

EVERYONE'S A WINNER



Somebody once said that reward and punishment are not opposites at all – they're two sides of the same coin and it's a coin

that doesn't always buy very much! In fact it was Psychologist Alfie Kohn.

What he was getting at is that achieving a better return from your investment comes from aligning the individual beliefs and values of your people with the purpose and values of your organisation. Making this happen is the subject of the first module of a new coaching programme just launched by Coaching for Success, called **Successful People**.

The **Motivation & Belief** module is designed to help your people develop high levels of energy and resilience, embrace change and want to succeed. Two further modules work on **Communication, Rapport and Influence** and how to unlock individuals' true potential, through **Success Coaching**, enabling them not only to accelerate their personal development but also to build highly efficient and productive teams.

So what's in it for your business?

- delivering results under pressure
- improving productivity and reducing absenteeism
- increasing market share and bottom line growth
- improving customer relations and loyalty
- getting things done in a 'can do' culture
- staying one step ahead of the game

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I COULD BE A GOOD LEADER, COULDN'T I?

According to **Tim Phillips**, writing in the **November 2002** issue of **Director** magazine, it's rather like thinking you could be good in bed – it's better to get an objective opinion! That's the view of former Chief Executive of Ashridge Management College, Philip Sadler, illustrating a well known fact that people who start businesses are often less suited to running them.

Some entrepreneurs don't mind stepping aside, for them the start-up is the buzz – EasyJet founder Stelios Haji-Ioannou, being a recent prime example.

Hanging-on to the steering wheel isn't a good idea, comments Lyndon Stickle, MD of online business M-Corp. His advice, if you want to stay in the business, is to push yourself into new roles and not to be afraid to bring in people who are better at managing than you are.

And according to 'serial chief executive' Philip Letts, one of the most destructive forces in a company is a fight between a founder and a new generation management team. If you don't want to relinquish power, you have to find the money to grow the business yourself, he points out.

Ed: Unfortunately, most managers employ a leadership style that has worked well for them in the past – they get stuck in a pattern that actually inhibits their leadership potential and so don't flex to other styles when external circumstances/changes demand.

Leadership coaching is an effective way of helping managers to get to grips with these highly personal issues on a one-to-one basis: helping them to adopt an "other-centered", as opposed to self-centered, approach to achievement – a much more facilitative style of leadership, leading through others.

REDUNDANCY – COACHING TO A NEW START

Mike Duckett argues that coaching can open the doors to new horizons, beyond the process-orientated approach of typical redundancy and outplacement programmes.

As UK plc continues to grapple with the economic downturn, multi-nationals and SMEs alike are experiencing the impact of redundancy measures, not only on employees directly affected, but on those remaining with the business.

Surprisingly, if handled effectively, redundancy can be a positive experience for outgoing staff and will reflect well on those staying, on morale and the company's reputation as an employer, delivering both HR and PR benefits.

Over recent years, larger employers have used the services of outplacement consultants to help senior people find another job at the same level as quickly as possible.

What traditional outplacement consultancy tends not to address though are the wider options that may be open to those facing redundancy. It's an experience that can give people the opportunity to develop their working lives in previously unimagined ways: drawing them toward entrepreneurship and the potential for much greater financial reward than they could ever have aspired to as an employee, or achieving the work/life balance they may have been seeking for some time.



Opening up new horizons

Coaching is about identifying and removing the beliefs and behaviours

that prevent people from reaching their potential and stimulating the energisers that allow people to achieve. As such, both as a strategic approach in its own right or within an outplacement programme, coaching can be highly effective in opening up new horizons.

More often than not, redundancy is a done-deal. Jobs have to go and it's then a question of making the process as positive experience an experience as possible for all concerned.

Coaching can be highly appropriate during a pre-redundancy phase, typically when selected employees are given a range of options to consider – leave the company, stay but in a different role, relocate to another office etc. And of course, this is where coaching can be effective in a situation that outplacement is not equipped to handle.

The whiff of redundancy has, inevitably, a negative effect across the whole workforce. The automatic reaction is to put your head down, keep a low profile, try not to get noticed. The consequence is that performance levels drop, at a time when there are clearly significant difficulties facing the business.

Retaining focus

Typically this has an impact on behaviours such as risk-taking, creativity and trying new ideas – the very behaviours that a company needs its employees to exhibit in order to retain competitive edge. Coaching can help key employees to retain focus during this difficult period.

A less considered, but equally problematic aspect of redundancy, is the situation in which employees who have positively decided they want to take redundancy and are hoping for it, subsequently are not given that option. Such individuals are unlikely to perform well – they will simply bide their

time, gathering the resources they need to move on.

A coach can help identify the



challenges that are attracting the employee to a career elsewhere and suggest how the employer can replicate these in a role that will retain a valued member of staff in the business.

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Eliminating status issues

A coach can also help that that person to address and eliminate the status issues around taking what might be perceived as a 'sideways move' or a 'backward step', focusing on what a role can offer, rather than its job title.

There is no doubt that a more enlightened approach to supporting employees through redundancy will yield positive benefits, not only for the individual, in terms of personal development, but for the organisation's internal and external relationships and reputation.

TRUSTING TO LUCK?

Dr Richard Wiseman is Britain's leading paranormal investigator and the author of a new book – *The Luck Factor* – which unveils the findings of an astonishing study into whether some people really are luckier than others.

Writing in **The Daily Mail** (3 January 2003), the paper's science correspondent **James Chapman**, reveals that the most rigorous scientific study of good fortune, involving 400 people over a period several years, has concluded that there is no such thing: people create their own luck.

As Dr Wiseman explained, respondents consistently asserted that good and bad luck had exerted a huge influence over their lives: being in the right place at the right time for a job opportunity. By contrast, there were those who reported having missed one train only to end up in a huge accident on the next. Lucky or unlucky, they all subscribed to the idea that chance ruled their lives.

But his research revealed that those with charmed lives are using four basic principles to create good fortune:

- they tended to be optimists, so their high expectations became self-fulfilling prophecies
- they were quicker to exploit opportunities created by chance and their intuition often proved highly accurate
- they consistently displayed the courage to make important life decisions on the basis of gut instinct
- lucky people also persevere, do not use bad

luck as an excuse and always look on the bright side



"Once one understands the secrets of luck, it is possible to create a luckier life," says

Wiseman.

Ed: This fascinating research bears out what we coaches already know: that there is huge potential in all of us, if only we can unlock it. One of the barriers that coaching can remove is negativity; as Wiseman discovered, it is possible to help people improve their 'luck' by changing their outlook.

"Once one understands the secrets of luck, it is possible to create a luckier life."

MEET THE COACHES

Chris Walton combines his skills as a health and fitness consultant, internationally certified NLP trainer and business coach to achieve results for both professional sports



people and business executives. Having originally trained as a health and fitness management consultant, Chris established a consultancy business advising health clubs on various

aspects of management and team development. During this time he developed an interest in the benefits of mind and body working in harmony and began studying Neuro Linguistic Programming. He now teaches NLP in business and runs public NLP diploma, practitioner and master practitioner courses.

Chris focuses on developing the energy and mental resilience of his clients – both individuals and groups - helping them to achieve their personal goals, in areas such as motivation, self-belief and

communication.

His group training style is fun, challenging and practical and is aimed at assisting people to tap more of their potential to improve bottom line results.

He has also worked with, among other sports professionals, former world champion squash players Sarah Fitzgerald and Rodney Eyles in developing the mental states necessary for achievement at top level.

WHAT'S YOUR LUCKY NUMBER?

Ford Rally team's test driver Mark Higgins' is surely six ... but he didn't know it when he was given the opportunity to take on the mantle of World Champion Colin McRae, driving the team's Ford Focus in the British World Rally Championship in November last year.

"identify a goal, mentally rehearse the experience achieving it and believe that it would happen in reality."

Mark was under quite a bit of pressure – the team had managed to 'bend' a few cars at recent events – so he needed to drive with care but still 'on the edge' if he wanted to succeed. In other words, he needed to drive as near to perfectly as he could.



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Coaching for Success' Mike Duckett had worked with rally driver and TV presenter Penny Mallory for a number of years and when she suggested he could help Mark deliver the goods on the day, there wasn't much time to spare.

Mike and Mark met for two hours in a crowded hotel lounge, just three weeks before the rally in the middle of a busy pre-event schedule. Together they identified Mark's key objectives: firstly, to absorb quickly and accurately the information given to him by his co-driver, and secondly, to remain relaxed but confident.



Using a variety of visualisation techniques, Mike helped Mark to practice listening to his co-driver, executing the turn ahead, and feeling relaxed yet alert.

Mark's third objective was to finish somewhere in the top ten – sixth place seemed a reasonable goal.

Again, Mark was able mentally to rehearse what it felt like to be crossing the line. In essence, Mike had helped him to identify a goal, mentally rehearse the experience of achieving it and believe that it would happen in reality.

And the rest, as they say, is history. You can guess where Mark was lying when he finished the final stage spooky you might think – or is it simply the power of coaching?

About us

Coaching for Success provides executive and personal coaching that helps individuals perform to their maximum potential.

Our corporate client list covers a range of industry sectors, including pharmaceutical, retail, finance and construction, and high profile names such as Laing, AstraZeneca, KPMG, The Bank of New York and Marks & Spencer.

Our coaches work with company personnel, on a one-to-one basis, enabling them to recognise the choices and opportunities available to them, to make decisions about career and personnel development and then to create and implement a plan of action designed to achieve success.

We deliver a comprehensive coaching service by combining approaches in three key areas:

- Personal change techniques – Cognitive psychology, hypno-visualisation and NLP
- Counselling – careers, stress management and change management
- Advice - health, fitness and nutrition