent applicable.

Part Three: The ICF Pledge of Ethics

As an ICF Professional Coach, I acknowledge and agree to honor my ethical and legal obligations to my coaching clients and sponsors, colleagues, and to the public at large. I pledge to comply with the ICF Code of Ethics, and to practice these standards with those whom I coach.

If I breach this Pledge of Ethics or any part of the ICF Code of Ethics, I agree that the ICF in its sole discretion may hold me accountable for so doing. I further agree that my accountability to the ICF for any breach may include sanctions, such as loss of my ICF membership and/or my ICF Credentials.

<http://www.coachfederation.org/ethics/>

Approved by the Ethics and Standards Committee on October 30, 2008.

Approved by the ICF Board of Directors on December 18, 2008.

ADDITIONAL READING

Continuing your Learning

19: References

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Suzanne Skiffington & Perry Zeus, *Behavioral Coaching* (McGraw-Hill, Australia, 2002)

Leonard Thomas, *The Portable Coach* (Scribner, New York, 1998)

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Laura Whitworth, Henry Kimsey-House & Phil Sandahl, *Co-Active Coaching* (Davis-Black, California, 1998)



TRAINING AND CERTIFICATION