

CW

Coaching World

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—JAMES CASH PENNEY



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From the CEO

Building Together

Whether you're a new coach or longtime practitioner, chances are you've spent time wondering how to build a sustainable coaching business—or, if you're an internal coach, how to build a sustainable coaching culture in your organization.

We hear you loud and clear, which is why we want to bring you insights and resources you can use to achieve your goals. Our virtual **Business Development Series** has offered coaches at every step of their career cutting-edge education around topics including choosing and capitalizing on a coaching niche, networking, social media, and diversifying their revenue streams. We're leading the way in industry research, with offerings including the **Global Coaching Study**, the **Building a Coaching Culture** research suite developed in conjunction with the Human Capital Institute and the **Global Consumer Awareness Study** (stay tuned for the 2017 iteration of this research to be published later this year).

We're also committed to helping you grow your business acumen through high-quality global events. This is why business development education will be a key component of ICF Converge 2017, a first-of-its-kind global event taking place August 24–26, in Washington, D.C., USA. You can learn more about this exciting new opportunity to connect with your coaching colleagues at ICFConverge.com.

The tagline for ICF Converge is “The Intersection of Coaching and Potential,” and whether you're able to join us at the event or not, I invite you to spend the coming months thinking about how you can unlock the potential of your business. What's one thing you could do differently this year to help achieve your goals? How can you tap into the ICF community, at the Chapter or Global level, to make that possible?

Building your business may seem like an individual pursuit, but we're always stronger together. So, with the support of your coaching colleagues in your community and around the globe, what will you build in 2017? What can we build together?



Magdalena Mook

Magdalena Mook
CEO/Executive Director

The Next Step

To build a successful coaching business, you can't just live in the present. You must always be looking forward and considering the next step you'll need to take to thrive.

Sometimes, the next step requires you to take a risk, such as quitting your day job and going full-time. Turn to page 8 for a list of questions to consider before you make your move. It may mean reflecting on and refining your personal brand (get tips from Aenslee Tanner, ACC, on page 12). Perhaps it involves engaging your organization's senior leaders in building a coaching initiative (learn more on page 14).

Here at *Coaching World*, we're preparing to take our next step to ensure that we remain relevant to ICF Members and the global coaching community. By the end of the third quarter of 2017, we will transition *CW* from a quarterly digital publication to a dynamic online resource that better meets the needs of our global coaching community. For *CW* readers, this will mean:

- **An enhanced user experience.** We'll say goodbye to our current publication platform and hello to a clean, fresh design that's easier to navigate.
- **More content, more often.** Instead of receiving a link to a new issue of *Coaching World* four times a year, you'll have access to new, timely content several times per week. (This will also mean more opportunities to position yourself as a thought leader in the profession by contributing content for publication.)
- **Increased accessibility.** If you want to translate *CW* into your local language, it will be as easy as hitting the "translate" button in Google Chrome. The new *CW* will also be accessible to individuals with disabilities.
- **A new platform to share your perspectives.** As a *CW* reader, you will be able to comment on individual articles and join conversations with your colleagues. It will also be easier than ever to share and discuss *CW* articles on social media.

To ensure that we deliver the highest-quality publication from day one, we're placing *CW* on hiatus while we prepare for our relaunch later this year. In the meantime, you'll continue to be able to access back issues of the magazine at **ICFCoachingWorld.com** and stay up-to-date on what's happening in the coaching industry at **Coachfederation.org/blog**.

I'm excited about this next step for our publication and for our Association, and I look forward to sharing the all-new *CW* with you later this year. In the meantime, I would love to hear what you would like to see more of (or less of) when we relaunch. I invite you to share your ideas with me at **abby.heverin@coachfederation.org**.



Abby Heverin

Abby Tripp Heverin
Communications and Awards Manager



Social Media Popularity Increases Consumer Spending

A study published last year in the *Journal of Marketing* has found that social media posts with high engagement have a greater impact on customer spending than posts with little to no engagement, even if the content is perceived in a negative way.

In “From Social to Sale: The Effects of Firm-generated Content in Social Media on Consumer Behavior,” researchers assessed social media posts for sentiment (positive, neutral or negative), popularity (engagement) and customers’ likelihood to use social media. They found that the popularity of a social media post has the greatest effect on consumer purchases.

“A neutral or even negative social media post with high engagement will impact sales more than a positive post that draws no likes, comments, or shares,” said study co-author Ram Bezawada, associate professor of marketing in the School of Management at the State University of New York at Buffalo. “This is true even among customers who say their purchase decisions are not swayed by what they read on social media.”

For the study, the researchers analyzed data from a large specialty retailer that has multiple locations in the northeastern United States.

They combined data about customer participation on the company’s social media page with in-store purchases before and after the retailer’s social media engagement efforts. They also conducted a survey to determine customers’ attitudes toward technology and social media.

“The clear message here is that social media marketing matters, and managers should embrace it to build relationships with customers,” Bezawada said. “Developing a community with a dedicated fan base can lead to a definitive impact on revenues and profits.”

If you are developing your coaching business, consider using social media to nurture and strengthen brand connections. Find content that engages your followers. Doing so will help you build relationships and may even turn them into paying clients.

—Lisa Cunningham



Nonverbal Reasoning Not a Fixed Skill

Nonverbal reasoning skills, which involve the use of intentional and conscious mental operations such as drawing inferences or forming concepts without using language, are a crucial part of any coach’s repertoire. Knowing how to read your client’s body language, or interpret what they aren’t saying, can make you a more effective coach. Developing or

enhancing your nonverbal reasoning skills as an adult may be easier than you think.

According to new research from University College London (UCL), older teens and adults can learn nonverbal reasoning skills better than younger people.

“Although adults and older adolescents benefited most from training in nonverbal reasoning, the average test score for adolescents aged 11–13 improved from 60 percent to 70 percent following three weeks of 10-minute online training sessions,” Sarah-Jayne Blakemore, professor of cognitive neuroscience at UCL’s Institute of Cognitive Neuroscience, said.

The researchers found that nonverbal reasoning skills can be easily developed through training, especially for older adolescents and adults.

The study tested 558 students aged 11–18 and 105 adults in a variety of skills, followed by up to 20 days of online training. The group was immediately tested a second time, and then again six months later to determine if the effectiveness of the training lasted.

The nonverbal reasoning test consisted of looking at a three-by-three grid of shapes and the final square in the grid was blank. Test subjects were tasked with selecting the correct shape to complete the pattern, with the shapes varying by color, size, shape and position.

The study suggests that for nonverbal reasoning skills, training during late adolescence and adulthood results in greater improvement than training in earlier adolescence.

This study was published online before print November 4, 2016, in the journal *Psychological Science*.

—Emily Allen 



CONVERGE¹⁷

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Join the global coaching community at the intersection of coaching and potential for ICF Converge 2017. ICF Converge is a dynamic, first-of-its-kind global event designed to strengthen connections within the coaching community and offer cutting-edge learning opportunities.

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Taking the Leap

How will you know when you are ready to step off the cliff, leave your regular job and take the leap of faith that it takes to run your own coaching business full time? Coaching can be an uncertain business. Leaving that regular paycheck in favor of becoming a coach-entrepreneur can be scary and daunting.



Kristin Nickells, PCC

Kristin is a Certified Executive Coach who took the leap to entrepreneurship more than 30 years ago and now runs a successful coaching practice helping dentists to become better bosses and entrepreneurs themselves. She maintains a home office in the lovely seaside town of Parksville on Vancouver Island, British Columbia, Canada.

As someone who has been there, I invite you to consider some questions that you must honestly answer before you will know that you are ready to jump. As an entrepreneur myself, running my own consulting and coaching practice for the last 30 years, I still often take the time to go back and revisit these soul-searching questions.

How willing are you to live on accounts receivable?

Read “uncertain,” “irregular” and “unpredictable” into that question. You can mitigate this uncertainty by establishing monthly fees payable in advance, clients on retainer, comprehensive programs and other streams of income, such as products, webinars, etc. When you first become an entrepreneur, I highly recommend that you have a healthy savings account or line of credit on which to fall back. I also suggest that you carefully determine how many clients you would need and at what fee in order to meet your monthly financial obligations. Know what your risk level is as well as your budget!

What are all your possibilities and options for taking the financial leap?


Is your day job compatible with the coaching services you can offer your clients? Do you have the option of working part time? I took the leap from employee to consultant many years ago. When I became a coach, I planned to transition from consulting to coaching right away but found the demand for consulting was too steady and predictable to give up completely. Gradually, coaching became the larger part of my business but consulting is still part of what I offer my clients. What are you doing now that you can add coaching to that would enable you to serve your clients’ needs?

What is your marketing plan?

One of the challenges that any entrepreneur faces is where the customers are going to come from. To whom will your marketing be directed? The reality of coaching is that some clients will drop off. How are you going to cope with that? What’s the plan to mitigate attrition and keep your practice growing? I hate losing clients, but sometimes that’s just going to happen. As an entrepreneur, it is vital that you be prepared to lose a client or two and that you have a plan to build your practice back up.

How prepared are you to work alone?

Being a full-time coach can be very isolating. No matter how delightful your home office is, coaching clients from it day after day can wear on you. Minimize the effects by grooming and dressing before you “go to work,” booking face-to-face appointments through your week, and engaging in outside learning, conference and classroom activities that enhance your coaching skills.

Becoming a coach-entrepreneur has so many rewards and benefits. The work is extremely fulfilling, and you can take pride in being your own boss and managing your own affairs. You can decide how many hours per day you want to work. Sometimes just working in slippers is enough reward! It takes hard work, risk and determination, but the payoff is immense. If you leap too soon, it won’t be fun. Be sure that you have considered all aspects of your financial needs, as well as a strategy for dealing some of the unexpected challenges. I can tell you from experience that once you have made that big step, you won’t look back! 

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Join today to connect with our cutting-edge research, local and global ICF coaching communities, and outstanding business development and professional growth opportunities.

JOIN TODAY



Carly Anderson, MCC

Carly is a qualified mentor coach for MCC, PCC and ACC credential applications, with a training program for Mentor Coaches that's approved by ICF for CCE units. She is contracted to coach within companies, including working with 450 employees of Google to improve their communication and leadership capabilities. Carly has created a model of the ICF Core Competencies, The Target Approach: Demystifying the ICF Core Competencies. Learn more at CarlyAnderson.com.

The Value of Checking In

Core Competency #11

Managing Progress and Accountability

Ability to hold attention on what is important for the client, and to leave responsibility with the client to take action.

Many, many moons ago (18 years, in fact), when I attended my first coach training program, we were asked at the end of each training session, "What's your key takeaway from this session?" That also became the last thing we asked a client in a coaching session.

Five years or so later, an event occurred that shook me out of my habit. In response to the question, my client said something like, “Well it was a really great conversation and I’m taking away x, y and z. I didn’t get the thing answered I really wanted from this session, but the other stuff we talked about was great.”

I remember hanging up the phone and thinking, “Oh no! What happened?! What did the client want to talk about that I missed? I’ve failed him as a coach!”

From that day on, I more specifically clarified what the client wanted to have by the end of our coaching session, and I’d check in during the session to see if we were heading toward their desired outcome.

So I offer you one of the most powerful coaching tools we have, the “check-in.”

In order to check in and find out how the coaching session is progressing for the client, we first need to know their desired destination. I’m a big advocate for using ICF’s **PCC markers** as coaching skills to master, to increase effectiveness as an Executive Coach, a trainer of coaches and as a Mentor Coach for credentialing.

The first marker for Creating the Coaching Agreement is, “Coach helps the client identify, or reconfirm, what s/he wants to accomplish in the session.” This means we need to know more than the topic the client wants to talk about; we need to understand what it is about that topic the client wants to explore in order to move forward in their desired direction.

Let’s say your client comes to the coaching session saying, “I’ve just found out that two of my peers are being paid more than I am, and we’re doing the same work. I also trained these two peers when they

came to the company, so this feels like a slap in the face. I want to know from our manager why I’m being paid less.”

The client has let you know their topic, yet what do they want to move forward (accomplish) around this topic in this session? It could be to prepare for a conversation with their manager, or how to deal with their emotions first so they are able to speak coherently to their manager. Or it could be something else.

Perhaps your client learned this information right before the coaching session and says they want to work through their feelings about the situation first, and then to prepare to have a conversation with their manager. Now you can ensure your coaching stays focused on these two areas— working through their emotions, and preparing for the conversation.

The fifth marker is, “Coach continues conversation in direction of client’s desired outcome unless client indicates otherwise.” This is your first way of checking in with the client to ensure that you are meeting their needs.

For example:

“Where do you want to start exploring your topics?”

“It seems you are bringing up a different topic. Or do you see this related to your other topics?”

Make a point of checking in somewhere around halfway into your coaching session (or more often if you are doing 60-90-minute sessions).

Examples of a check-in:

“Can I check where you are now in regard to your emotions versus where you started our session?”


“It seems you have some really great ideas for how to approach your manager so far in our session.

How would you describe where you are now?”

Don’t wait until the very end of the session for your first check-in with your client, because a check-in almost always has the client share one or two things:

1. The client reflects on what they’ve become aware of as a result of the coaching conversation.
2. The client starts coming up with actions.

You want to allow time for the client to explore their emerging awareness, or to talk about their actions. This part of the coaching conversation is just as important as the exploring and discovery conversation, so don’t shortchange the client by allowing no time for them to explore their awareness, and/or actions.

Checking in during a coaching conversation is a very powerful tool that allows you to get a gauge on whether the conversation is still serving the client, if the client wants to shift the direction of the conversation, or if they are ready to reflect on what they’ve discovered so far and talk about actions. 

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BRAND

It's Personal

Coaching is an incredibly personal service. That's why for coaches, perhaps more than many other professionals, potential clients need to feel like they truly know, like and trust us in order to consider hiring us.

Unfortunately, many coaches treat creating a website, printing a business card, etc. as mere items to check off of their to-do lists for establishing their businesses. They stick a pretty logo and corporate headshot on a template website and hope clients will start walking in the door. But if they haven't invested in establishing a clear, authentic personal brand and committed to consistently conveying their brand throughout all of their marketing and communications, then they often find they aren't converting as many of the prospects they would like to. Worse, potential clients may react to meeting them for the first time by saying (or thinking), "Gosh, you're not what I expected," resulting in the loss of a sale.



Aenslee Tanner, ACC

Aenslee is a Leadership Coach and the founder of Personal Brand Agency. Learn more at AensleeTanner.com

What is Your Personal Brand?

Writing for *Entrepreneur* magazine, LogoYes.com founder John Williams defined personal brand in this way:

“Simply put, your brand is your promise to your customer. It tells them what they can expect from your products and services, and it differentiates your offering from that of your competitors.”

Or as Jeff Bezos, the founder of Amazon.com has said, “Your brand is what people say about you when you are not in the room.”

As a coach, your personal brand is essentially your reputation—how those who know or have come across you would describe you to others.

Your experience, expertise, values, strengths, personality—everything that makes you you—represent an important starting point for clarifying your unique personal brand, but it's important to remember that your brand is not everything about you.

Other people have limited capacity to hold information about you (or anyone else, for that matter) in mind. Therefore, it's essential that your brand essence be a narrowly defined, strategically chosen set of attributes that make you attractive and memorable in the eyes of the prospects that you'd most like to work with.

How is Your Personal Brand Conveyed?

In short, everything you say, do and create adds to or takes away from the credibility of your personal brand.

Your communication (written, verbal, nonverbal); your style; the fonts, colors and images you use on your website or in the documents you create; your logo; your tagline; your testimonials; your credentials; your prices—all these elements and more are mechanisms for conveying your personal brand and need to be working together holistically to tell a consistent brand story.

Why Does Your Personal Brand Matter?

Your personal brand is crucial when it comes to converting prospects into clients.

Because of the personal nature of the coaching service, potential clients are looking for someone they can get to know, like and trust before they make the decision to contact them. How do most people find a coach that meets those criteria today? Two ways: online research and referrals (which often lead to online research).

Online Research

Your online presence has never been more vital to your business success than it is today. A 2014 survey conducted by Google, in partnership with Milward Brown Digital, showed that 89 percent of B2B purchasers use the internet to inform their buying decisions.

When potential prospects Google you, what will they find? Does your online presence convey a credible personal brand? Is there sufficient relevant content to facilitate potential clients getting to know, like and trust you?

Referrals

So how can you get more referrals? Hinge's *Referral Marketing Study* found that the most important factor leading to referrals is whether the person being referred is displaying visible expertise; i.e., readily available, high-quality examples demonstrating the value the service provider has to offer (e.g., speaking engagements, articles, books, website). Do you have an online presence that potential referrers will feel confident pointing others toward?

What Difference Can an Effective Personal Brand Make?

To illustrate the impact that investing in your personal brand can make, consider this case study:

An electronics retailer that had recently established a leadership


development program for high-potential women in the company sought external coaches to provide one-on-one coaching for the 25 participants. Nine ICF-credentialed coaches were selected by the organization's learning and development manager to submit a two-page bio that was distributed to each of the participants for consideration in selecting the coach they wanted to work with. Although they did not have preexisting relationships with any of the program participants, two of the coaches (22 percent) ended up being chosen by 16 of the participants (64 percent).

What made those two coaches so appealing?

Their clearly conveyed, authentic personal brands.

Despite receiving the written bios, many of the program participants extended their research of the potential coaches into the online realm. The two coaches preferred by the majority of participants had invested in creating online presences and websites (complete with brand-aligned photos, copy, design, etc.) that told authentic, cohesive brand stories.

The powerful first impressions these two coaches made online led the majority of participants to feel as though they'd already started to know, like and trust them, which caused the participants to feel more comfortable with their selections.

To be clear, clarifying and consistently conveying your authentic, unique personal brand won't necessarily cause more people to be aware of you and your services—that's where the important role of marketing comes in—but it will enable you to convert more of the right prospects when they do find you, leaving them with the satisfying feeling, “You're exactly what I was looking for.” 

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A high-angle photograph of two men in business attire. The man on the left, wearing a grey suit and a striped tie, is focused on writing on a clipboard held in his left hand. The man on the right, wearing a dark blue suit and a solid tie, stands beside him, looking down at the clipboard. They are walking on a light-colored wooden plank deck. The background shows a concrete pillar and a dark architectural element.



Joshua is the Vice President of Talent and Organizational Development at Tech CU in San Jose, California, USA, where he is fortunate to work with teams that daily demonstrate the organization's core values: Accelerate, Cultivate, Innovate and Collaborate. He holds an MBA in international management from the Middlebury Institute of International Studies at Monterey and is currently enrolled in coach-specific training with Coaches Training Institute.

Our particular gap is in tailored opportunities for mid-level managers to develop leadership competencies to make their next leap to senior vice president or beyond. To tackle this, we are designing an internal coaching program based on the individual client's professional development interests. We've learned some good lessons along the way. In sharing them, I hope to help internal coach practitioners looking to expand program buy-in and participation at their own organizations.

To start off, we needed to make the case for the value of coaching. Fortunately, several members of our executive team already believe in the power of good coaching. As our chief operating officer Jeannine Jacobsen has said, "Investing in your people by delivering a good coaching program is a key component of a leader's development. It helps instill critical practices as participants begin to understand what good coaching looks like and how to bring it into play themselves."

Drawing from this idea, we used a current-state/future-state argument in our initial conversations. When looking at the succession plan, where there are blanks between middle manager and SVP/EVP roles, we noted that the conversations were never about bringing somebody's technical skills up. Instead, the need was for soft skills, such as executive confidence or gaining buy-in. It's not as clear how to develop those skills as it would be to send somebody to an advanced class on using Microsoft Excel.

We focused on our core value


("Cultivate") to bring clarity to the issue. "Imagine," we said, "that the next time you look at your succession plan, you have somebody in mind who has worked with a coach to grow further into their potential as a leader with deliberate and focused effort, and who has demonstrated a strong desire and ability to evolve." For those who do need hard figures, we're happy to bring out **studies from ICF** about improved bottom-line results.

Along the way, we've had the opportunity to explain what coaching is and what it isn't. For instance, it isn't remediation for an employee on a performance improvement plan, and we're not offering an opportunity for senior managers to have us "coach" their teams to work harder or train them to do their daily jobs better. We have been clear that "coaching isn't consulting and it isn't counseling" in order to best manage expectations. We see light bulbs go on when a senior manager moves from thinking about how to "fix" somebody to imagining how to empower them. We also continually emphasize that this isn't fluffy stuff—in each session there is a call to action and accountability.

To gain deeper support and additional perspectives on how a program could actually work, we selected a small group of senior and veteran managers and held longer conversations with each of them. We shared some simple graphics about where the process fits into our current offerings and gave them an outline of how it would work. We answered basic questions and then asked each manager to do two things for us.

First, we asked them to meet with us again in about a month, after they had an opportunity to digest the concepts. Second, we asked them to consider which of their team members would benefit from participating in the program's pilot. We got double value when we met again: They suggested refinements and delivered a short list of potential participants.

Some of the suggestions that came from these conversations included having more than one person trained as an internal coach so there is backup and continuity, emphasizing confidentiality, and ensuring that coaching agreements are between the client, the coach and the client's supervisor. We also began to see a case for working to create an organization-wide coaching culture.

By building a case based on our core values and observed needs and designing a program with the input of current leaders from the beginning, we believe we've built a robust pilot that can further prove the value of internal coaching. We're launching the program now, and a second member of a possible coaching pool will begin formal training from an ICF-approved provider later this year. We are excited to be living our core values with this program and look forward to being a key part of developing our next generation of senior leaders. 



**Ram S.
Ramanathan, MCC**

Ram is a Leadership Coach and trainer and spiritual wanderer who blends eastern spiritual wisdom with modern psychological and neurobiological knowledge to create mindless awareness. His website is coacharya.com. Email him at ram@coacharya.com.

Build Your Business With Your Heart

"Your work is to discover your world and then with all your heart give yourself to it."

— BUDDHA

What I discovered in journeying from corporate leader through entrepreneur through spiritual healer to coach-entrepreneur is that passion and purpose—and not just marketplace dynamics—are critical to success in entrepreneur leadership. As a coach, you already have the passion for what you do and purpose in serving your client. You would not be reading this article otherwise.

Coaching is not a business to be cognitively analyzed. It is a vocation to be emotionally experienced. To many it is a spiritual pursuit. Yes, we need money as means to an end, but our purpose is to serve others with passion, transform mindsets if possible and empower our clients by partnering with them.

Business schools do not teach passion. The Walkman would never have been invented if Akio Morita had been to business school. Apple would not have been born, nor Microsoft, had Steve Jobs and Bill Gates graduated.

Entrepreneur leaders work on their gut feeling, passion and grit, and belief in an idea, not by analyzing the market mathematically. Entrepreneurs are resilient; they fall and rise to grow. They do this because they believe. They believe in something that drives them relentlessly to succeed. They may start with the goal of wealth and power. Over time with success and failure this transforms into what they can contribute to society. It is about what is in their heart that helps them grow and succeed.

As a coach, you are already on this journey of transformation. You have the passion to serve. For success you need to align your passion and purpose with your strengths to discover business opportunities and establish support systems.

I used the six-step process outlined here with thousands of people in my healing practice before I became a coach. This is a “mindless” meditative process based on Zen & yoga concepts. Focused on journey rather than outcome, it creates far deeper awareness, action and anchoring of reframed behavior than popular mindful techniques that work on the conscious mind. Once you become proficient in applying this in your own life you may wish to share it with your clients, as well.

I describe four of these six processes here. The other two are experiential meditative techniques that need face-to-face inputs.

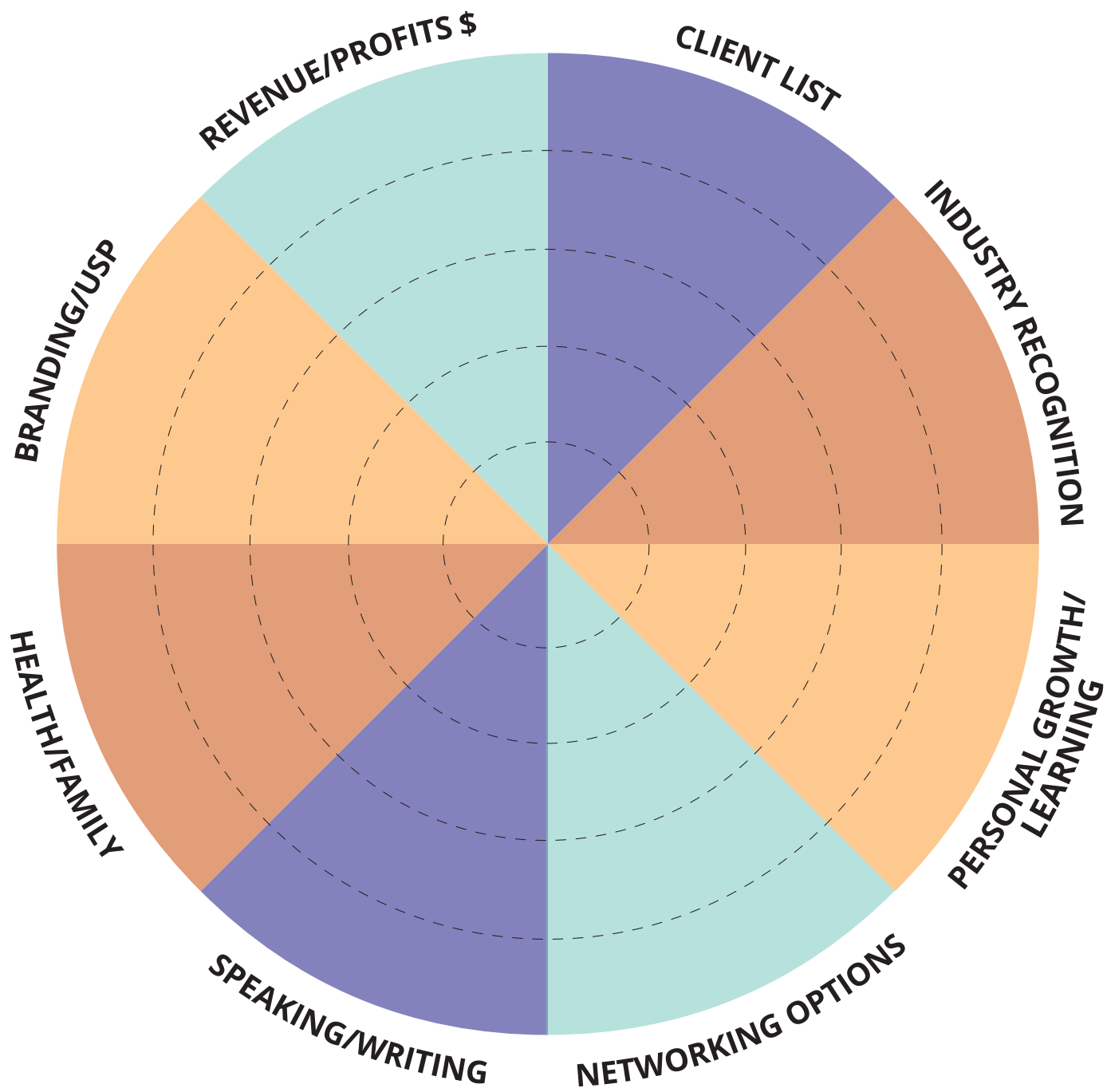
1. Sweet Success Spot

The first step, shown in the below graphic, has four elements to discover your passion, linking it with strengths, opportunities and resources to create a powerful base for envisioning your future.

- **List exciting or joyous moments in your life.** These may relate to achievements, recognition, relationships or serving others. Circle 1 represents joyous moments. Patterns that emerge indicate your passion and purpose.
- **Reflect on your strengths.** Place strengths you leveraged to realize these exciting moments in circle 2. Your dreams meet your strengths where circles 1 and 2 intersect.
- **Identify opportunities.** Based on the intersection of your passion and strengths, discover opportunities to fulfill you in circle 3.

CONTINUED ON NEXT PAGE >





- **Compile resources.** In circle 4, compile a list of resources you need to succeed in these opportunities, such as additional learning, new skills and your professional and/or personal network.

These four circles intersect at your Sweet Success Spot, the essence of your passions and strengths, opportunities where they can be best used, and resources you need to support them.

2. 65 Back Vision

65 Back is a holistic work/life integration process. It breaks time-space boundaries between your future wishes based on what you consider crucial in the present, blocked by your past experience.

Executives I coach confine their goals mostly to wealth and status, and limit their vision to three to five years. Looking beyond seems fuzzy and not in their control. The truth is that they fear the unknown. This is

what I did too as I kept acquiring wealth and status.

When 40-year-old executives dare to look 25 years ahead, beyond wealth and status toward a holistic vision comprising health, relationship, learning, service and even spirituality, they discover a new self with passion and purpose to fulfill the vision.

The key to this step of long-term holistic vision is to develop of a Wheel of Life graphic for age 65 (or at least 20 years in future), with multiple segments additional to wealth and status, listing for each segment specific and positive goals that stretch you, yet achievable in line with your Sweet Success Spot.

Step back in blocks of five years as close to where you are now (e.g., if you're in your earlier forties, use 60, 55, 50 and 45). Construct a similar Wheel of Life for each of these years with goals that need to be achieved to reach your 65 Back Vision, with

the block closest to your current age representing short-term goals.

3. Call to Action

Create a graphical business plan to move from the reality (where you are now) to the short-term goals you wish to reach. Identify challenges and options to overcome them. Develop action plans and resources to work on selected options. This part of the process is cognitive, similar to developing a business plan using a coaching construct.


You may find it helpful to use the template on page 18 to create for each year in detail for five years as they progress.

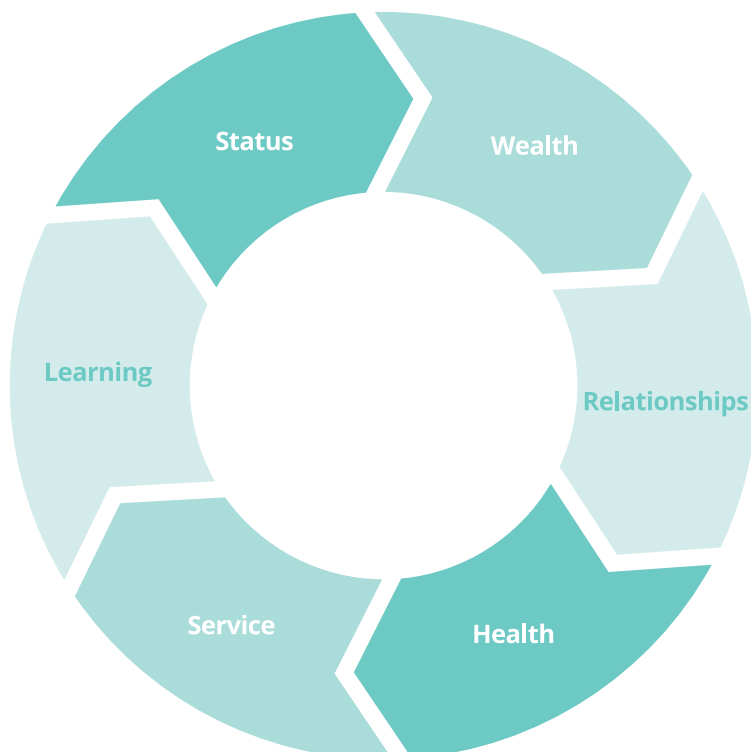
4. Visualize and Anchor

Who will you become when you achieve what you wish to?

You ought to be able to visualize sensorily what you wish to become a few years from now based on what you have done so far. This may be a stream of thoughts. You must conceive and perceive the vision in order to achieve what you desire.

Finally, offer gratitude to the source of energy you believe in and let go of any obsession with your goals to cement this vision.

Building your business with and within your heart is what will make it succeed. 



What is one change you plan to make to your coaching business in 2017?



I have been studying the effects of human perception in relation to the personality and cultural characteristics of clients during coaching sessions. I have found out if the preparation, analysis and observation phases of the coaching session are not executed properly, the entire coaching process is in danger of becoming inefficient.

For this reason, in 2017 **I plan to increase and diversify the methods of my analysis/observation processes** and try to build a new approach to my coaching applications. I also plan to share the results of my research with my ICF Turkey colleagues.

—Aydin Serdar Kuru (Turkey)



My first objective in 2017 is to continue to **improve my coaching skills through research, seminars and other resources I can obtain from organizations like ICF.**

During the past few years, I have established that Life Coaching is an effective tool with many applications. In order to reach a wider audience I would very much like to expand my corporate coaching and engage with people on a group level. This approach helps spread this effective message to larger communities and to increase collective consciousness and awareness.

—Joumana Mansour (Lebanon)



One change I'll make this year is to clear the decks. I believe this is necessary for every professional. There is a place we must lead ourselves into from which we can develop our business. This is the place where you point at yourself in the here and now. You describe what is. You might need to reveal, unveil, admit, clear the clutter. To create a space of balanced simplicity means to **eliminate the unnecessary so that the necessary may speak.** So, this "necessary" is what is true for you. And to see things as they are you need to be genuinely passionate, curious and excited. This action unlocks a process of non-striving development which is as surprising as it is beautiful.

—Angelos Derlopas, PCC (Greece)



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