



COACHING DELIVERS!

DIAGNOSING, EXPLORING, CONSTRUCTING, CREATING.
THE EVIDENCE

DAVID CLARK,
FOUNDER AND CEO, THE LIME GREEN SOLUTIONS



the **LIME GREEN** solutions

WEBSITE: WWW.CALMERCORCOACHING.COM

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INTRODUCTION

Are you happy at this very moment looking across all that is you?
Why does it matter?

You create feel good chemicals internally when you are happy and motivated. You are designed to incentivise yourself to live a happy and fulfilling life.

A fulfilling life, achieving your potential whilst allowing yourself time to energise and recharge will enable you to function to your optimum capacity and capability and should ultimately lead to an rewarding life.

You are designed to sense when you are offkey. Noticing and respond to what your senses are telling you and then taking action to regain inner balance and flow is the most efficient and effective way to restore your inner calm and manifest exceptional results in life.

DRAWING ON “WHAT WORKS”

You are a champion. You have mastered language, you have mastered living and you have mastered being alive. What does this mean? Well, in growing up you have mastered the art of communication and language, you are able to get done what needs to be done including drinking, eating and looking after yourself. You learnt by watching those around you, listening to what was being said and, through trial and error, you learnt to do what you need to do to keep alive. You have a toolkit of strategies from which you draw each and every day.

You may be aware, though, that some of your feelings, some of your thoughts and some of your actions might not be as helpful as you might otherwise wish them to be.

So what can you do? As you have mastered the ability to breath, walk and talk, so you can master the ability to feel, think and act in alignment with your true potential. Mastery of feelings, thoughts and actions will enable you to live an authentic life, invest your energy in that which offers you most value and to experience the most wonderful life that you are able to experience. Drawing on “what works” will enable you to achieve your full potential at any point in time and ultimately over time live a life of awesomeness.

Coaching offers a way of offering insights into how an individual is thinking, feeling or doing of which they may not be aware. Scientific evidence indicates that we function in complex and not necessarily obvious ways. Through a deeper awareness of our patterns and strategies, we can improve the results we achieve leading to a calmer and more fulfilling life.

The International Coaching Federation, through independent research, has found that professional coaching leads to increased productivity and higher likelihood of achieving potential. The following provide a flavour of what can be achieved:

- 80% reported improved self-confidence
- 73% reported improved relationships
- 72% reported improved communication
- 70% reported improved work performance
- 67% reported improved work/ life balance
- 61% reported improved business management
- 57% reported improved time management

Looking at “Return on Investment”, coaching can create new interpretation, a different understanding and/ or greater clarity resulting in improved motivation to achieve measurable outcomes. 86% of companies who had employed coaching say, at a minimum, the benefits equated to the investment made. 96% said they would use coaching again.

“Making the case for coaching” by Jessica Jarvis of The UK Chartered Institute of Personal Development (CIPD), noted that 92% considered coaching by external practitioners as an effective approach. Results also showed:

- 99% agreed coaching can deliver benefits to individuals and organisations in which they are employed
- 96% agreed coaching is an effective way to promote learning within an organisation
- CIPD noted the coaching is used across organisations including the BBC, London School of Economics, Selfridges and Shell.

Dr Tony Grant, Director of Coaching, Psychology Unit, University of Sydney in research completed in 2009 concluded “the quantitative results of the randomized study supported the notion that executive coaching can increase goal attainment, enhance resilience, ameliorate depression and stress, and increase workplace well-being. The participants’ qualitative responses suggest that executive coaching may well be a valuable tool in helping Individuals deal with the uncertainty and challenges inherent in organisational change inherent in organisational change.”

Research on “The Effect of Executive Coaching on Performance Psychology” by Moen, Skaalvik; Norwegian University of Science & Technology in 2009 concluded that external executive coaching improves psychological variables affecting performance such as self-efficacy, goal setting, intra-personal causal attributions of success, and self-determination in satisfying needs. The research also noted that the outcomes of internal coaching based leadership were not as strong as those from external executive coaching.

The overall effectiveness of executive coaching has also been reported in two recent meta-analyses. Theeboom et al. (2014) found that executive coaching had moderate and positive impacts on individual-level performance and skills, well-being, coping, work attitudes and goal-directed self-regulation. They concluded that coaching is an effective intervention in organisations. Jones et al. (2014) further reported that executive coaching also has a greater impact on performance compared with other popular workplace development tools.

Stanford Business School published an Executive Coaching Survey in 2013 which included the following conclusions:

- > “what’s interesting is that nearly 100% of CEOs in the survey responded that they actually enjoy the process of receiving coaching and leadership advice, so there is real opportunity for companies to fill in that gap.”
- > “Given how vitally important it is for the CEO to be getting the best possible counsel, independent of their board, in order to maintain the health of the corporation, it’s concerning that so many of them are ‘going it alone,’”
- > “Even the best-of-the-best CEOs have their blind spots and can dramatically improve their performance with an outside perspective weighing in.”
- > “We are moving away from coaching being perceived as ‘remedial’ to where it should be something that improves performance, similar to how elite athletes use a coach.”

UNDERSTANDING THE WAY WE THINK

Our thoughts influence our language influences our behaviour. Coaching facilitates a deep exploration of our thoughts and through this journey, we can identify what works and also what doesn't and through identifying what doesn't and why, we can change our thinking which lead to us changing our language which results in us changing our behaviour.

Our thoughts and actions are based on what a series of levels of abstraction, in NLP these are referred to as neurological levels. The six levels are:

1. environment (the where and the when). The environment is where we live and the people that we surround ourselves with. You may have heard someone attribute their success to being in the "right place at the right time". They are suggesting their success is due to the environment they found themselves in when the success arose. At this level, shared environment builds rapport with others.
2. Behaviour (the what). This relates to our conscious actions, what we do. What we do is not random, it is underpinned by a purpose. Whilst this may not always be clear to us consciously, our subconscious often has the rationale and the reasoning.
3. Capability (the how). This is the level of skill; behaviour that we have demonstrated so frequently that it is a habit. This includes strategies we employ to achieve specific goals; this include brushing our teeth, feeding ourselves, exercising and maintaining friendships.
4. Beliefs and values (the why). This is the level of what we believe to be true and what we consider most important. Our beliefs and values provide the "accelerator" and the "brake" on why we do what we do. Limiting beliefs prevent us from venturing into areas of life that whilst we may sense a degree of excitement, we also notice fears arising linked into limiting beliefs that we have neither the capacity nor capability to embark on these ventures. We may also hold conflicting beliefs and values which may result in harm, either in the short-term or over the longer term of our lifespan.
5. Identity (the who). The phrase "that's me, I'd do that" or "I'm not that person" relate to identity. Identity relates to self, about who you are and your mission in life, your purpose, your goals, your aims, your path. Your identity is core to who you are and is developed over time, formed through childhood experiences, developed through into adulthood. Your identity can evolve and you can, through conscious effort, effect constructive changes to who you are.

6. Spirit/ "Big picture". This relates to your connection with others and to the world. The greater your awareness of your place in the world, your mission that wish to pursue during your lifetime and how your mission fits into the overall system of life in relation to others and how, over time, you can calmly and graciously build your path to good effect, the greater the happiness you will enjoy during your journey.

Thus when you are thinking about a specific issue use the above framework to explore the issue from a variety of angles. For example you could ask yourself, with regard to the specific issue:

- where and when is this issue of most relevance to myself and those around me? Where and when will it deliver greatest value to myself and those around me?
- what options are available to me in addressing this issue? What options are of most value to me and those around me, in the short, medium and longer term?
- how might I address this issue? Will it require time and effort and will the potential investment exceed the value or will the value exceed the effort required? What new skills, knowledge or experience might I need to acquire to pursue the most appropriate option which is most closely aligned to my gut instinct?
- why is this issue of importance to me? Does it align with my beliefs and/ or values? Will it empower me and facilitate a sense of achievement in my life? Is it an issue on which I will reflect wisely into the future as a "job well done"?
- the who – does this issue sit well with who I am (identity) and my mission in life? Do I feel a degree of congruence with regard to this issue and any action likely to arise from any response to it?
- Spirit/ "big picture" - what impact will responding and/ or not responding to this issue have on the bigger scheme of life? Is it an issue on which no action is really required? Could time be allowed to pass to determine whether it is still an issue into the future and then be revisited later down the track?

Exploring in more depth the thoughts we have, where they emerge from and what value they add to our daily lives can empower ourselves towards achieving excellence. The greatest advantage and the greatest barrier we have in achieving excellence in daily life is our personal story. This relates to the beliefs we hold about who we are, what we are capable of and what we believe we can achieve during our lifetime. Our brain deletes, distorts and generalises – it plays little tricks on us in order to be able to cope with all the information it receives and stores every minute of every day. By understanding how our brain works, we can empower ourselves to achieve excellence.

Employ the following questions and see what emerges in your thinking:

- what do you want? What else...? What else...? What else...? What else...? [often what the individual initially responds is not what the individual actually wants]
- how does achieving this pose a problem for you?
- how do you know it is a problem? [asked to determine an individual's perception of their reality]
- when did this problem start? Can you recall a time you did not have this problem? Can you recall a time when you currently do not experience this problem? What have you done to resolve this problem? [each of these questions identifies perceived or actual boundaries to the problem]
- can you recall the very first time you experienced this problem? How did you feel about it then?
- What examples relating to this problem have occurred since you first experienced it? How do you feel when you voice these examples?
- Looking back and hearing what you have just said, how do you feel about this problem now in relation to your current situation?
- Tell me, how does what you have previously told me relate to your childhood and the years growing up?
- And how do these memories relate to your current situation and the issues you are facing?
- Can you see any pattern or link between your early life and your life now?
- If you had a purpose or positive invention relating to the current situation, what would it be?
- Can you reflect back to identify when you chose to create this issue/ this situation? And if you can, can you determine for what purpose you created it?
- Can you identify any learnings or new understandings that would enable you to see this issue/ situation as a solution rather than a problem?

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- Do you agree, with both your conscious and unconscious, that from hereon in you no longer see or hear or feel the situation or issue as a problem but as a solution to empower you to bigger and better things in life?

Through re-examining our past, we can bring forth new understandings of situations which can empower us rather than surround ourselves with self-limiting beliefs. We are capable of achieving success. We have the ability to lead fulfilling lives, full of rewarding experiences. The only thing holding us back is ourselves and our history. Through revising our story we can see what a wonderful life we have before us. Whilst we may have faced challenges in the past, we are not alone in these experiences and that should not prevent us from achieving our goals in life.

Each day of our life we have goals we need to achieve and goals we want to achieve. In achieving these goals, we employ a variety of strategies we consider most suitable to achieve each goal. However are they? In essence, we have learnt each of our strategies each through teaching ourselves to do what needs to be done or by following the actions of others. For example as we grow up we model those around us, we observe their behaviour and we learn to do what those around us do. This can lead to us achieving similar outcomes to those with whom we grew up.

Delving deeper into what and how we think can reveal more with regard to the strategies we employ and the extent to which they may be the best way to achieve what we need and want to achieve in daily life. There is a phrase "you are what you think". So if you think you are a success then your brain will constantly be seeking out evidence to validate this thought and over time will build the belief of success in your thoughts which will ultimately lead to more success through better thinking and better results. And the same applies in the other direction, if you think you are a failure your brain will respond in a similar manner. Unless you challenge your thinking.

Your life consists of a series of strategies, a strategy for getting up in the morning, a strategy for breakfast, a strategy for getting to work or whether you need or want to go, a strategy for dealing with things that need to be done and a strategy for enjoying yourself. Each of these strategies can be broken down into smaller chunks. They can also be chunked up into an overall strategy to achieve an overall goal, that goal might be to experiencing an enjoyable and fulfilling life. Mapping out your strategies to explore the level of alignment of each of your strategies with your overall strategy and goal can help you identify areas in your life which you may consider do not add value to your overall strategy for life and if this is so it may be worth changing your thinking in this area.

If you find a gap in your strategy toolkit then look around for examples from whom you might be

able to offer some insight into their way of thinking which may assist you achieve what you want to achieve. Modelling excellence, following those who have gone before you and have achieved the results you want to achieve can fast-track you to a level of fulfilment much quicker than you might otherwise achieve.

Blockages in the head brain may relate to blaming, confusion, overwhelm, brain-freeze, distractedness or showing lack of interest.

Your head brain's core competencies include:

- > **CREATIVITY**
- > **COGNITION**
- > **PERSPECTIVE**
- > **CURIOSITY**
- > **AWARENESS**
- > **FLOW**
- > **LEARNING**
- > **HUNGER**
- > **CONSCIOUSNESS**

UNDERSTANDING THE WAY WE FEEL

Our feelings, as with our thoughts, influence how we live our lives. Through greater connection with your feelings, we can develop a deeper understanding of what matters and evolve a more compassionate approach to ourselves and to those around us, resulting in a much calmer approach to life. Coaching facilitates this through encouraging consideration of what we feel as well as what we think.

The Institute of Heart Math (IHM) is a globally-recognised centre for heart research both on the physical and energetic/emotional levels. Their decades of research have concluded that the heart is actually the centre of all human decision-making abilities and mental/emotional perceptions. They discovered the heart emits electromagnetic frequencies that are much stronger than the brain and that it actually sends more signals to the brain than the brain sends to it.

Researchers at the IHM and others have also discovered that:

1. The heart can sense and process information apart from the brain;
2. The heart can learn and remember;
3. The heart is a hormone gland that secretes substances such as Oxytocin (the 'bonding and love' hormone)
4. The heart is a key component of the emotional system which plays a big role in regulating stress throughout the body.

This last discovery is especially important if you are committed to balancing your energy and healing your emotional wounds. It is an increasingly common notion that most illness is due to stress.

If you have a stressed mind and heart, you will have a stressed body that is more vulnerable to toxic overload and DNA damage. The optimal way to empower your heart and its capacity and capability to empower you to achieve is through the following:

- develop a genuine compassion towards yourself, all your past life experiences and all that you are and plan to be as you progress forward; and
- strengthen trust within yourself by engaging all parts of your potential, including your head, heart and gut brains, in constructive conversations about your ability to overcome any perceived or actual challenges to ultimately empower yourself to achieve in life.

Neurocardiologist, Dr J Andrew Armour, noted in 1991 the presence of a complex series of features sufficiently sophisticated to display the features of a “brain”. These features include neurons, neurotransmitters and other aspects of functionality powerful enough to enable the heart to function independently of the head brain, whilst providing the ability to feel, sense, learn and store memories.

Scientific evidence demonstrates that the heart brain is also neuroplastic. It can grow new neurons, develop new connections and evolve in its form and functionality.

The heart delivers to the body dopamine, norepinephrine and oxytocin, the latter being considered the chemical of cognition, tolerance, adaptation and social connection. Your feelings arise from your heart. Something is heartfelt when it connects with values, desires and dreams. Compassion emerges from the heart brain and relates to the desire to relieve suffering of others.

Emotions of despair, hopelessness, apathy and depression may lead to increased risk of poor coronary or heart health. Part of the heart’s function is to deal with emotions. Lower levels of heart function may result in lower levels of nutrients and oxygen being circulated throughout the body. Those exhibiting or experiencing higher levels of anger in their daily life have been found to have a higher risk of heart problems. However suppressing anger may also lead to problems with the heart. Ultimately adopting an approach of peace, forgiveness or acceptance is more likely to ensure a healthier heart.

In essence your heart communicates through:

- > emotions
- > feelings
- > dreams
- > breathing
- > pace of hearthbeat

By understanding the key role your heart has enables you to better understand how to intepret the signals or messages it sends you and how to combine this information with other information to achieve alignment and fulfilment.

You can quickly and easily control your breathing. Through adopting a deeper and slower pace of breathing, you can adopt a calmer and more integrated way of living through enabling your senses to better process all the information you are receiving. Moreover through adopting

a calmer sense of being, you are also able to see more, hear more and feel more of what is happening around you. When the body is in a heightened state of awareness, it has a tendency to narrow its focus and intensify what it perceives within a narrow range of awareness.

Scientific research is increasingly indicating that blockages in the heart brain may relate to apathy, emotional shutdown, anger or over-sensitivity.

Your heart brain's core competencies include:

- > **FORGIVENESS**
- > **TRUST**
- > **EMOTIONAL TRUTH**
- > **HOPE**
- > **GRATITUDE**
- > **PASSION**
- > **JOY**
- > **COMPASSION**
- > **GENEROSITY**

UNDERSTANDING OUR GUT INSTINCT

Trusting our gut enables us to better meet our core needs, our core beliefs and connect better with our identity. Coaching empowers individuals to better connect with their true potential, abandon limiting beliefs from their past and generates greater courage to fulfil personal lifelong dreams.

The gut senses through taste and smell sending us messages that change our mood, influence our emotions and can result in changes to our thinking and our behaviour. Scientific research exploring the different ways in which we respond to changes in what we see, smell, taste and think is demonstrating the strength of the relationship between the various functions of our mind and body.

You can identify through listening to someone's language where it is coming from. For example the following phrases might indicate a deep connection between what is being said and the individual's core identity and beliefs:

- my gut instinct is telling me [intuition/ identity]
- it took me a lot of guts to [say/ do something]
- I have a huge appetite for [identity]
- deep in my guts [thought/ feeling/ action] felt right [intuition]

Through connecting with our gut brain we are able to identify more deeply what we are sensing. Our gut instinct is better able to make sense of our thoughts and better able to understand the messages it receives. Through listening to our gut brain, we gain greater courage to accept and embrace our identity and greater energy to fulfil our dreams. Courage, our ability to act in the face of fear is about connecting with our identity and taking action aligned to our deepest sense of who we are whilst overcoming any perceived or actual dangers, risks of threats to our ability to achieve.

Through aligning each of our three brains (head, heart and gut), we can achieve wisdom by adopting an integrated approach in our decision-making.

Blockages in the gut brain may relate to stomach upset, digestive problems or stomach churning or spinning.

Your gut brain's core competencies include:

> HUNGER

> WELBEING

> INTUITION

> ACTION

> CALM

> WILL POWER

> DRIVE

> COURAGE

> MOTIVATION

SO WHAT'S IN IT FOR YOU?

My personal experience of coaching, both as a coach and as a client, has convinced me of the benefits of coaching. Throughout my career, I have been fascinated in what works. And as a public sector auditor, understanding what works and understanding why it works has enabled me to teach others the science and art of excellence in performance.

More recently, whilst experiencing my own personal journey with my health and wellbeing, I have delved more deeply into how we function as human beings. I am constantly fascinated as the science continues to reveal ever more detail about the inter-connections and inter-relationships between the various parts of our being. We are not taught this though the knowledge is out there. We can manifest exceptional results quite easily through adopting a calmer and happier existence.

Through ensuring clarity about what you wish to achieve, the where, the who, the how and understand the why, you can achieve a happy flow throughout each and every day.

CENTRALLY ALIGNING LIFE MANIFESTS EXCEPTIONAL RESULTS!