

The Art and Science **of Coaching Professionals**

Authentic Success Strategies for Working with Dynamic,
Knowledgeable, and Coachable Clients

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THE ART AND SCIENCE OF COACHING PROFESSIONALS

Authentic Success Strategies for Working with Dynamic, Knowledgeable, and Coachable Clients

I. The Coach As Catalyst Of Change

- *Communication And Connection: Maxims + Steps*
- *Information Processing Exercise*

II. The Science Of The Art Of Change

- *ROADMAP System Of Change*
- *Distinguish And Address Ideals*
- *Ideals Clarification Exercise*
- *Distinguish And Address Needs*
- *Distinguish Wants From Needs*
- *Ideals And Needs Decision Tree*
- *4 Basic Inquiries For Storyline Evaluation*
- *Strategic Goal Pursuit*
- *Success Insurance For Completing Goals*
- *11 Steps To Ignite Change*
- *12 Basic Principles For Change And Transformation*

III. Regulating States Of Mind

- *Grounding And Centering Exercise*
- *A Brief, On-Your-Feet Grounding Exercise*
- *Choice Enhancement*

IV. Special Topics in Coaching Professionals

- *Success Self-Inquiry For Women (9.5 – 6)*



- *Success Self-Inquiry For Men*
- *Success Intoxication: Recognition And Prevention*
- *Possibility Thinking*
- *Wellness Defined*
- *The Wellness System Of Energy*
- *The Mindset Of Wellness*
- *Brain Programming For Wellness*
- *Wellness Focus And Visualization*



I. The Coach As Catalyst Of Change

COMMUNICATION AND CONNECTION: MAXIMS + STEPS

4 Maxims of Communication

- 1. The person who makes a difference in your life is the one who listens as if he or she always knew who you are, and gives it all back to you.**

Each relationship combines two individual stories to coauthor a new relationship story. The implicit contracts authored by each party in a relationship become unspoken assumptions that can facilitate or derail the relationship. Making explicit the hidden assumptions and implicit expectations becomes a crucial part of communication. To see the point of view of the other and to communicate that understanding, each must respect the other's point of view. Understanding and respect are not synonymous with agreement.

- 2. Ultimate freedom is not relying on someone else's response to determine how you feel about yourself.**

Ineffectiveness of communication, simply feeling that what you said was not heard or registered by the other, may produce irritation or anger. Then the content of the discussion becomes more intense. The process that initiated the derailment — feeling invalidated — gets lost.

The simple step of repeating to the other what you heard him or her say prior to making your own point validates listening. You are then in a position to be heard more successfully. Your individual responsibility to co-author a mutually satisfying relationship includes the following:

- Mutual commitment to respect for the other's needs and wants without neglecting your own.
- Facilitation of communication.

- Mutual negotiation on different points of view.
- Explicit awareness of implicit assumptions.
- Acknowledgement and understanding of needs and wants made obvious by relationship symptoms.

3. The greatest vulnerability is daring to risk your best feelings.

4. The greatest satisfaction is risking your best feelings.

4 Steps of Communication

Much of the difficulty in relationships comes from one of two areas: assuming you can change someone else's behavior or attitude, and faulty communication.

A basic human desire is to connect with another. The power within a relationship is not a decision, but a commitment at a heart level. Communication is a significant basic component in any business or personal relationship.

1. Reflect back to the speaker what you heard him or her say.

This simple step assures the speaker of effectiveness - of being heard. If you're poised with a response rather than listening and reflecting, the first speaker may feel a need to repeat; both speakers are then vulnerable to escalation of emotional tone.

In any relationship each person's perspective is different. It is important that each sees the other's point of view and avoids hijacking the other's agenda. The unspoken resolution may be some variation of, "I see your point of view, and I have mine, and yours does not take over mine, though perhaps you would wish it would, just as I would wish that my point of view would take over yours." Knowing and respecting each other's point of view is the initial phase of a satisfying mutual, equal collaboration.

2. Clarify by asking the next question.

Socrates taught us that really smart people ask questions rather than give answers. The detail may contain the feeling and the important aspects that otherwise would have to be assumed.



A large corporation's executive team huddled around a tape recorder listening to the last presentation by the CEO of that company. They were playing it, rewinding it, playing it again. Each looked puzzled. The consultant asked them what they were trying to do. In his speech, the CEO had indicated that the organization should embrace more color. They each had a different idea about what color meant: Dress, race, decoration, language, stationery.

No one had considered simply picking up the phone and asking the next question, "What do you mean by color?"

3. **Provide a context. The context of any statement or meaning includes time, location, and system.**
4. **Listen between the lines.**

For someone who listens for facts, that filter will mean that the person stops listening when the speaker stops giving facts. When a very intelligent person listens for information, the communicator, in order to hold the listener's attention, must interweave information with the newness of what is being said. The speaker's empathic attunement to the listener includes creating a listening environment while providing information without losing the listener's attention.

Listen literally and closely to what someone says, and you will pick up constant clues about what is wanted and needed. Truth as well as reality is perception.

INFORMATION PROCESSING EXERCISE

How information is perceived and channeled is one element of a life story.

Three fundamental representational systems elaborated in Neuro-Linguistic Programming based on the predominant representation channel include visual, auditory, and kinesthetic. How each person perceives, records, and recalls events depends on the predominant representational system used.

Auditory

Though not exclusive, an individual uses predominantly one representational mode. Those who take in information best through auditory presentation perceive experiences more in terms of sound and spoken word. They use phrases such as:

- *I hear what you are saying.*
- *I really want you to listen.*
- *It sounds good.*
- *Tuned in.*
- *Within hearing.*
- *Loud and clear.*

Visual

Those who primarily process in a visual way record and construct pictures or internal images of their experiences; they recall by snapping a picture into focus. Visual individuals will be inclined to say:

- *Can you picture it?*
- *I can see what you're saying.*
- *Bring this into focus.*
- *It appears to me. . .*
- *Mental image.*
- *It seems fuzzy to me.*
- *I'd like to look at it.*
- *Short-sided.*

Kinesthetic

Kinesthetic individuals experience in a bodily way, and index information by sensation and feeling. Those more kinesthetic use sensory and bodily terms, such as:

- *I need to grasp that.*
- *Hold that thought.*



- *Come to grips with.*
- *To be more in touch with. . .*
- *Able to get a handle on it.*
- *Start from scratch.*
- *Hand in hand.*
- *I'll walk you through this.*
- *Hold on.*
- *It slipped through my hands.*

Developing empathy and establishing rapport with another can be facilitated by awareness of the other's primary representational system.

Neuro-linguistic program researchers and practitioners have distilled some basic principles of recognizing the particular model and using it to facilitate communication

- Recognize the predominant channel of processing information for yourself and your partner: auditory, visual, or kinesthetic.
- Respect the other person's model of the world, of perceiving and processing information along one of the three representational systems. One is not better than the other, just different.
- The observational skills of the type and meaning of communication is a necessary component of emotional intelligence.
- The meaning of the communication may be best indicated by the response that you get.
- The representational system, as well as the words, is only a symbol of the event, not the event itself. A map is not the territory. The model of your mind is not your mind.
- At times, the most important information about an individual is behavior.
- An individual's behavior at any moment is not who he or she is. (Yet when a particular behavior persists, remember Maya Angelou's advice, "When people show you who they are, believe them.")
- If what you are doing is not working, rather than doing it harder, think about doing it differently.
- Understanding this method of coding and understanding successful behavior and communication along one of the three models replicates and builds further success and intimacy ROADMAP System of Change



II. The Science Of The Art Of Change

Recognize authorship

Own your story

Assess plot and storylines

Decide what to change

Map changes

Author new experiences

Program new identity to incorporate and sustain the changes

As Alice in Wonderland advised us, “It is best to begin at the beginning.”
And if you don’t know where you want to go, any map will do.

DISTINGUISH AND ADDRESS IDEALS

Needs and ideals form core themes of personal story plot. Awareness of your unique blend of these elements will inform assessment of your present story, and guide you in its revision.

The following exercises will help identify your personal set of needs and ideals. A personal journey of integrity in aligning decisions with ideals includes:

- *Clarify your core ideals.*
- *Develop awareness of how each ideal applies to important areas of your life.*
- *Recognize and honor the hierarchy of ideals when making decisions (such as an immediate need of your child eclipsing your desire to learn and be creative).*
- *Attach a significance to each ideal and recognize the expense in commitment (such as knowing the sleepless nights and boring moments in having a child).*
- *Align beliefs and assumptions with ideals.*
- *Live your ideals. Protect them. If you have not been true to them with integrity for yourself, reclaim them. If you are unclear about each of them, focus sharply, and perhaps reconstruct fundamental values.*



IDEALS CLARIFICATION EXERCISE

Ideals are internal standards of excellence. Ideals serve as a personal model of value—an internal guide to purpose. Living up to a personal, attainable ideal generates a sense of worth and esteem. Failure to live up to an internal ideal leads to feelings of shame.

From this list of ideals, choose the three that are most important to you. You may want to add others.

ACHIEVEMENT	GENEROSITY	LEARNING
ADVENTURE	GROWTH	MASTERY
BEAUTY	HAPPINESS	PEACE
CATALYZE	HEALTH	PLEASURE
CHARITY	HONESTY	POWER
CONNECTEDNESS	INDEPENDENCE	SELF-ESTEEM
CONTRIBUTE	INDIVIDUALITY	SENSITIVITY
CREATIVITY	INFLUENCE	SPIRITUALITY
DIGNITY	INTIMACY	SUCCESS
DISCOVERY	JUSTICE	TEACHING
FAMILY	KINDNESS	TRUTH
FEEL	KNOWLEDGE	WINNING
FREEDOM	LEADERSHIP	OTHER: _____

My top three ideals, in order of most to least important, are:

1. _____

2. _____

3. _____

DISTINGUISH AND ADDRESS NEEDS

Unlike our ideals, which are standards of value to which we aspire, a need is an essential requirement that we must actually have present in our lives, a necessity for mind, body or spirit. Early in life, our needs consist of physical nurturance, empathic attunement, attachment, effectiveness, exploration, assertion, feeling and tension regulation, and sensory needs. In adulthood, our needs become adult versions of these same basic needs, all providing for physical requirements, comfort, identity, affirmation, love, communication, safety, and sexual/sensual needs.

Consistently meeting your own needs results in a sense of effectiveness and optimum functioning, like the satisfaction of having completed a task or project, knowing you have given it your best effort. Frustrated or unmet needs create the opposite feeling, of discomfort and ineffectiveness. For example, when the basic need for connection is derailed or nonexistent, we feel an emotional disharmony.

A need may be most obvious when it is not met.

As with ideals, each of us is unique and has a particular set of needs that we value more highly than the others. From the following list of needs, choose the three that are most important to you. This list isn't exhaustive; feel free to add others.

ACCEPTANCE	EMPATHY	TIME ALONE
ACCOMPLISHMENT	HARMONY	REGULATION
ACKNOWLEDGEMENT	NURTURANCE	FOCUS ATTENTION
ACTUALIZATION	ORDER	RELAXATION
CARE	PHYSICAL ACTIVITY	SELF CONTROL
CERTAINTY	RECOGNITION	INTIMACY
COMFORT	SAFETY	PASSION AT WORK
COMMUNICATION	FINANCIAL SECURITY	PASSION AT PLAY
CONTROL	EMOTIONAL SECURITY	OTHER: _____
DUTY	SIMPLICITY	
EFFECTIVENESS	STRENGTH	



My top three needs, in order of most to least important, are:

1. _____

2. _____

3. _____

When your needs and ideals are in synchrony with each other and are combined with a clear vision and defined goals, all of your efforts go in the same direction. It will feel right and result in mastery.

A discrepancy can exist for organizational systems as well as for individuals. For example, corporate *ideals* might include teamwork, leadership, caring for and promoting the creativity of employees, innovation, and realizing human potential. Corporate *needs* include productivity and the bottom line of profit and loss. When the core ideals of a corporation parallel its core values of an individual within that corporation, both grow.

DISTINGUISH WANTS FROM NEEDS

Wants or desires are not fundamental constructs like needs or values. A want can be replaced with another want, and fantasies are readily interchangeable—but one need cannot substitute for another need.

While ideals and needs both spring from the very essence of who we are, wants are far more circumstantial. A particular want, for example, may arise as the temporary manifestation of an unmet need from the past, such as the unmet need for affirmation as a child resulting in adulthood in the relentless pursuit of validation, accolades and accomplishments. While needs are universal, wants are tied to experiences uniquely personal and with their own particular histories.

Unsatisfied wants may result from not having a defined goal (not having a definition of *enough*), or from trying to satisfy a past want in present time. While you can get sick if you don't get enough of a need, you can also get sick if you get *too much* of a want. You can never get enough of what you don't need.

If the desires you have don't serve you, *you can choose new ones*. Like your money story, your wants are not carved in stone or cast in your DNA. And choosing desires for yourself that are in alignment with your needs—and even with your ideals as well—is a recipe for satisfaction.

An application: Spend based on who you are, not who you want to be.

People may buy something to pursue a hope or dream, expecting it will change who they are. Disappointment sets in when the books on cameras don't make someone a photographer, or tapes on learning a foreign language do not result in proficiency.

Consider purchasing as a reward, or when you need something, rather than with the expectation that it will change who you are.



IDEALS AND NEEDS DECISION TREE

Ideal + Need → Goal → Commitment → Fulfillment → Self-validation

Ideals and needs can be used to inform decisions and evaluate goals. This decision tree is one way to systematically assess and plan.

Conflicting needs, wants and values hinder our performance and drive us to invest time, money and energy in things that don't fulfill us. Accordingly, it makes sense to weigh every significant decision you make against the considerations of your ideals, needs and wants, *before* you make the decision.

- If the decision meets all three, it is a “Yes.”
- If the decision is in alignment with your ideals and needs, but seems to be in conflict with a particular want, it is a “Maybe.” Examine this particular want to see if it is significant enough to nix the decision. Since wants are more transitory than ideals and needs, a sound decision may overrule a want.
- If the decision opposes or does not meet one of your needs or ideals, then the decision can be “No” or “On hold.”

This alignment of ideals, needs and wants can be applied to establishing direction and goals in all significant areas of life: home, career, relationships, way of being, business, personal success, financial plan, and spiritual development.

We live in a culture that is often very goal-oriented. There is nothing wrong with being focused on a goal—as long as the goal aligns well with your ideals and needs. If it does not, then you are working at cross-purposes and cannot possibly win, because if you win, you lose.

Before adopting a goal as your own, examine it closely to see whether or not it is in synch with your top ideals and needs. If it does align well with your ideals and needs, then move to *commitment*.

Once you have committed to the goal, then be loyal to yourself by *fulfilling* that commitment, not simply because you said you would, but because that goal is an integral expression of your ideals and needs, and thus its full-out pursuit—not only its final accomplishment, but the journey along the way as well—also serves as an essential *validation* of your genuine worth.

Because the goal is aligned with your ideals and needs, it is a consonant expression of who you are.

Case Illustration

Robert consulted me because he wanted to expand his business, but felt stuck. He was an acknowledged expert in a niche area, and supervised the work of some consultants who worked for him. Although he worked successfully on behalf of clients, his income didn't match his recognized expertise. And his own needs were not satisfied by his work.

We focused initially on what he did uniquely well, and on his primary passion.

I sent him the *Distinguish and Address Ideals* and the *Distinguish and Address Needs* exercises, and asked him to select from the prepared list the three ideals and three needs that best represented his core self.

Robert knew that money resonated with emotional issues throughout his life. Money had been the language of care and love in his family, seemingly the tangible evidence that his parents loved him, confirmed by a will that promised significant inheritance. He recognized that he had continued a storyline: to make substantial money meant he would give up his wish of being taken care of by someone else. Now, success and money accumulation meant taking care of himself. The impossible had become accessible, though now by his own efforts.

We recognized a disparity between his wish to be taken care of, his needs for autonomy and self-enhancement, and his ideals of mastery, creativity, and teaching others. His wants, needs and ideals were not in synchrony, nor were they aligned toward his goals.

He could now use this awareness as information to construct a new story rather than have it ghostwrite a new edition of the old story.

Robert recognized conflicting wants and needs as he progressed successfully toward goals in his business. He began taking care of himself in a much better way.



The result of our work was that Robert worked happily at doing what he did uniquely well. He leveraged his time and income by training and licensing people in his method, and franchised a component of his firm to a national group for significant residual income.

4 BASIC INQUIRIES FOR STORYLINE EVALUATION

1. What do you want to *change*?

Anything you consider a problem, barrier, or obstacle, is created by you and cannot continue to exist without you. It is not a simple matter of getting over it, countering, or adapting to it: it will remain until you create something else through thought, feeling, and action. Consider creating something else instead.

An example is fear of public speaking. One approach: to convert the fear into an action plan that includes joining Toastmasters, to practice in a safe environment. By confronting the fear and setting goals that will resolve it, you overwrite the old story of ineffectiveness, and convert the worry or fear into an intention.

What are three behaviors or beliefs that you could change, reverse or leverage to help you toward financial success?

1) _____

2) _____

3) _____

2. What do you want to *let go of*?

In order to change, you also have to know what you want to let go. The bottom line, no matter how entrenched the process or how strong the hope, is “Does it work?”

As you evaluate, you may find things that you wished and hoped were different, but remain unsatisfied. This is the time to decide whether changing your strategy would make a difference or if it’s best to let go and free your attention for creating other things. Emotionally, this may be difficult, but determine to learn what you can from it, so that it becomes an opportunity for self-awareness and correction that will enhance your future stories. In this way you are learning to convert what could have been perceived as failure into growth.



Review your money beliefs and behaviors. If you could eliminate three of them from your life, which ones would have the most impact?

1) _____

2) _____

3) _____

3. What do you want to *avoid*?

There is always the pull of the old and the fear of the new. Yet there is no future in repetition. For example, avoiding engagement with someone who is draining protects your energy for a more productive choice.

What three things can you avoid that will positively rewrite your money story?

1) _____

2) _____

3) _____

4. What do you want to keep and *enhance*?

Your money story, like your life story, is the manifestation of your beliefs. Changing your mind changes your brain and your life: beliefs, goals, and visions drive action. Choose carefully what you engage.

Choose three areas of your existing money story that you'd like to keep or enhance:

1) _____

2) _____

3) _____

STRATEGIC GOAL PURSUIT

SMART Goals

Goals are exciting and energizing. They make it easier to focus, and make it clearer when distractions occur. SMART goals co-create moving ahead and specifically hone strategies. SMART goals include these components:

- *Specific.* (Be very specific about a goal—e.g., “getting fit” is not a goal but an outcome.)
- *Measurable.* (A way to track efforts and sustain energy and motivation)
- *Achievable.* (The goal must be attainable)
- *Realistic.* (Make sure you are willing to pay the price of your goal)
- *Time-bound.* (There needs to be a beginning and an end—time-framed)

Initiatives

For each goal, establish three key initiatives to move toward that goal.

Next Best Action

For each initiative, decide on the next best action.

SUCCESS INSURANCE FOR COMPLETING GOALS

Goal-setting, especially the proper tools to strategically structure progress, is crucial for long-term achievement. The usual problem, however, is not setting goals but completing them.

Goals and strategy require management and dedication.

The section entitled “A review of research on goal setting” (Goldsmith, M., and Lyons, L., eds. *Coaching for Leadership, Volume II*, Wiley, 2005) helps us understand two essential components: Why people give up on goals, and how effective goal-setting can help ensure long-term achievement. Six of the most important reasons people give up on goals follow:

- **Ownership.** People must “buy in” to their goals and take ownership. This shifts the ownership and initiative to an internal point of reference. Then, effectiveness and mastery can come about.



- **Time.** Goal-setters tend to underestimate the time it will take to complete the task (an “optimism bias”), a habit that leads to giving up.
- **Difficulty.** Along with the factor of time, the optimism bias applies equally to difficulty.
- **Distractions.** People tend to underestimate potential distractions and competing goals.
- **Rewards.** Disappointment sets in when achievement of a goal doesn’t translate into other goals or to the desired happiness.
- **Maintenance.** Maintaining changed behavior is difficult, and there is always the pull of the old and the fear of the new.

11 STEPS TO IGNITE CHANGE

- Have needs and ideals in sharp focus.
- Know what you do uniquely well.
- Assess specific strengths, passions, and weaknesses.
- Establish SMART goals: Specific, Measurable, Achievable, Relevant, Time-Bound (timetable: 30-90 days).
- Determine 3 Key Initiatives to take for each goal (timetable: 1-2 weeks).
- Decide on the Next Best Action for each initiative (timetable: 2-3 days).
- Structure a strategy to reach and stretch each goal.
- Increase tolerance of planned risk with associated fear.
- Focus on specific results, action, and momentum regarding goals.
- Continue assessment of disciplined activity with refinement of goals.
- Endorse your progress.



12 BASIC PRINCIPLES OF CHANGE AND TRANSFORMATION

1. Awareness of your plot and storylines.

The beginning of change is recognition that you are the author of your story. In the face of a personally created problem, barrier, or obstacle, the task is not getting over it, pushing through it, or adapting to it: It is recognizing that the obstacle is not there until you create it. Consider the possibility of not creating it and creating something else instead.

2. Assess the storylines that work and those that do not work.

In order to change, you first need to know what you want to change, and what you want to create instead in each aspect of your life: Career, ideals, personal life, functioning at full capacity, happiness, relationships, financial. The bottom line, no matter how entrenched the process or strong the hope, is “Does it work?”

3. Recognize passive vs. active positions.

Active: You are the author, the casting agent, and the director of your story.

Passive: Fate; luck; destiny; assuming that you are the victim of the feeling you create, as in “I got butterflies in my stomach,” or “My fear took over.”

4. Listen to your language—it speaks your assumptions.

Words reveal an internal model.

Pressure words reveal an external point of reference and authority rather than an internal one: Should; have to; ought to; need to. Passive language indicates perceiving yourself as the subject rather than the initiator of action: “The thought occurred to me; my anger got the best of me; it just happened.”

Limitation words reveal the assumption of constraint and limitation: Impossible; can’t; shouldn’t.

5. Address resistance to change and repetition of the old story.

Repetition ensures predictability. We repeat behavior that doesn't work because it offers familiarity. Doing the same thing leads to a known outcome. We sometimes mistake predictability for effectiveness.

There is no future in repetition. Any departure from the familiar, even a positive one, creates anxiety and uncertainty. You need a new story to be in before you can give up the old story.

6. Take ownership of your story to become your own authority.

Reinvention begins with taking ownership of what you do, and what you do about what happens next—rather than living out what just seems to happen, or feeling victimized by forces beyond your control.

7. Decide what you want to change.

Your life is the manifestation of your beliefs. Old beliefs do not generate new ideas. Changing your mind changes your life, as beliefs, goals, and visions drive action. Choose carefully what you engage.

8. Excitement and fear are the same feeling just viewed and experienced differently.

Excitement counters anxiety when your mission is stronger than your fear.

9. Construct a map to determine where you are.

Without a map to determine where you are, proceeding with an organized and successful story (life, career, relationship, investment, etc.) will be difficult or impossible. With a map, you can see where you are, how far you've come, and how far you have to go to reach your goals.

10. Decide where you want to go.

Having a map allows you to filter distractions, determine the route, and discern what is tangential or a detour. Distinguishing what you want to achieve, preserve, and avoid is an ongoing process.



11. Figure out how to get there.

Create a game plan of realistic, attainable goals with measurable results.

12. Stick to the plan.

It is never too late to become what you might have been. Or too soon to become who you want to be.



III. Regulating States Of Mind

GROUNDING AND CENTERING EXERCISE

1. Ask yourself: “How present am I?”
2. Go through a systematic review of your body and perceptions from it: feeling, perceiving, and moving each aspect of your body from toes to head.
3. Make a systematic inventory each of your senses:
 - Seeing
 - Hearing
 - Touching
 - Tasting
 - Smelling
4. Attune specifically to aspects of body function that may be calming: Focus on and control of breathing, tensing and relaxing various muscle groups, alignment of body posture
5. Progressive Relaxation: Sit in a comfortable chair and close your eyes. Clear your mind. Focus only on your immediate bodily experience. Begin feeling the sensation of relaxation.
 - Take a deep breath.
 - Breathe in relaxation. Breathe out tension.
 - Focus entirely on your feet and toes; relax them completely.
 - Let the relaxation move into your calves. Then to your thighs. Notice the warm, heavy, comfortable sensation.
 - Let the relaxation move into your hips. Then to your abdomen. Then to your chest. Notice the relaxed, soft feeling of your muscles, and the deeper breathing.

- Let the relaxation travel up your neck into your face. Then to your scalp. Then to your brain.
- Be aware of even deeper breathing. Continue to breathe in relaxation, and breathe out tension until your entire body is in a relaxed state.
- Decide when to stop the exercise. Allow a moment of transition to a fully alert state.
- You will remember this experience in your body and mind and will be able to access it more quickly each time.



A BRIEF, ON-YOUR-FEET GROUNDING EXERCISE

- Focus attention on your body.
- Evenly balance your weight and posture.
- Relax arms, legs, shoulders.
- Breathe evenly and deeply.
- Relax jaw, tongue, face.
- Eyes look forward, aware of all fields of vision, including periphery.
- Rub your feet on the carpet.
- If possible, jump up and down in place a few times.

CHOICE ENHANCEMENT

The following considerations apply to emotions and choices:

- Increased tension produces emotional regression. With increased tension and advanced conflict, the stress response reaction can move someone into a more emotional pattern characteristic of a much earlier age. (“I must be doing something wrong. All the things I know to do aren’t working.”)
- Increased emotion narrows perspective. (“I’m so preoccupied with my portfolio losing value, it’s hard to focus on my work.”) When emotion prevails, focus becomes narrower and more restricted to the most recent event. Paradoxically, attempting to use reason and logic with an escalated individual—someone in a highly emotional state—deepens the automatic alarm pattern. The escalated individual will further escalate, dig in his toes, and spiral into more extreme responses, hurling himself away from logic.

Remember: When you’re in a state of upset, the first order of business is to regulate feelings. Get centered and grounded.

Anxiety is an energy experience. The most effective antidote to anxiety is grounding yourself—transforming the energy by becoming present.

Being grounded and centered allows a state of mind for optimum synthesis of thinking with access to existing knowledge. Stress interferes by catapulting someone into a state of mind that narrows concentration and limits the scope and range of thinking. The stress hormones of epinephrine and cortisol block information processing.

When you’re relaxed and centered, you have the greatest access to all of your states of mind—all the information you possess. The antidote of purposeful relaxation extends energy reserves. After a period of relaxation, attention and concentration improve.

Managing energy is a key to success. This begins with knowing your strengths and limitations, your biological cycles, when you perform best.

- Know how to enter and exit various states of mind—and which works best for a particular task. For instance, writing and editing are two different states of mind—to be done at two different times.



- Cluster activities that require the same state of mind.
- Identify what enhances your energy: anticipation, creativity, pleasure, meditation, prayer.
- Identify what depletes your energy: toxic people or situations; negative mindset; lack of focus.



IV. Special Topics in Coaching Professionals

SUCCESS SELF-INQUIRY FOR WOMEN

Make an appointment with yourself to reflect on and write your answers to the following questions.

1. What is your own personal definition of success?

“The tragedy of life doesn’t lie in not reaching your goal. The tragedy lies in having no goal to reach.” ~ Benjamin F. Mays.

2. What does money represent to you? What does money management entail for you?

Have you been regarding money and money management as autonomy and security, in addition to focusing on short-term money management such as finding bargains and balancing the checkbook?

3. How much do you rely on others for direction, affirmation, and self-esteem?

It is the process of looking to someone or something else for what is missing that creates something missing.

4. Do you read the business section of the newspaper and watch or listen to the financial portion of the broadcast news to balance your awareness of events?

These small behavioral changes can expand awareness and promote different ways of thinking.

5. Do you believe that if you’re competent and work hard, your boss will offer you a promotion or raise without your having to ask for it or promote yourself?

Some people have been conditioned to wait for “gifts”; they believe that doing all the right things, performing well, and waiting to be recognized will bring the appropriate reward. A more useful technique, particularly in

larger companies, is to find an intelligent, sensitive way to make your work visible. You may have to take the initiative in listing your accomplishments and requesting your own raises. If at all possible, find a female mentor.

6. Do you believe that asserting yourself is being too pushy?

Here is the delicate balance, as well as a double standard: Behavior considered assertive for a man has traditionally been seen as aggressive in a woman. Generally, however, the better you are at your work, the more room you can carve out for being yourself.

7. Do you have specific long-term goals and a step-by-step process for reaching them?

“It is much more difficult to measure non-performance than performance.” ~ Harold S. Geneen.

8. Once you have a game plan for success, are you afraid to take risks and make mistakes?

“Some people try to softly tiptoe through life so that they can arrive at death safely.” ~ Robert Anthony

9. Do you believe that to make it in the business world you have to behave like a man?

Your womanly side may be your best asset. Delores Danska, an award-winning television program manager, stated, “In my job, I need to bring out the best in my producers, which means being supporting, encouraging, and caring.”

10. Do you feel you have to be driven, type A personality to be a real success?

Achievers achieve because they combine ambition and ideals. They have a commitment and work to achieve it. None of these represent a personality profile or character type; there are many personality styles and types among achievers. Rather than trying to be more like someone who is an achiever, be more like yourself. Listen for how and what you want to do.



SUCCESS SELF-INQUIRY FOR MEN

Make an appointment with yourself to reflect on and write your answers to the following questions.

1. What is success for you?

*“Nothing is enough to the man for whom enough is too little.”
~ Epicurus.*

2. Do you have a clear definition of external success?

This level of success is the easier one to define. The metrics of this success include money, material acquisitions, work accomplishments, titles, regard by associates and friends.

3. Do you have a clear definition of internal success?

This type of success isn't easily mapped. And it may be defined differently by men, by women, and even by each individual. The familiar model of male competition makes measurement of external success clearer. But internal success is measured against ideals, relatedness with important others, and contentment with oneself. This type of success involves connecting ambition with ideals and living up to your own standards.

4. Do you have specific long-term goals and a step-by-step process for reaching them?

Having long-term goals can keep you oriented and organized; having step-by-step, short-term goals can help you sustain enthusiasm and tolerate frustration. Short-term setbacks are an essential part of achieving success. For a toddler learning to walk, falling is not a failure, but part of the process of learning to walk. If you have an end point, your purpose, clearly in mind, you can more easily keep setbacks in perspective. .

5. Once you have a plan for success, are you afraid to take risks and make mistakes?

*“To him, being human was only an excuse for not being perfect.”
~ Katherine Anne Porter*

6. Is anything internal keeping you from proceeding with your plan for success?

“Nothing prevents our being natural so much as the desire to appear so.”

~ Francois La Rochefoucauld



SUCCESS INTOXICATION:

RECOGNITION AND PREVENTION

Success can be intoxicating and gradual. If a frog were placed in hot water, it would immediately jump out and survive. If the frog were put in cold water and the temperature raised one degree at a time over an extended time, the frog would ultimately die because it would not perceive the water as hot.

This process is analogous to someone moving from one drink each evening gradually to two on the weekends, and a pattern begins that, because of its incremental nature, the change goes unnoticed until some profound event brings it into focus. The process may occur over a long period of time, making it even more imperceptible.

With extremes of success, such as accomplishment in business, the enhanced stimulation and self-reinforcing aspects of success can make it harder to regulate emotions and stay grounded in values and identity. For example, the stimulation of success can be so intoxicating that executives believe they can write their own rules, as recent corporate scandals have revealed.

With increasing demand, including excessive stimulation of success, the amount of time at work may expand; someone may never feel quite satisfied with accomplishments, always creating more. It may be harder to relax, because the stimulation of excess is invigorating. Boundaries between work and personal life may become blurred or eroded, as one is in demand a great deal. Self-esteem becomes exaggerated by constant affirmation. The metrics of success expand in terms of money, accolades, and accomplishments. Natural supplements, such as caffeine, alcohol, or sugar, sustain the adrenaline extremes.

This cycle may be interrupted by a crisis, such as a divorce, success, death, children's leaving home, or some catalyst to snap a bigger picture into focus. At times someone might deliberately create a crisis in order to step off the treadmill that he or she otherwise feels powerless to stop.

The trappings of success may become so much a part of one's identity that it would feel shattering to change, feel like an amputation to give up any component of it.

- Are there any personal values that you compromise for success?
- Do you subjugate any of your basic needs to the pursuit of success?

- Do you have any current regrets about the process or content of your success?
- A decade or two from now, when you look back on the present time, will you have any regrets?
- Have you wondered if this is all there is?

Your own queries have to begin internally, by asking yourself several questions:

- What is the finish line?
- Whom do you want to be when you cross it?
- Whom do you want to be there when you cross it?
- What is enough?
- How will you know when you get to enough?
- What are your specific metrics for success?
- How much of your identity is determined by these external benchmarks of success?



POSSIBILITY THINKING

What you believe is what you'll see. This means that you are not just data determined, but also hypothesis determined. The brain as computer and as biological evolutionary system determines a story constructed to be called reality.

What is the practical value in this? About decision making? About how to change some mental models?

1. For any situation, look at the data, but also at the hypothesis--the default assumption that appears as "given."
2. Since we shape and filter the world by our hypotheses, they need to be continuously tested.
3. Examine the hypotheses that work and the ones that don't work.
4. Challenge your thinking and assumptions. Interact with diverse people and keep an open "beginner's mind" rather than a quick foreclosure to a new idea. Life as a series of experiments keeps a system open to the new. Premature closure occurs by too-rapid judgment, as well as moving a new idea into an already existing model to lose the context of a new model. This style of dismissal occurs frequently among very bright people with significant life experiences who immediately relate something new to something that they already know, absorbing it into an old context or meaning without sufficient examination.
5. We become comfortable and dependent on our old habits; uncertainty and discomfort result when we move away from existing internal models.
6. Use data to test a hypothesis rather than to automatically confirm it.
7. Distinguish between transforming your thinking and being caught up in a new fad. Focus on the foreground without losing sight of the background's big picture. Repeat zooming in and out to keep perspective. Both microscopic and macroscopic views offer benefits.
8. The best way to excise something from your life is not to ignore it. The best way to avoid something is to be informed by it. By avoiding something, you engage it, and keep it central in your life. To ignore takes energy, and moves you from a centered, healthy place. Decide what you want to keep, what you want to avoid, and what you want to let go.
9. You are always free to change your mind.

WELLNESS DEFINED

Wellness integrates mind, body, and spirit with a balanced flow of energy. It is an ongoing process of choices that become the stories of our lives.

Wellness is never static--we never stay at the same place. So it must consistently be assessed. The core assessment involves an evaluation of what is working and not working in your life right now.

Wellness requires:

- Self-awareness
- Informed physical care
- Meaningful connection with important others
- Balancing mind, body, and spiritual needs

The pursuit of wellness has immediate rewards. You can:

- Feel better
- Become stronger
- Look younger
- Become healthier
- Increase energy
- Enhance physical and emotional well-being



THE WELLNESS SYSTEM OF ENERGY

Each person is an open system: We take in energy from sources around us, transform and organize it, and return it to the environment.

Ilya Prigogine won a Nobel Prize for his theory of dissipative structures. A dissipative structure is an open system in which energy is taken in, modified, and then returned (dissipated) to the environment.

Wellness requires an efficient flow of energy. Disease is when that flow of energy is disrupted, blocked, or derailed in some manner.

Consider these examples of disrupted energy flow:

- Taking in more energy in the form of food than is required, resulting in obesity.
- Blockage of energy, such as suppressed communication or repressed feelings.
- An insufficient intake of energy, such as vitamins and nutrients, or denying compliments from others.
- Crossover or inappropriate substitution of one form of energy for another such as using sex to satisfy a spiritual need, or money to satisfy an emotional need.
- Rechannel energy in an indirect way, such as passive-aggressive behavior or psychosomatic symptoms.
- Weak interface or unfocused assertiveness with others, producing diminished emotional impact.
- Excessive withdrawals from your emotional or physical bank account without replenishing.
- Poor interface with the environment such as impulsive, explosive, or addictive behavior.

THE MINDSET OF WELLNESS

Wellness is a mindset. This mindset gives ownership of a life story of wellness to the individual. With this ownership comes the responsibility—and privilege—that each thought, feeling, experience, and behavior is created each moment.

Recognition of the authorship of your wellness story includes awareness of the processes and behaviors of mind, body, and soul. This authorship includes the physical, emotional, and spiritual patterns that you engage on a daily basis. It means recognizing true needs and distinguishing them from wants.

- Mind includes constructive and creative use of your mind; knowing and living up to your ideals; maintaining a loyalty to your ideals; nurturing close relationships.
- Body includes making the choices that are in your best interest; informed, consistent pursuit of nutrition, exercise, and safety.
- Spiritual includes self-awareness and nurturance; meaningful endeavors; expression of feelings to others; asking and getting what you need.



BRAIN PROGRAMMING FOR WELLNESS

Neuroscience now teaches us that we can either program wellness or program illness by our focus. We bring about not what we want but what we focus on. Focusing on illness and worry not only drains energy but adumbrates illness.

A negative thought loop is mentally replaying the same thoughts and reviewing the same scenarios again and again. You can't find an exit—you can't think or use logic to get out of it. While it looks like focusing, it's really obsessing. Thought loops are being marooned in your left brain.

Negative thought loops of worry will drain emotional and physical energy as well as create negative mental pictures that program your mind to their fulfillment. Since mind and body are connected, depletion of energy wears down the body's defenses.

To program wellness and deprogram illness:

- Recognize negative thought loops such as worry.
- Write down the list of negative thoughts so that you can cue your radar for awareness.
- Write a list of positive, proactive thoughts/plans/affirmations.
- As soon as you recognize you're entering a negative thought loop, immediately move to a positive thought and action.
- For intrusive negative thoughts, schedule a time to engage them.
- Respect the boundary of engaging the negative concern only during the time that you have scheduled (e.g., 20 minutes each week at 3:30 PM Tuesdays).
- Mourn what cannot be changed. Place energy on what you can determine.
- Focus on and express gratitude for wellness.

WELLNESS FOCUS AND VISUALIZATION

- Focus on the weight that feels good to you.
- Picture what you'll look like at your ideal weight. Look at the pictures daily.
- Write out your ideal body weight range.
- Focus on the body you want – your ideal weight range– your ideal body. (Remember, it has to be your body at ideal weight. You can't lose weight and have a supermodel's body.)
- Don't focus on losing weight.
- Don't focus on "fat thoughts" such as the following:
 - Slow metabolism
 - Hereditary body size
 - Slow thyroid
 - The spirit of your Great-Aunt Sally that channeled the curse of large thighs
- Look at and admire your body; be grateful; keep in mind the pictures you have.
- When you eat, be entirely present to the act of eating and to your body.
- Visualize the thoroughly chewed food assimilated throughout your body.
- Think and feel as though your desire is manifest.
- Create your body, as your life, intentionally

Remember the ABCs: Ask. Believe. Create.