



for Results

**Expert Advice from 25
Top International Coaches**

compiled by Dawn L. Billings

**COACHING FOR RESULTS:
Expert Advice from 25 Top Coaches**

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*What is your intention, and how large is your commitment to it?
Your intention is your umbrella that protects your purpose,
plans, wishes, aspirations, goals and objectives.
Is yours fully open?
Can it withstand the pelting hail and fierce gusts life brings its way?
Is your intention to be
Brilliant? Effective? Kind? Bold? Just? Entertaining?
When you interact with others, who and what determines your stance?
Be a stand for your deepest longing and greatest dreams.
Trust and listen to that wise voice inside.
And along the way if you want an advocate,
accountability partner,
and a dedicated guide to help you weather the storms;
find a coach that can help you hold strong your intention.*

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INTRODUCTION

Hi my name is *Dawn Billings* and I am the author of over 20 non-fiction, self-help, educational, and inspirational books. I am the creator of *Primary Colors Personality Tests and Insight Tools* and director of the *Executive Training Resort* in Phoenix, Arizona.

When I decided to organize a book to showcase coaches with special talents and expertise, I carefully selected 25 Top International Coaches. This book showcases professionals from Atlanta, Georgia; Melbourne, Australia; Phoenix, Arizona; Brussels, Belgium; Bridgeport, West Virginia; Charlotte, North Carolina; Austin, Texas; Ottawa Ontario; Los Angeles, California; The Netherlands, and many more. ***This coaching reference book allows you a glimpse into the strategies, styles, passions and unique niches that these professionals have chosen in order to make their mark on the world.***

All of the coaches in this book have their Primary Color Personality Blend directly below their picture and professional contact information above their chapters. The three top personality color blend initials are listed next to their table of contents photos. This will help you gain a deeper understanding of their personalities as you read their thoughts about what it means to be a great coach, the special markets they have chosen to serve, their qualifications and educational credentials, as well as, why they believe this thing called “coaching” is so important in the grand scheme of living a full, rich and successful life. There is also a “coaching personality” cheat sheet that I believe you will find helpful when choosing to work with a life/success coach.

A brief summary of each of the six color personality tendencies follows the table of contents, including the basic strengths and pitfalls of each personality color. You might want to imagine your top three personality colors blend as you read through the information.

Each professional coach’s picture is framed with their primary and dominant personality color. ***Following the table of contents you will find basic information about the meaning of the personality colors in the Primary Colors Personality system.***

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(note: When you see color Initials separated with a dash “-“ between them that means that these color numbers were tied in the Primary Colors Coaching color personality results, therefore need to be included in the coaching color blend of these professionals.)



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WHAT DO THE COLOR INITIALS MEAN?

The color initials beside the coaches names refer to their color personality tendencies that they see themselves using in the context of being a professional coach. In the following pages, you will find the basic breakdown of the personality colors—including their tendencies, basic strengths, and pitfalls.

The Primary Colors Personality Test was not developed to **DEFINE** anyone who takes it, and is not to be used to pigeon hole or limit anyone. **It was designed as a personal insight tool that allows people to discover who they have a tendency to be in different life and emotional contexts**, allowing them freedom to choose the tendencies that are best suited for outcomes of success as they define it.

There are no best color personality tendencies. All color personality tendencies, and their blends, provide different skills, gifts and talents critical to the success. However, there is a best way for an individual to express his or her personality tendencies that will deliver the most successful outcomes, both personally and professionally.

The goal in using the Primary Colors Personality Insight Tools is to gain self-awareness. Great choice and power arise out of understanding who we choose to be in any given moment, in any given context, and how those choices are working for us.

As a rule, people perceive, function, make choices, and act out of the personality tendencies that are a blend of their top three PCPT colors. Each professional coach has listed directly under their contact information their “coaching” personality color blend. You may also find it fascinating that their specific expertise correlates strongly with their coaching color blend.

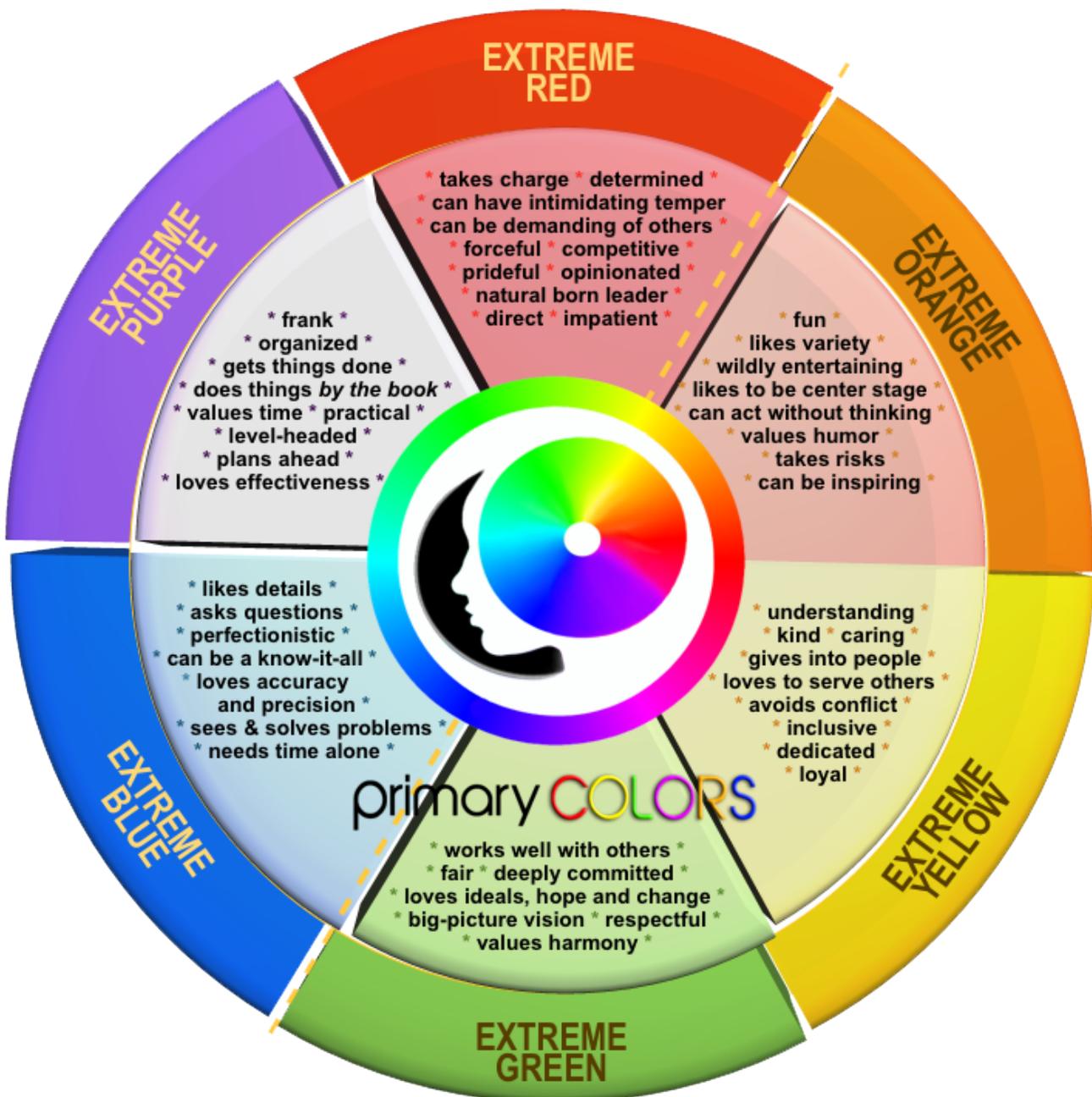
When we examine a person’s behavior and perceptions through a blend of their top three personality colors, we begin to see how consistently we can predict how they will respond or behave in any given circumstance or context.

An individual’s **primary** or top color is usually established at an early age and is their default setting. It is their motivating force.

Their **secondary** and **tertiary** colors help create balance, sound decision making, and more accurate information gathering. They also balance the pace at which people choose to get things done.

What is Your Color Blend?

Below see the basic, simplistic six sectors of the Primary Colors Personality Insight tools built around the artists color wheel. Each individual is a blend of their top three personality color tendencies. Each personality color has both centered tendencies (where our success, strength, insight, and genius come from) as well as extreme personality tendencies (where disfunction, heartbreak, disappointments, and failures come from). Take a look at this very basic personality color wheel and see which three colors you think might best describe you. You will find more details about the six personality color tendencies strengths and potential weaknesses in the page that follow directly.





Quick Glance Recap and Pitfalls for Primary Colors

RED PERSONALITIES

Strong, Forceful, Argumentative, Robust

Major Strengths: Your greatest strength is that you can take charge and lead when you need to do so. You are a natural born leader, but be conscious of the negative impact that too much power can bring to your life. People with strong Red personality tendencies have a very high need for control and exceptional leadership potential. They love being in charge. **If you have strong red personality tendencies:**

- You gravitate to positions of authority.
- You like things done the right way—YOUR way.
- When you take risks, they are controlled risk.
- You prefer specific answers to specific questions.
- You would rather do something than think about doing something.
- You are literal in your use of words—often blunt.
- You like control and power over things in your life.
- You value your time and hate it being wasted.
- You expect a great deal from others.
- You hold yourself and others to high standards of excellence.
- If something is worth doing, just get it done.
- You have a tendency to define yourself by your wins.
- Your head has a tendency to rule your heart.

Potential pitfalls:

- You can be too rigid. “My Way or the Highway” thinking is not good for relationships.
- You subscribe to the notion that “seeing is believing.” You don’t count your chickens before they hatch.
- You can be focused on yourself and not enough on others around you.
- Your gruff exterior can keep people from knowing and loving the best parts of you.
- There are many times that they would rather be RIGHT than be loved.
- You believe that you live in the “Real” world and often are frustrated by those who you think live in a “Fantasy” world.
- You have a tendency to believe your opinions are facts.
- Your tendency to make your temper or bad mood someone else’s problem damages trust in your relationships.
- Your competitive nature causes you to see the world from a win/lose perspective. Since you love to win, it means others must lose.



PURPLE PERSONALITIES

Effective, Efficient, Organized, Self-Responsible

Major Strengths: Your greatest strength is that you are good at getting things done. You are an organizational leader. Effectiveness drives you, not domination. You care about results. You greatly enjoy the tasks involved in managing and supervising people to get something accomplished. You are task-oriented and love starting and finishing projects successfully. You are self-disciplined, efficient and self-responsible. You are an independent self-starter who get results. **If you have strong purple personality tendencies:**

- You have great governing skills.
- Your focus is on finding effective solutions.
- You are driven to produce results.
- You like to plan and use time efficiently.
- You are disciplined, efficient and self-responsible.
- You lend more credence to things that are logical and scientific.
- You hold yourself and others to high standards of excellence.
- You have a tendency to get frustrated with people who do not produce results.
- You want details as long as they are relevant to effectiveness.
- You have a tendency to define yourself by results.
- You think it is more important to do a job well, than to be liked.
- You remember numbers and figures more readily than faces and names.
- You don't mind making difficult decisions or discussing difficult topics as long as it clears up a problem.

Potential pitfalls:

- You listen to your head over your heart.
- You are at war with time. You believe there is never enough.
- You can have difficulty getting your priorities in order -- tunnel vision with your work can harm your relationships.
- You love having the RIGHT answer to a problem. But you'll do best in relationships when you remember that others can assist you in solving problems, and you learn to value their viewpoints.
- You have a difficult time understanding people who think differently than you.
- Your focus can be very narrow. This, at times can cause communication to become abrupt. Try to have conversations with your partner or spouse, children and co-workers that seem longer than necessary.
- You can be focused on yourself and your work, and not enough on relationships and others around you.
- Your tendency to be efficient can leave your family and friends feeling left out.
- Make time for the people you love and love them in a way they feel loved.
- You can feel like a task-master with a whip to those around you.
- You have a tendency to define yourself by what you are able to accomplish and produce, instead of the quality of your relationships.



BLUE PERSONALITIES

Scientific, Accurate, Detail Oriented, Methodical

Major Strengths: Your greatest strength is that you see and solve problems. You have a strong desire to do things “the right way.” You define yourself by your ability to be accurate and precise. You not only read instruction manuals, you enjoy writing them.

Because of your love of accuracy, you are great at quality control.

Professions that suit you are - accountants, engineers, architects, scientists, researchers, computer geniuses etc. **If you have strong blue personality tendencies:**

- You often respond with “Let me think about it.”
- You enjoy your alone time. You need to “recharge” after you’ve spent time socializing; the more intense the encounter, the more you will drained.
- You do not like reinventing the wheel; you would prefer to make what is there better and more advanced.
- You are a perfectionist; precise and accurate about most things.
- You do not enjoy people who talk just for the sake of noise.
- You enjoy details and are extremely methodical.
- You want to know everything about what you are interested in.
- You hold yourself and others to high standards of excellence.
- You like low risk endeavors.
- You tend to be a linear thinker. You can get lost in minutia.
- Your head has a tendency to rule your heart.
- You tend to be dedicated.
- If something is worth doing, it is worth doing right.

Potential pitfalls:

- Sometimes you struggle to communicate your feelings, you are too busy thinking.
- You focus on doing things the RIGHT way, causing you to forget to relax and listen. You need to understand that people will think you are much more intelligent when you show you are willing to listen to them.
- Watch out for a tendency to talk down to others, to be a “know it all,” or to be disrespectful to people you perceive to be less intelligent than you.
- You can be a black and white thinker. Try to see more shades of gray.
- You tend to judge others but that may actually make you (and others) unhappy and frustrated. Try to be more understanding. It could turn your world around.
- You have a tendency to be a perfectionist. Your perfectionist tendencies can make you, and those around you, unhappy.
- It is important that you learn the difference between being perfect and being great.
- You have a tendency to procrastinate which can cause problems for your life.



GREEN PERSONALITIES

Open Minded, Fair, Accepting, Big Picture Thinker

Major Strengths: Your greatest strength is that you are fair-minded, respectful and accepting of others. You are known for your fairness and integrity. Your word is your bond. You are a source of stability and safety to others. You are fair, reliable and dependable. You are honest and stable, and do not shy away from hard work. **If you have strong green personality tendencies:**

- You tend to think about several things at once.
- You find the future more intriguing than frightening.
- You are often accused of being absent minded.
- You are passionate about purpose and making a difference.
- You are open-minded and tend to not be judgmental.
- You appreciate the complexities of life.
- You do not like details. You are a big picture person.
- Follow up is not a great strength of yours.
- You attempt to balance your heart and your head.
- You want to understand the “meaning in things.”
- Things being “fair” is really important to you.
- You believe in win-win-win situations, not aggressive competition.
- You would rather fantasize about spending money than balancing your checkbook.
- You find yourself seeking the connections and interrelatedness behind most things rather than accepting them at face value.

Potential pitfalls:

- You must watch out for feeling that your beliefs, perspectives and values are superior to other people’s, even your partner’s.
- You are a big picture thinker. You may tend to have trouble solving a specific problem until you know how the problem relates to the big picture.
- Sometimes you make things more complicated than they need to be.
- Sometimes you have such a strong inner spiritual focus that your partners feel like they are not important. Make sure you make your partner feel like a priority.
- You become discouraged when you think the world or people around you are out of tune with the RIGHT values.
- You don’t care as much about *being right* as you care that things *are right* with the world.
- Your focus on what is fair for groups or organizations can make you less sensitive to the needs of individuals.
- You can get lost in causes and your personal and individual relationships can suffer.



YELLOW PERSONALITIES

Kind, Inclusive, Considerate, Relationship Oriented

Major Strengths: Your greatest strength is that you are kind, gentle and understanding. You are ruled by your heart. You are inclusive and provide stability and consistency any work environment. You are considered support staff because that is what you love to do: support people. You are pleasers who avoid confrontation at all costs. You are dependable, prepared and punctual. **If you have strong yellow personality tendencies:**

- You like lots of input before you make important decisions.
- You are a considerate, kind, and nurturing friend.
- Your heart rules your head.
- You prefer harmony over clarity.
- You dislike conflict. You love to kiss and make up.
- You are often accused of taking things too personal.
- You are the heart of the family, and relationships are the most important things in your life.
- You won't hesitate to apologize if you perceive that what you did or said may have offended someone.
- You love to serve people although you often find yourself taken advantage of.
- You are a giver and often wonder if anyone cares about what *you* want. You will overextend yourself meeting other people's needs. You will do almost anything to accommodate others, even at your own expense.

Potential pitfalls:

- Your feelings can be so strong that you sometimes act without thinking.
- Your heart can overrule your head, so be sure you make clear decisions about relationships.
- Yellow personalities don't care about being right; they care about being loved. This can make you more vulnerable to picking or staying with a partner who might not treat you well.
- Because of your gentle nature, you have a tendency to give in to others.
- When you are hurt or feel unappreciated, you might use guilt to attempt to get what you need rather than being direct and telling others what you want to see happen.
- Many times you will sacrifice your needs for the needs of others. This makes you angry, but your anger comes out in very passive-aggressive or indirect ways.
- You have a tendency to over-commit yourself. It is very hard for you to stay 'No.'
- You need to speak up for what you want and need.



ORANGE PERSONALITIES

Funny, Sociable, Adventurous, Entertaining

Major Strengths: Your greatest strength is that you can inspire people to have fun and try new things. You thrive in an environment where you can have a voice in making major decisions. You are good at flying by the seat of their pants. You are a natural networker who rarely meets a stranger. You usually know a lot of people. You are fast-paced and people oriented. You

need recognition and affirmation. You thrive on stimulation and recognition. You tend to think about several things at once. **If you have strong orange personality tendencies:**

- You tend to talk first, think later, and aren't sure what you will say until you say it.
- You know a lot of people and like to stay actively involved.
- Your impulses too often make your decisions.
- You are approachable and easily engaged.
- You dominate most conversations.
- You prefer to talk to as many people as possible at parties.
- Telephone conversations from friends are welcome interruptions.
- You look with your mouth. "Where is my purse?" or "Where did I put my keys?"
- You prefer generating ideas with a group.
- You find listening more difficult than talking.
- You don't like to give up the limelight and often get bored when others are talking.
- You become drained if you spend too much time in reflective thinking without being able to bounce your thoughts off others.
- You need affirmation. You want to know how you look, etc. You may even think that you look good, are doing a good job, or made a great impression. But until you hear it from someone else you may not allow yourself to believe it.

Potential pitfalls:

- You can communicate well when you take the time to do it.
- You need to slow down so that you can listen to others.
- Rather than listen, you think you already know what others are going to say.
- You are so good at persuading and can wind up manipulating people.
- You have a hard time balancing your commitments and having fun. Enjoying life is a priority to you. The song "Girls Just Wanna Have Fun" was written for people with strong orange personality tendencies.
- You are focused on yourself and having a good time. Sometimes you have a hard time following through on the things you told others that you would do.
- You can act without thinking about the consequences This can get you into trouble in relationships— even at work and sometimes with the law. You need to work on taking the time to think things through carefully.

Centered and Extreme PCPT Personality Color Tendencies

Each color personality tendency has its own way of influencing the way we think, feel, behave, and react to the world. Let's examine some very basic generalities of each of the six Primary Color Personality centered and extreme color tendencies.

Red Personality tendencies

When centered tend to bring a more controlling, competitive, decisive, self-confident, "just do it" temperament to a personality blend.

When extreme tend to bring a more aggressive, forceful, dominating, pushy, "my way or the highway" temperament to a personality blend.

Purple Personality tendencies

When centered tend to bring a more practical, organized, task oriented, work focused, teaching oriented, managerial temperament to a personality blend.

When extreme tend to bring a more workaholic, task over people, rule enforcing, micro-managing temperament to a personality blend.

Blue Personality tendencies

When centered tend to bring a more perfectionistic, think it through, procrastinating temperament to a personality blend.

When extreme tend to bring a more judgmental, disapproving, arrogant, problem focused temperament to a personality blend.

Green Personality tendencies

When centered tend to bring a more global thinking, big picture, purpose-driven, "fairness is imperative," activist temperament to a personality blend.

When extreme tend to bring a more radical, extreme, "sacrifice for what is necessary," level the playing field at any cost, extremist temperament to a personality blend.

Yellow Personality tendencies

When centered tend to bring a more heart-centered, kind, inclusive, compassionate, gentle, nurturing, service oriented temperament to a personality blend.

When extreme tend to bring a more passive-aggressive, anxious, indecisive, conflict avoidant, victim mentality temperament to a personality blend.

Orange Personality tendencies

When centered tend to bring a more fun, outgoing, social, entertaining and inspiring temperament to a personality blend.

When extreme tend to bring a more childish, self-consumed, irresponsible, impulsive, addictive, extreme risk-taking, wildly sarcastic temperament to a personality blend.

Does Your Coaching Style Fit Your Personality?



You understand the importance of organization and follow-through. You realize the time is the only currency a person cannot make more of so it is imperative that it be used wisely and effectively.

You understand that the devil is in the details. You are a problem seeker and a problem solver and you help people FOCUS because you believe that focus is one of the most important keys to success.

What is life for if not to live your dreams? You are purpose oriented and believe in the dreams in the hearts of others. You help people discover their dreams and find the courage to risk making their dreams, reality.

You are all about winning, leadership and achieving your goals. This comes naturally to you and you struggle to understand how it can be so difficult for others. Just DO it is yours and Nike's moto.

You understand that people take life and themselves too seriously. "Don't sweat the small stuff" is your moto. You help people lighten up and take some time to enjoy the life they have.

You understand that an individual is not a machine, that they have feelings and emotions that can hold them back and keep them from succeeding. You love understanding emotions and how to help people "feel" better about themselves and their future.

**Organization/
Time Management**

**Leadership/
Sports**

**Focus!
Get it
"Right"**

**Lighten Up!
Don't Sweat
the Small Stuff**

**Are you
one of
these?**

**Helping Others
Live their
Dreams**

**Overcoming Guilt
& Burn Out**

the positive:

the problem:

coaching tip:

Red

You are determined to help others Achieve Success.

The major problem is that you might not understand that everyone isn't motivated by the bottom line of winning.

Understand that each individual personality is unique and work with personalities you are suited to best serve.

Purple

You are a master at teaching others to manage time wisely.

The major problem is that you might not understand that success is not measured only by the tasks completed and how well your time is managed and used.

Understand that each individual personality is unique and work with personalities you are suited to best serve.

Blue

Focus is your forte. When people are going in circles, you line them out.

The major problem is that you might not understand that sometimes focus can get so narrow that it pushes out the rest of what is important in life.

Understand that each individual personality is unique and work with personalities you are suited to best serve.

Green

You understand that Dreams are the beginning of possibility.

The major problem is that you might not understand how to help people take the necessary actions to turn dreams into reality.

Understand that each individual personality is unique and work with personalities you are suited to best serve.

Orange

You help people lighten up and create more fun.

The major problem is that you might not understand that life isn't just about having fun. Planning, foresight, achieving long-term goals and discipline are also important.

Understand that each individual personality is unique and work with personalities you are suited to best serve.

Yellow

You are a friend to feelings. You honor individuals.

The major problem is that you might not understand that feelings are not FACTS and that some people can get lost in them.

Understand that each individual personality is unique and work with personalities you are suited to best serve.

FINDING THE TRUE YOU

Let's imagine that a diamond represents our authentic self – *who we really are*.

The small flaws in the diamond represent all our insecurities, self-doubts, fears – *who we are when we are not at our best*.

And glitter nail polish represents the self that we project to the world – *who we believe we need to pretend to be*.

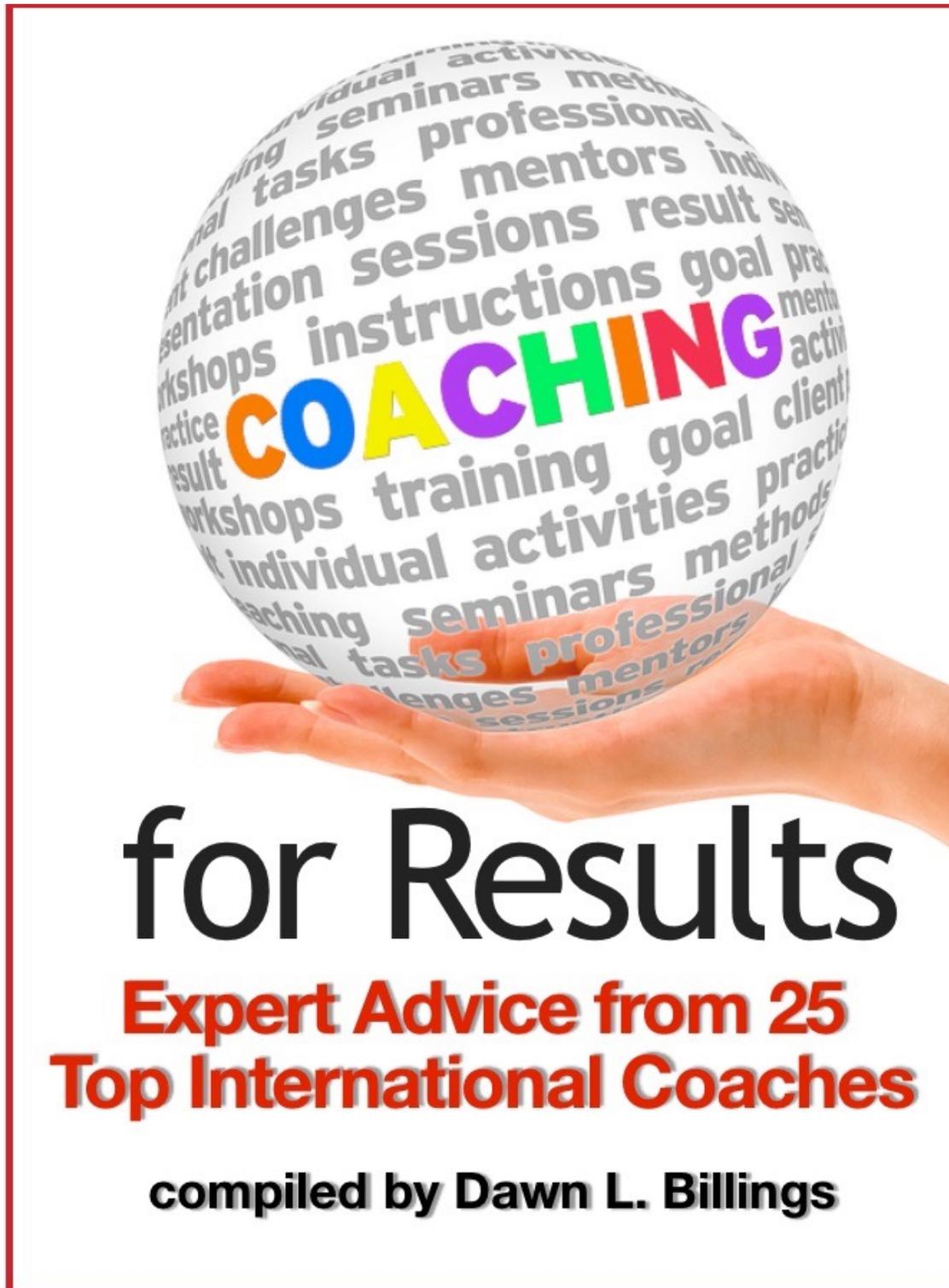
For most people, our sense of self-worth is fragile – we paint our diamonds with several coats of glitter nail polish and hope that people look at the glitter nail polish instead of the flaws we attempt to hide in our diamond. It's because we fear that others could see the flaws in us, we put on a thick layer of glitter polish to obscure and confuse ourselves and others.

People's glitter nail polish can be in the forms of wealth and properties, gems and things they possess to display their worth to the world. For others, it could be positions and titles: the car they drive, the clothes they wear, etc. Still for others, it could be religious piety, or intellectual snobbery.

I believe that people need to understand both their diamond properties as well as their flaws. Often it is our broken, or flawed parts of ourselves that we can learn the most from. What gets in our way is the glitter nail polish that we have covered ourselves in. This book is about professionals who have dedicated their lives to helping others remove the glitter nail polish so that they may clearly see and understand the magnificent diamond underneath.

One of the ways that people can begin to understand themselves and others is by learning all they can about their basic personality tendencies, both centered and extreme. That is why I developed the Primary Colors Personality Tests and Insight Tools— not to define people, but instead to give them an opportunity to look clearly at their strengths and weaknesses so that they may better define, strengthen and fortify themselves.

This book will begin by sharing some very basic personality information to help you begin to better understand yourself and others. Then it will showcase 25 of the top international coaches as they share their views of why coaching is important.



for Results

**Expert Advice from 25
Top International Coaches**

compiled by Dawn L. Billings

25 Top Coaches Share Their Advice



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Primary Colors Color Blend: GREEN / ORANGE / PURPLE

Centered GREEN – People with strong green personality tendencies are big picture thinkers. They are purpose driven and need to believe in something larger than themselves. People with strong green personality tendencies want to find answers to the world's problems. They are difference-makers who see change as very positive and progressive and this drives and motivates them. They value FAIRNESS and become frustrated by those they feel are motivated by greed and self-consumption.

Centered ORANGE – People with strong orange personality tendencies love to experience life, be the center of attention, and the life of a party. They like fun, excitement, action and taking risks. They are instigators and invite others to join. Socializing and meeting people provides energy for them. They are enthusiastic and optimistic. They are quick witted and usually very good communicators, who enjoy conversations and lively debate. They make friends easily and are inspirational. People with strong orange personality tendencies have a gift for making things fun, are very entertaining, are never described as *boring*.

Centered PURPLE – People with strong purple personality tendencies are driven to manage, govern and get things done. They are motivated to find the most efficient way to accomplish their goals and help other to accomplish theirs. They are very task-oriented, and tend to define themselves by their ability to get things done. They prefer to have their information in bullet points, and prefer clear and practical information. They enjoy educating and providing the information and direction necessary to accomplish a particular goal. They love checklists and a way to keep track of their progress. They are very good with managing contacts, organization and follow through.

From your perspective, why is coaching important?

Since I had a private practice for over a decade doing psychotherapy before I chose to move my practice more toward coaching, I've also been asked very often: "How does coaching differ from therapy, or are they the same?"

First of all, there are various forms of therapeutic approaches but they all have three things in common:

- 1) There is something that needs to be fixed with the client, or something bad had happened to him. Hence, he is called a Patient.*
- 2) Patient's timeline: past to the present. Therapy primarily focuses on the patient's past events.*

3) *The main therapeutic question is “Why?” – A therapist encourages a patient to understand why things happen the way they happened? What were the causes?*

Therapy is a very important field in restoring our feeling of well-being. However, the coaching approach stood out for me because it focused on helping the client achieve fast and visible results by attaining and fulfilling goals. So let’s take a moment to compare the main points of therapy as mentioned above, to the main focus of coaching below:

1) *Essentially, there is nothing wrong with the client. This is a fundamental difference and a paradigm shift from therapy. A client may lack clarity, or may be stuck in patterns that are not taking him in the direction most consistent with achieving his dreams, but fundamentally the coachee already possesses within himself what it takes to get whatever he wants. Coaching is the process of drawing you out from your comfort zone and self-limiting beliefs, elevating your awareness to ‘see’ and getting you unstuck to fulfill your full potential. You don’t need to feel there is something wrong with you to engage coaching services, you just need to know you are capable of more than you are currently accomplishing.*

2) *Instead of focusing on the past-present, coaching usually looks at the present-future or the desired future by asking a few powerful questions:
Who are you?
What do you really want?
Where do you want to go?
What does your desired future look like?*

However when things from a clients past do surface and sometimes create stories that limit the client and get in their way, the coaching process helps clients learn to take their past out of their future and work with a clean canvass of their life.

3) *The forward-looking nature of coaching more often asks How? instead of Why? ‘How’ questions are usually more useful. ‘Why’ trap a client in their past pain and blame. ‘How’ asks a client to take personal responsibility in finding solutions that can help them move in the direction of their dreams instead of the direction of their fears. Coaching often focuses on tools that can help clients build the best direction, or game plan for their lives.*

There are many instances where people cannot be coached before undergoing therapy to treat certain conditions. It is important for professionals to discern the true needs of their clients and recommend the suitable therapeutic or/and coaching strategies for them.

What is the best advice you received when you began coaching?

I was told a simple yet profound story. Once there was a king who received a gift of two magnificent falcons. They were peregrine falcons, the most beautiful birds he had ever seen. He gave the precious birds to his head falconer to be trained.

Months passed, and one day the head falconer informed the king that though one of the falcons was flying majestically, soaring high in the sky, the other bird had not moved from its branch since the day it had arrived.

*The king summoned healers and sorcerers from all the land to tend to the falcon, but **no one could make the bird fly.***

Having tried everything else, the king thought to himself, "May be I need someone more familiar with the countryside to understand the nature of this problem." So he cried out to his court, "Go and get a farmer." In the morning, the king was thrilled to see the falcon soaring high above the palace gardens. He said to his court, "Bring me the doer of this miracle."

The court quickly located the farmer, who came and stood before the king. The king asked him, "How did you make the falcon fly?" Falcons like people are different sire. As you see one falcon wanted to be in the air risking, seeking, experiencing. The other falcon wanted to be safe and sit on its branch. I motivated the bird to change his strategy about being safe.

How asked the kind. "I simply cut off the branch where he was sitting."

How do your clients define success?

Each client defines success differently. Each person sees the world through different colored lenses and carries in their hearts different values, talents and strengths.

Once a client gains true insight into who they are, both their strengths and talents as well as, their challenges and weaknesses, they are fully equipped to define and outline what success means to them in their lives. Once they have defined what success means to them, together we can proactively move in the direction of their greatest dreams.

What is your personal strategy for achieving the greatest results?

My personal strategy is to do all I can to help others gain insight and self-awareness. When they learn more about who they are, their gifts and talents, as well as their weaknesses, they can then expand their understanding of who those around them are as well. Human beings are relational creatures. So much of our lives is woven into a relational fabric we call our lives. When people learn how to better communicate, care for themselves and others, and respect themselves and others, they are better equipped to tackle the greatest dreams in their hearts.

What do you believe to be a coach's most important job?

The most important job of any coach is to fully and attentively listen to what their clients say and do not say. I adhere to the ICF's description of what active listening is:

- 1 Attends to the client and the client's agenda, and not to the coach's agenda for the client.*
- 2 Hears the client's concerns, goals, values and beliefs about what is and is not possible.*
- 3 Distinguishes between the words, the tone of voice, and the body language.*
- 4 Summarizes, paraphrases, reiterates, mirrors back what client has said to ensure clarity and understanding.*
- 5 Encourages, accepts, explores and reinforces the client's expression of feelings, perceptions, concerns, beliefs, suggestions, etc.*
- 6 Integrates and builds on client's ideas and suggestions,*
- 7 "Bottom-lines" or understands the essence of the client's communication and helps the client get there rather than engaging in long descriptive stories.*
- 8 Allows the client to vent or "clear" the situation without judgment or attachment in order to move on to next steps.*

Share a list of things that you believe defines a great coach

In my opinion, here are top 5 things that define a great coach:

- 1. A great coach encourages a client to gain insight into who they are, what are their personality tendencies, what are their personality extreme tendencies and what are the strategies that will work best for them in identifying their higher purpose and meaning.*
- 2. A great coach is engaging, enthusiastic and keeps clients driven toward the success they dream.*
- 3. A great coach help their clients recognize the importance of emotional intelligence and helps them to understand how laughter*

and a keen sense of humor will help them disarm conflict, increase their well-being and boost their creativity and problem solving skills.

4. *A great coach is empathic and compassionate, however a great coach is never an enabler.*
5. *A great coach can inspire a client to focus on positive changes that could occur when they move away from self-limiting thoughts, actions and behaviors.*

What is your favorite success story?

There are so many wonderful success stories, saved marriages, healed parent and child relationships, corporate departments learning to work more effectively and respectfully with one another. However my favorite success story is about the courage of a single mother who was working as a dancer, had been abused by many, including the “system” and felt suicidal. Though her dedication to transformation and commitment to growth, healing and insight, she transformed her life. After receiving a full ride scholarship to a prestigious law school and winning many awards for her brilliance, she became a highly regarded attorney who now defends the rights of women who are being abused.

What interview questions would you recommend for clients to ask when considering hiring a coach?

I strongly believe clients should interview several professionals when considering hiring a coach:

1. *What are your coaching credentials?*
2. *Do you offer references that I can speak with who have worked successfully with you?*
3. *What is your coaching philosophy?*
4. *Why did you become a coach?*
5. *How much time to you feel a client needs to commit to coaching?*
6. *Are there any people in particular you feel you are best qualified to work with/ or prefer to work with (i.e. gender, religion, age)?*
7. *What is your coaching style?*

What are your educational, experience, and training qualifications?

I have a Masters degree in Clinical psychology and my doctorate work was in Organizational Psychology with a focus on personality. I had a private practice for over ten years working with individuals, couples, and families. I have written over self-help, healing and relationship books, am

a keynote speaker and director of training for the Executive Training Resort in Mesa, Arizona.

I am an entrepreneur and founded an international women's networking organization called The Heart Link Network, with locations in the U.S., Canada, Australia, the UK and other countries committed to helping women connect, collaborate and grow their businesses.

I am a personality expert and creator of the Primary Colors Personality Tests and Insight Tools created to aid people in strengthening their communication and relationship skills. It has been used widely throughout the military, schools, universities, churches and corporations.

What makes you unique and what are the benefits of working with you as a coach?

What makes me unique is the years of experience, diverse education and incredible creativity that I bring to my coaching clients. I believe that coaching works best when I incorporate multiple tools and strategies including the Primary Colors Personality Insight Tools. My programs are designed to provide each client with great insight into who they are, as well as, fundamental knowledge about personality strengths, weaknesses, their core values base and their stress strategies.

I am at my core a relationship and communication coach. I bring many years of experience both personal and professional to help clients quickly identify personality extremes that are interfering and holding them back from maintaining the extraordinary relationships they desire. I help them clear the interference in their lives, develop a new perspectives, dream their greatest dreams and set inspiring goals. I teach through story and metaphor. Stories are an instinctual way of learning to understand yourself and the world.

*Think of an oyster whose destiny is often stew
and then imagine the commonalities the oyster has with you.*

Do oysters face frustration and strife?

Do even oysters have challenges in their life.

*A grain of sand can ruin an oyster's day
but what they do with this burden shows us a bright way.*

*They have but one choice since they cannot remove it,
They must lie in their shells, and think how to improve it.*

*Now the small grains of sand that so bother and annoy,
they turn into pearls that bring beauty and joy.*

What could you do, determined to win;

With some of the things that get under your skin?

Bio:

In 2008 Dawn Billings was selected as one of the nations 80 emerging women leaders by Oprah Magazine and The White House Project, as well as, chosen as one of 15 Women of Achievement by the Cobb County, Georgia, YWCA for her socially dynamic programs and life long dedication to the benefit of women and children.

Personality expert Dawn Billings is President of DawnBillings.com, a training and executive coaching company, where she is a consultant to Executives and Organizations focusing on teamwork, communication skills, improving productivity and retaining top talent using her highly acclaimed Primary Colors Personality Test and Primary Colors Personality Insight Tools™, of which she is the author and architect.

Dawn does exclusive Primary Colors Advanced Personality Test Training at the Executive Training Resort in Arizona for therapists, counselors, life and success coaches, clergy and other small business professionals who want to become licensed as Primary Colors Personality Experts.

Dawn is the CEO, Founder of The Heart Link Women's Network®, an intimate and innovative women's networking company, dedicated to helping women entrepreneurs showcase their products and services with ease and effectiveness. The Heart Link Women's Network has over 150 locations world-wide and serves over 4,000 professional women each month.

Dawn is dedicated to helping people find success in all areas of their lives. She is a co-author of HEART, a curriculum for adolescent inpatient foster care patients, and is author of a violence prevention/healthy relationship curriculum for middle school children. Dawn has authored over 20 books including Entitled to Fail, Endowed to Succeed: America's Journey Back to Greatness, The Perfect Heart, Greatness and Children: Learn the Rules, and The Primary Colors of Love, just to name a few.



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Primary Colors Coaching Color Blend: **PURPLE / BLUE / GREEN**

Centered PURPLE – People with strong purple personality tendencies are driven to manage, govern and get things done. They are motivated to find the most efficient way to accomplish their goals and help other to accomplish theirs. They are very task-oriented, and tend to define themselves by their ability to get things done. They prefer to have their information in bullet points, and prefer clear and practical information. They enjoy educating and providing the information and direction necessary to accomplish a particular goal. They love checklists and a way to keep track of their progress. They are very good with managing contacts, organization and follow through.

Centered BLUE – People with strong blue personality tendencies are curious. They love accuracy and precision. They have a natural tendency to see the potential holes in the implementation of a project, and if you are wise, you will listen to their concerns because they will save you money and time in the long run. They are often reserved, value details and logic. They think things through, and use their head to evaluate the world around them. People with strong blue personality tendencies like to take their time, consider carefully and don't like to be rushed or pushed.

Centered GREEN – People with strong green personality tendencies are big picture thinkers. They are purpose driven and need to believe in something larger than themselves. People with strong green personality tendencies want to find answers to the world's problems. They are difference-makers who see change as very positive and progressive and this drives and motivates them. They value FAIRNESS and become frustrated by those they feel are motivated by greed and self-consumption.

From my perspective, why is coaching important?

Coaching helps an individual understand possible resolutions to problematic situations of which they are part. Being in the middle of a situation often prevents an individual from seeing the whole picture, and the coach, as an observer of the entire story, can see more clearly and thereby suggest solutions of which the client is not aware. Coaching can also unlock endless possibilities for the individual that they haven't tapped into, thus empowering them to realize they can achieve any dream they can imagine. It also helps the client see beliefs and patterns that need to be released so they can step away from their old story and make the changes in their life to create what they desire.

What is the best advice I received when I began coaching?

I was advised to understand that my clients will have their own model of the world and what their truth is, and to always honor that. It was never to be my job to push my model or truth on them, but to allow them to discover what their real truths and beliefs are, then help them to change what no longer serves their highest good – to step away from their old story and create a new one they truly want.

How do my clients define success?

Many of my clients relate success to material accumulation and accolades received. I always share with them that I believe success is actually achieving a favorable outcome from something they have done, big or small, and that it always involves helping others in some way.

If this references the success of a coaching session, I would say that if a client receives insights and suggestions that resonate with him/her to move forward in their life in a way that improves their problematic situation, then it has been successful. I do not end a coaching session unless the client feels some success in addressing their current problem(s) – must always end on a positive note.

What is my personal strategy for achieving the greatest results?

I always ask for guidance from God and the Angels (God's messengers!) for every coaching session, and I listen for the insights with which they guide me; I know this is where my power is. In addition, I feel honored that the individual has chosen me to help them and I make sure they know this at the beginning of our session. I always feel blessed to have the opportunity to help this individual and the client must feel this in order for us to create an affinity and work as a team.

What do I believe is the coach's most important job?

Helping the client to understand that they were born with incredible power which gives them the capability of achieving anything they wish to do if they release the limits they've placed on their life and step into the mindset of endless possibilities. Once they see this, then motivating them with suggestions to make the changes they need to make to create the life they can only imagine – giving them hope.

Share a list of things that I believe defines a great coach.

- a. *Is a great listener and can read between the lines.*
- b. *Able to reach into the client's spirit and heart where true change can occur.*
- c. *See the client as a valuable, priceless masterpiece who is worthy of good things.*
- d. *Show the client the possibilities available for them if they truly desire them.*
- e. *Help the client to understand they are the creator of their life experiences and have the power to change what they don't like.*

What is my favorite success story?

This feels difficult as there are many success stories I treasure so I consider everyone a "favorite." However, here is one I will share.

A woman came into my center and told me she needed a miracle. (My center was called Where Miracles Happen, and although not a separate building as it was previously, I still operate the center from my home office and internet) She was pale and looked as if life had just thrown her some heavy duty curve balls. We scheduled a session for the next afternoon.

When she sat down the next day, her words were "My life sucks." I asked her to share her issues. She said her live-in boyfriend of 5 years had cheated on her and the relationship ended 5 months earlier. She was forced to sell her house since she couldn't pay everything herself and had moved in with her sister and husband. She was also having difficulties with her 3 grown children who were presently not speaking to her. In addition, she took a job sitting with the elderly and was given a mean woman who made her job miserable. She wanted to make more income – primary concern – so she could get out on her own again. She also had a space in an antique mall but had let it go down the last few months due to being upset. She did say that although selling items from her booth gave her income, it wasn't enough to support her.

Since her immediate concern was for money I asked many questions about what she liked to do. Her favorite was estate sales and the antique booth, but she no longer had connections for the estate sales. So I began with helping her become motivated to gather things for her booth space and she agreed to do this immediately. I also encouraged her to thank God for the job she had and then ask for what she wanted. (Gratitude is the most powerful tool for creating what you want!) She did – placed an intention for a nicer senior to work with and more hours.

Within a few days the mean woman fired her and she was given a new assignment – a really nice senior! (She was surprised it happened so quickly after placing her intention) That week she purchased more great finds from garage sales and filled her space. By the next session – 1 week later – she was feeling quite hopeful. However, before the third session her ego popped in with fear and she canceled her session. I reminded her that not only had she paid for a package of 4 sessions, but she still had issues that needed to be addressed. She did agree to come the following week.

When she returned, we worked on her anger issues and the fact that as long as she held onto the anger her EX had control over her life, and that forgiveness was more about freeing her. She began forgiving him and then working on forgiving herself and her children.

During that same week another antique mall space had opened for her with the provision that if she helped a friend get it all set up, being it was a new venture for the friend, my client could have a booth with 6 months rent free! She had also spoken with her children and resolved the issues to the point of congenial conversations. She did admit they still had some work to do, but things had improved. By the 4th session she walked in a different person. She was dressed nicely, had on lipstick and was wearing a very large smile on her face. Things continued progressing nicely for her. She checked in with me a couple times over the next few months just to thank me as well as update me with her progress.

Although I've had many other clients with similar dramatic improvement, she certainly amazed me with the difference in her within her 4 sessions over a 6 week period. That was the end of her sessions; she was on an improved path for sure. I saw her about a year later in a store and she was still on a good path. That fact showed me I was successful in helping her, and she had gleaned what she needed to step onto a new path and improve her life.

What interview questions would I recommend for clients to ask when considering hiring a coach?

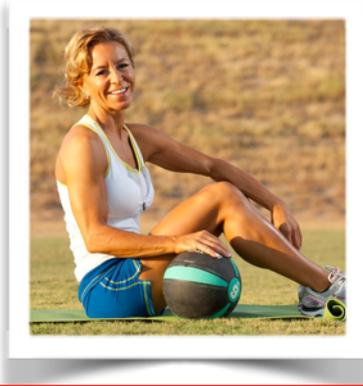
- a. *Do you keep all information that is shared confidential?*
- b. *What type coaching do you offer?*
- c. *Have you successfully helped other individuals with my kind of problem?*
- d. *What's your policy for number of sessions to resolve my issue?*
- e. *What are some principles you base your life on and use in your coaching?*

What are my educational, experience and training qualifications?

- a. B. S. degree in Professional Education, Music Education and Piano
- b. Masters of Divinity from Universal Brotherhood University
- c. Doctorate of Divinity from Universal Brotherhood University
- d. Ordained Minister as a way of dedicating my life to serving others
- e. Dynamic Consulting Coach Training
- f. Neuro Linguistic Training – NLP
- g. 15+ years of experience
- h. Author of 5 published self-help books, 8 eBooks, 1 Healing with Color CD
- i. Creator of Like Skills Coaching Training with certification – have trained and “graduated” hundreds of individuals in our country, Canada, and Belgium.

What makes me unique and what benefits would there be for working with me as a coach?

- a. *Using my intuitive ability has always been beneficial for me as a coach as well as for the client.*
- b. *My experience and success with hundreds of clients.*
- c. *I always address all aspects of a being: spiritual, mental, emotional & physical.*
- d. *I look at every problematic situation as an opportunity for healing, no matter what dimension(s) is part of the problem.*



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From your perspective, why is coaching so important?

Life is a process of evolution and change. No matter what path a person is on – professionally or personally, or how “seasoned” they are in their journey – there will be ideas/knowledge/skills to learn, obstacles to contend with, and choices to make. The coaching process allows us to completely absorb, process, reflect and learn as we travel along that path. Coaches provide the critical component of objectivity in a process. When a person gets caught up in their work or in their journey, it is easy to lose that objectivity. Coaching provides perspective when the journey gets tough. It provides the opportunity to reflect in order to learn from obstacles and mistakes. And coaching also provides a sounding board, a status check, a pat on the back and a confidante.

What is the best advice you received when you began coaching?

The best advice I received as a coach was twofold. First, listening to your client's needs is critical. Only when you truly hear them, and what they struggle with, can you identify how to best help them to succeed. Second, I learned that the clients I work with have to be ready to make the change themselves; I cannot want it for them or do it for them. The role of the coach is to empower the client to make the change. Even if you (as coach) have the skills/knowledge/expertise to help them succeed in the endeavor, they still have to be the ones to put in the work and take the action necessary to succeed.

How do your clients define success?

Every client, as an individual, will define success differently. My clients define success when they have achieved or surpassed the goals they had set. In my work, that may mean fitting into their wedding dress for 10-year vow renewals, or setting a personal best in a triathlon, climb the stairs without getting winded or dizzy or even be able to spend an afternoon running around after their grandkids. With my work, client successes are often related to weight loss and/or transformation of their physique, but it also includes improved health markers, happier state of being, comfort in their own skin, assurance of their strength and ability, and a stronger self-confidence. Success is very individualized and personal.

What is your personal strategy for achieving the greatest results?

Clearly defining our communication strategy, continuously listening to the client, and providing consistency in accountability, support and motivation are keys to my personal strategy. All done with an underlying current of positivity, love, and empowerment. Change happens in small steps; I succeed with my clients because I help them to break down their goals into manageable pieces, and give them the information/support/tools they need to be successful at each tiny step along the way. It is an evolving process, fluid according to the obstacles each client faces.

What do you believe to be a coach's most important job?

Communication and support go hand-in-hand here, in my opinion. You can be a great coach, but if you don't connect and communicate clearly with your client, the relationship is not going to work. A coach needs to be clear in their expectations from the client, but also to the client. In turn, they need to encourage the same kind of clarity from the client – setting those expectations up front are necessary. It's a working partnership that

has to work from both ends. The coach guides the client to the true realization they can accomplish their goals, whatever they may be.

Share a list of things that you believe defines a great coach:

- *The appropriate knowledge and skills*
- *Enthusiasm and positivity*
- *Ability to listen*
- *Integrity & passion*
- *Clear communication skills*
- *Ability to listen, reflect, brainstorm and encourage*
- *An understanding of the complexity of people, and the challenges they perceive in their lives*
- *Willingness to think outside the box*
- *Accessibility*
- *Tough love/honesty/the ability to be direct*
- *Personal experience with the similar struggles/goals/experiences*

What is your favorite success story?

My favorite success story is actually still a “work in progress” – as we all really are. This particular client found me almost three years ago, searching for someone to help her lose weight and get into better health. A wife, mom to an elementary age student, and full-time elementary school administrator, this woman topped out over 330 pounds. She had struggled with her weight and her self-confidence all of her life, and was concerned about her health and longevity (and also the health of her husband, who is a very large man with a list of chronic conditions of his own).

In the last three years, she has lost over 160 pounds. In that time, she had knee surgery, and became pregnant with her second child. After a healthy delivery, she faced mobility challenges, and some extra weight put on in the pregnancy, so we continued in the work of getting fitter and healthier in order to live a long and healthy life with her kids.

She has made significant changes to her eating and exercise habits – trying things she swore she would never try – and feeling more self-confident about herself every day. This is not to say she still doesn’t struggle, but she has learned to trust the process, stick with the plan, and she knows her coach is there to help her every step of the way.

What interview questions would you recommend for clients to ask when considering hiring a coach?

Certainly first ask them about their qualifications to assist! Then ask the coach about their personal experience – have they had to deal with the same struggles/obstacles in their own life? I would also ask how many clients they are currently working with (Are they too busy for a new client? Will the client get the time they need in the coaching process? Your coach also needs to know their own limitations when it comes to number of clients and quality of coaching provided). I would ask the coach to outline their process, how they expect to interact with the client, and what their expectations are for the client in return. There needs to be a clear understanding of what each party will and will not do in the coaching relationship. These things need to be compatible with the client's needs and personality. Coaching is like any good relationship; there needs to be a connection between the two parties in order to “mesh.” Without that, and clarity about respective roles, the coaching relationship will not work effectively.

What are your educational, experience, and training qualifications?

I am an educator at heart. With a Master's degree in Education, my desire to educate and empower individuals drives what I do on a daily basis. I have done extensive research and have published work on the implementation of change, and I feel this background provides me with an edge in how I work with my clients. I am a certified Nutritionist and an experienced personal trainer. I have been involved in this line of work since the early 90's. I have been identified as one of the Top 10 Best Personal Trainers in Austin four years in a row. I have trained myself from an unhealthy, non-athlete into a 9-time marathoner, an age-group triathlete, and now a professional figure bodybuilder earning 4 gold medals from international natural bodybuilding competitions. In turn, I have worked with thousands of clients to make significant transformations in their own bodies and lives. I believe in walking my talk as a coach; my best advertising is myself...so not only do I apply the same knowledge and actions in my own life, but I also use a coach to continue to challenge, support, and “grow” me as a person, a professional, an athlete, and a coach to others.

What makes you unique and what are the benefits to working with you as a coach?

I walk the talk every single day. I have been where they are. On my own personal journey, I have been on both ends of the spectrum of weight and

self-acceptance. I was anorexic for years, weighing in under 90 pounds – and I have been on the other end, spending several years over 60 pounds heavier than a healthy bodyweight for my size. I know about the mind games. I know about the self-esteem (or lack of it). I know what it is like to doubt my abilities. I've been a single mom working full-time and trying to juggle my professional life while also struggling with my own weight/fitness/health demons. I also know what it takes to get out of that unhealthy place and find better ground to stand on, with a healthier body to stand in. I firmly believe in everything I teach my clients. I want them to learn how to succeed in their respective goals. I want them to be empowered in their own lives. I am 100% vested in every single one of my clients who is ready to do the work. I work with them at their speed, to make sure the changes are realistic, doable, and positively impactful in their lives.

Being a successful coach really has little to do with certifications; it's really all about living, breathing, and acting as a coach to others in everything you do.



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Primary Colors Coaching Color Blend: **PURPLE / GREEN / RED**

Centered PURPLE – People with strong purple personality tendencies are driven to manage, govern and get things done. They are motivated to find the most efficient way to accomplish their goals and help other to accomplish theirs. They are very task-oriented, and tend to define themselves by their ability to get things done. They prefer to have their information in bullet points, and prefer clear and practical information. They enjoy educating and providing the information and direction necessary to accomplish a particular goal. They love checklists and a way to keep track of their progress. They are very good with managing contacts, organization and follow through.

Centered GREEN – People with strong green personality tendencies are big picture thinkers. They are purpose driven and need to believe in something larger than themselves. People with strong green personality tendencies want to find answers to the world's problems. They are difference-makers who see change as very positive and progressive and this drives and motivates them. They value FAIRNESS and become frustrated by those they feel are motivated by greed and self-consumption.

Centered RED – People with strong red personality tendencies are competitive and driven to win. They are self-motivated, highly individualistic, and independent thinkers. They value individual effort. They like a fast paced environment. They enjoy competition and challenge. Most of all they want to be in control. They want to do it their way, because they believe their way is the 'right' way. People with strong red personality tendencies are action-oriented people who want 'it' now.

From your perspective, why is coaching important?

Coaching offers an opportunity for clients to expand their personal awareness and breadth of choice on any issue, challenge, or situation that they're committed to resolving with the best possible outcome.

What is the best advice you received when you began coaching?

To be fully present with my client and to trust that my clients already have the resources they need to achieve their desired outcomes; i.e. a coach needs to trust that the client knows their own answers and that the coach's role is to be a patient and supportive guide.

How do your clients define success?

Each of my clients defines success in their own way, and the level of success reached is equally individual.

When we create a coaching agreement together, we set the framework for the measure of success that they hope to achieve by the end of our coaching, and we clearly state the meaning that outcome will create in their life.

What is your personal strategy for achieving the greatest results?

I utilize a system that was shared with me a few years ago by my ICF mentor coach, Amarah Ross, MCC.

I listen clearly to the client to pinpoint the two goals below at the start of the coaching relationship, as well as in the follow-up sessions:

- 1. Overarching coaching goals for the relationship: What does the client want to accomplish over the term of the coaching partnership? (Their overall agenda or goals.)*
- 2. Session by session agreement for the conversation each time: What does the client want to explore in this particular coaching session conversation?*

Topic/Agenda: *The coach asks the client what they want to work on...*

Outcome: *...[coach] will move the client toward a desired outcome(s). Coach explores & confirms that the topic/agenda will move the client toward a desired outcome in the session.*

Success Measure: *Coach engages in some exploration of the measures of success for each outcome desired in the session.*

Meaning/Underlining Issue: *Coach explores & confirms that the topic/agenda is meaningful for the client... coach engages in some exploration of the issues related to that agenda, those measures & those issues throughout the coaching. Coach may raise unseen issues to the client...*

As a coach I like to be flexible with this approach, but I do use the format consistently in one manner or another. This helps to keep me on-track towards achieving clear and mutually agreed upon goals or outcomes for each session. It also allows me to insert my intuitive understanding of what I hear at a deeper level and gain greater clarity, awareness, and choice of possibilities for my clients.

What do you believe to be a coach's most important job?

A coach's most important job is to create an environment that holds safety, builds trust, and is ethical/confidential, so that coach and client can explore issues together and be partners in creating outcomes that bring

choice to any situation and leave the client willing to act within a defined period of time.

Share a list of things that you believe defines a great coach.

A great coach must:

- be able to listen fully to what the client is saying via their statements, but also be able to hear what they are saying beyond words; i.e. a coach must listen with both the ears and the heart;*
- be present with the client in body, mind, and spirit;*
- hold the principles and ethics of a governing coach body (for me the ICF), and share those principles at the beginning of working with every new client;*
- confirm client confidentiality;*
- have clear agreements with clients that prevent failed expectations and allow for movement by the client;*
- be vulnerable with the client and grow with the client as needed;*
- be able to connect to the client's challenge, pain, or situation by using empathic communication*
- be useful, but not overly helpful.*
- be able to support the client moving forward by asking powerful questions that cause the client to explore the issue at a significantly different level of thinking .*

Coaches all care, but that should not get in the way of holding the client's "feet to the fire" when necessary to open the pathway to greater choice, safety, and awareness of what will be the best outcome imagined by the client in partnership with the coach.

Great coaches walk the talk in their own personal and professional lives.

Great coaches partner with the clients and do not overly define or impose solutions or strategies; rather, a great coach guides the clients to their own strategies for success once they have taken time to expand their awareness and access personal resources.

A great coach keeps healthy in mind and body, and maintains the energy to be available to the client, sets and keeps appointments with clients, and sets an agreement for the same from the client.

A great coach will have ended judgement on the issue that is presented by the client. Should the coach be triggered off by the issue that the client has put forth, the coach should declare they are still working through that issue themselves, and be open to how they are processing the present challenge. If the issue that the client is presenting is a challenge to the coach's values, or level of competency, the coach needs to refer out the

client. A coach should have a referral list available at all times, and be able to know, when the safety of the client is a risk, how to share or direct resources to the client as needed, especially in an emergency.

What is your favorite success story?

I was able, through a process of coaching engagements, to assist a client with connecting to her values and needs in a life partner. After one year of coaching my client was engaged, and I had the pleasure of attending the wedding. The marriage is a very loving relationship that has produced two children. This was especially meaningful for me, as a coach, because I am family orientated in my own life and have four children of my own.

What interview questions would you recommend for clients to ask when considering hiring a coach?

Does the coach you are looking to engage have a solid base of experience in the area that you are seeking a coach to explore with you?

Is the coach certified by a professional coaching organization that follows ethical guidelines for your safety?

Will the coach be able to provide you with references to the coaching expertise in the area you are inquiring about?

Does the coach have a professional web site and are they the person who will be actively coaching you?

Is the rate for their service in accordance with your ability to engage the services, and will you have a fixed contract as to your engagement for the coaching sessions?

What are your educational, experience, and training qualifications?

I'm a university graduate, who has been in business for over forty-five years and has run four successful companies. I have raised a family of four children to adulthood, and guided a nephew who was without parents during his teenage years. I've had a high level of professional coach training from both qualified mentors and a university accredited coaching certification program. I'm also an International Coaching Federation PPC professional coach, and part of an accredited coaching program as a teacher, coaching mentor, and trainer. I'm committed to continuing my coaching education, and I attend seminars in-person and on-line every year.

I have documented over two-thousand hours of coaching, and have done over three-thousand hours with clients.

What makes you unique and what are the benefits of working with you as a coach?

My benefits to clients come from two levels: a) I have a strong personal life experience with respect to relationship partners and children, and b) I hold a deep knowledge of the entrepreneurial business mind for those developing a business. As such, I am uniquely qualified as a relationship transition coach and a business/leadership coach.

I have spent twelve years providing guidance to those in relationship transition. I have worked to help couples successfully rebuild following a divorce, thereby allow them to maintain relationships with each other and their children. I have also been able to guide clients experiencing challenges in their marriage, so that they can get their needs met in a healthy way while dealing with the changes of an evolving relationship.

I have been an entrepreneur for over forty-five years and have engaged my own business coaches since 1992. I share with my business clients and leadership clients the evolving history of leadership, and can help them to build bridges across the generational divide and overcome the challenges of today's culturally diversified work place. I can share a transformational problem solving strategy that works easily and effectively in our fast paced work place of today.



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Nadja coaches in Dutch, English and French

Primary Colors Coaching Color Blend: **RED / ORANGE / PURPLE**

Centered RED – People with strong red personality tendencies are competitive and driven to win. They are self-motivated, highly individualistic, and independent thinkers. They value individual effort. They like a fast paced environment. They enjoy competition and challenge. Most of all they want to be in control. They want to do it their way, because they believe their way is the 'right' way. People with strong red personality tendencies are action-oriented people who want 'it' now.

Centered ORANGE – People with strong orange personality tendencies love to experience life, be the center of attention, and the life of a party. They like fun, excitement, action and taking risks. They are instigators and invite others to join. Socializing and meeting people provides energy for them. They are enthusiastic and optimistic. They are quick witted and usually very good communicators, who enjoy conversations and lively debate. They make friends easily and are inspirational. People with strong orange personality tendencies have a gift for making things fun, are very entertaining, are never described as *boring*.

Centered PURPLE – People with strong purple personality tendencies are driven to manage, govern and get things done. They are motivated to find the most efficient way to accomplish their goals and help other to accomplish theirs. They are very task-oriented, and tend to define themselves by their ability to get things done. They prefer to have their information in bullet points, and prefer clear and practical information. They enjoy educating and providing the information and direction necessary to accomplish a particular goal. They love checklists and a way to keep track of their progress. They are very good with managing contacts, organization and follow through.

From your perspective, why is coaching important?

I strongly believe that every passing moment holds the opportunity to make a change in life and that everyone has the keys within them to do so. Sometimes however one can benefit from a professional challenger who nails down and accelerates the tipping point. Coaching can do exactly that because the coach might ask different questions than the one the client has been asking him-/herself. This might lead to discovering blind spots or generate new links between things/beliefs/values that seemed not connected at first.

What is the best advice you received when you began coaching?

The best piece of advice I received was to postpone my own judgement and to let go of the results I was convinced the coaching should lead to.

As a 'newbie coach' I was not aware of how my models of the world influenced my coaching sessions and how I was leading the client on content-level both from my own belief-system and my result-orientation.

Along the years and with the help of different mentors I first learned to let go of this result-orientation and stopped judging my own coaching performance on the content results of the client. I started focusing more on facilitating the process and trusting that the process would bring us to where the client needed to be. In a later stage I experience that I could even let go of the coaching process in favor of holding space for whatever wants to unfold. And now I am curious to discover how I could even deepen this insight to the next level.

How do your clients define success?

Success to my clients differs from person to person. On a content level, they all define their own personal development objectives upfront (both trajectory objectives and session objectives) and I pick them up at that particular bus stop. Sometimes we will notice during the session that the focus of the client is shifting, that's when I as a coach need to explicit what is happening and ask the client which track he/she wants to explore first or foremost.

What is your personal strategy for achieving the greatest results?

I offer my client my full presence and hold space for whatever wants to happen.

What do you believe to be a coach's most important job?

To accompany the client on his/her exploration from where he/she is now to the desired result, hopefully leading to insights that will bring sustainable results.

Share a list of things that you believe defines a great coach?

*Being fully present during the sessions
 Deep listening & questioning skills
 Psychological insights into human (neurological) programming and behaviour
 A keen awareness of own models of the world and thus sharp on possible transfer and counter-transfer
 Good contracting skills and development of objectives
 Knowing when to refer to appropriate therapist/psychiatrist...
 Pacing skills as well as challenging and confrontational skills, if*

appropriate even provocative or humorous

Domain expertise and/or business knowledge - it helps to connect to the client when you understand or can translate what he/she is saying

Open mind

Positive coaching skills

Empathy

Ability to inspire

At all times being able to take the meta-position

...

What is your favorite success story?

I am happy when the client is happy with the result he/she has obtained both during our session as afterwards. Because sometimes, things start shifting during our session but not all results are visible at the moment.

One of the sessions I look back on with a warm feeling is when I was coaching a client that felt stuck in a situation where she was trying to help a friend and felt caught in the role of mediator in a triangle situation. She had linked her lower back problems to this mental block – she couldn't stay seated during our time together, nor stand still. During the session she got new insights that put things in a different perspective and 2 days later she let me know that she had not suffered from her back pain since.

A manager came to me because he was not delegating. He had attended numerous trainings on the subject but was not implementing what he had learned. I soon heard his limiting belief that what he did himself was done faster and better. So why delegate?

We went up the levels of consciousness and found that his mission was to grow people. They would then outgrow his organization and make a career for themselves. As soon as he discovered that 'not delegating, was robbing people of development opportunities' things clicked.

There are a number of examples I could give here but my main message would again be that it is not my success I celebrate. I just feel so filled with joy when my client is happy. When people around him/her (manager, HR representative, family members) share in that happiness, that's my bonus ;-).

What interview questions would you recommend for clients to ask when considering hiring a coach?

What are your key-beliefs about coaching?

What brought you to become a coach?

What can you do for me?

How should I choose my coach?

How can you support me becoming successful? Define your coaching style

How do you keep on developing yourself?

How do you stay sharp?

What are your educational, experience, and training qualifications?

I am a Master Certified Coach with over 13 years of experience in executive and business coaching. I hold a degree in communication and in business economics, a master in neurolinguistic programming (NLP) and I am a certified Transformational Presence Coach and Stress & Burn-out Coach.

Through the years I took various roles within the HR domain: Recruitment, Training Management, Competency Management, Trainer, Employee Relations, HR Business Partner and this in a various sectors; from banking to telecom and from engineering to consulting. For several years I took up the role of HR business partner and Change Agent for different clients, where I advised and coached the leadership team on people and organization topics. Before that I worked as an HR professional, trainer and internal coach for The Capital Markets Company and as branch manager at a leading temp agency in Belgium's second largest city. Please find more details in attached bio or via LinkedIn.

What makes you unique and what are the benefits of working with you as a coach?

My own personal career, both in business and HR, allows me to dance with the client easily in a variety of business environments and issues. I have a direct coaching style that is both confronting as provocative but always pace the client and pick him/her up at his/her bus stop.

I am one out of 10 MCC's in Belgium, which illustrates the passion I hold for coaching, and I keep on challenging myself in different coaching development and mentoring programs on an international level.

One of my strongest beliefs is that every passing moment holds the opportunity to make a change in your live and that everyone has the key within to do so. Sometimes however you might benefit from a professional challenger who nails down and accelerates the tipping point.

Since I established Notice the Difference! together with my business partner Katrien Rommens (also Transformational Presence Coach) in 2010, I am dedicated to coaching managerial and executive clients on being an authentic leader and facilitating their transformation within.

This fits perfectly with my own mission in life, which is to nourish the soul. My own personal career, both in business and HR, allows me to dance with the client easily in a variety of business environments and issues.

I am a Master Certified Coach with over 13 years of experience in executive and business coaching. I hold a degree in communication and in business economics, a master in neurolinguistic programming (NLP) and I am a certified Stress & Burn-out Coach.

I live in a very small village near Brussels (Belgium) with my husband, 2+2 kids and 2 cats.



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Primary Colors Coaching Color Blend: **PURPLE / ORANGE / (GREEN-BLUE)**

Centered PURPLE – People with strong purple personality tendencies are driven to manage, govern and get things done. They are motivated to find the most efficient way to accomplish their goals and help other to accomplish theirs. They are very task-oriented, and tend to define themselves by their ability to get things done. They prefer to have their information in bullet points, and prefer clear and practical information. They enjoy educating and providing the information and direction necessary to accomplish a particular goal. They love checklists and a way to keep track of their progress. They are very good with managing contacts, organization and follow through.

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(colors below are tied in number value)

Centered GREEN – People with strong green personality tendencies are big picture thinkers. They are purpose driven and need to believe in something larger than themselves. People with strong green personality tendencies want to find answers to the world's problems. They are difference-makers who see change as very positive and progressive and this drives and motivates them. They value FAIRNESS and become frustrated by those they feel are motivated by greed and self-consumption.

Centered BLUE – People with strong blue personality tendencies are curious. They love accuracy and precision. They have a natural tendency to see the potential holes in the implementation of a project, and if you are wise, you will listen to their concerns because they will save you money and time in the long run. They are often reserved, value details and logic. They think things through, and use their head to evaluate the world around them. People with strong blue personality tendencies like to take their time, consider carefully and don't like to be rushed or pushed.

From your perspective, why is coaching important?

I believe coaching is important for all facets of people's lives. If one area is out of balance then this can impact on other areas of your life and can cause a discord. Using a coach can assist in shining a light on one area that maybe out of balance and find ways to evaluate and structure positive change. It is easy to talk to someone that isn't a stakeholder in the emotion of your circumstances but can guide and nurture you through change.

What is the best advice you received when you began coaching?

The best advice I received when I began coaching was to listen well and never prejudge. This advice has assisted me in areas in my life as well as when coaching clients.

How do your clients define success?

Every client has their own definition of success. Success to one person is completely different to another's definition of success. The outcomes achieved vary from client to client and person to person. Positive changes and reframing a situation can be defined as success no matter how small or insignificant it may seem at the time as the impact can be significant.

What is your personal strategy for achieving the greatest results?

Being an organized and checklist type of personality I tend to work with goals and breaking them down into bite sized pieces. Nobody ate an elephant in a day! Working on a yearly goal list I break each component down into doable and achievable smaller tasks.

Most years I achieve what I have set out. For the greatest results I find having a plan of action based on my goals reaps rewards and results. Staying focused and not being attracted to the bright shiny objects that can way lay you in your quest can be difficult but keeping focus can assist in achieving the greatest results.

What do you believe to be a coach's most important job?

*I work with my three R's philosophy. **Respect, Rapport, Relationship.***

Respect your client by listening and understanding their perspective. Build rapport to assist in the coaching process. Someone will open up to you and share their inner most challenges if you respect them and have rapport. Finally, establishing a professional relationship with your client to ensure it is a supportive, nurturing, objective and professional environment.

Share a list of things that you believe defines a great coach?

- *Honesty*
- *Empathy*
- *Good communication skills*
- *Motivating*

- *Objective*
- *Supportive*
- *Collaborative*
- *Authentic*
- *Caring*
- *Accountable*
- *Respectful*
- *Responsible*
- *Confidentiality*

What is your favorite success story?

My favorite success story was with a client who needed to be able to get up and speak in public for her new role at her job. Each time she was asked to speak she would freeze, mutter and go bright red from the chest up. Some days she would miss work if she knew she was going to have to speak at a meeting.

Over a course of 6 sessions we went through some processes and some exercises to assist her in her fear of speaking in public. With each exercise her confidence levels grew and grew to the point where she was able to speak at meetings.

Just a few months later with the improvement she experienced her employer asked her to speak at the company conference in front of 200 plus people. My client was so excited to be asked and could not wait to be in front of the audience. Now nothing stops her. To see someone's light shine so brightly is success.

What interview questions would you recommend for clients to ask when considering hiring a coach?

- *What qualifications do you have?*
- *Do you specialize in a particular area?*
- *How many sessions will I need?*
- *Are you a collaborative or a consultative coach?*
- *Have you developed any programs to assist with the end in mind?*

What are your educational, experience, and training qualifications?

I have been coaching small to medium businesses for many years even before qualifying as a coach. After managing a successful sales team in the corporate arena I decided I wanted to up-skill and studied to become a life coach. In 2008 I received my certification with a

business stream. In 2009 I received my Diplomas in Management and Retail Management. Primarily I work with small to medium business owners to balance their life and business. Blending my background of both sole ownership and corporate business combined with the life coaching qualifications brings a good mix of experience and training.

In 2015 I trained under Dawn Billings as a Primary Colors Personality Testing™ Expert. This qualification and training has added a new layer of understanding and effectiveness in my coaching.

What makes you unique and what are the benefits of working with you as a coach?

Currently the only Primary Colors Personality Testing™ Expert in Australia certainly brings a uniqueness to my coaching. Using some programs I developed in early 2000 including S.T.E.P (Step Toward Empowering Progress) allows clients to develop a mindset for change and logical look at the path to success. Every client has the answers inside them, it is for me to turn the light on for them to find it.



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From your perspective, why is coaching important?

Coaching is valuable for many reasons depending on the client's specific, individual needs. I believe one of the greatest assets to working with a coach is having a different perspective. Being able to connect with someone who can look at issues from a different point of view can help to achieve clarity when tackling challenges both personally and professionally.

What is the best advice you received when you began coaching?

*"People will always see in you what they need in themselves" -
 Richard Palmer Smith, President at Bigger Better More*

Because it can be tempting to try to be everything to everybody in order to grow your client/customer base, small business professionals can lose sight of their end success goals and get lost in the frenzy of attempting to

spin too many plates at one time. This is a common struggle for many of my clients. However, when I personally followed Richard's advice my business really took off - so I continue to share this valuable piece of wisdom with clients.

How do your clients define success?

My clients define success as a feeling of empowerment, direction, focus and self confidence that is a result of us creating a simple, but effective plan together that insures that they are able to keep moving step-by-step toward their current and future goals long after they've finished their work with me.

What is your personal strategy for achieving the greatest results?

I have a four point personal strategy for achieving great results:

1. *Establish a strong belief in one's self, competencies and abilities.*
2. *Create clarity of purpose.*
3. *Develop the ability to understand yourself and others.*
4. *Focus*

What do you believe to be a coach's most important job?

To ask the questions that we are afraid to ask ourselves while supporting clients through the process of self discovery

Share a list of things that you believe defines a great coach?

Abilities to ask and not tell, see a bigger picture that your clients may not be able to see, customize your coaching to best support your clients needs (accountability, encouragement, sounding board), think outside the box, listen and connect on a deep level

What is your favorite success story?

I had a client in Colorado who has been on the verge of huge business success for YEARS and managed to self sabotage each time she got close. By walking her through Law of Attraction and Primary Colors Personality Test, she was able to identify why she was self sabotaging as well as embrace her personality's leadership strengths. Her income increased 110% within the first 60 days and her business has been growing like crazy ever since!! The best part in my eyes is her self confidence and self acceptance have spread into every area of her life!! She shared with me that coaching helped finally get to a place where she

"celebrates" daily instead of waiting for the other shoe to fall! Now that's success!

What interview questions would you recommend for clients to ask when considering hiring a coach?

*Tell me about YOUR personal/business development plan? Are you currently working with a coach? (all good coaches HAVE coaches)
What was the last book you read? What is your definition of success?*

What are your educational, experience, and training qualifications?

- Success coach/corp trainer since 2011;*
- Image consultant 2009-2011*
- Certified personality expert/program specialist with Primary Colors Personality Test since 2013*
- Executive Vice President of Sponsorship and Advertising with The Heart Link Women's Network since 2013*
- Certified Primary Colors Personality Test and Insight Tools Trainer*

What makes you unique and what are the benefits of working with you as a coach?

All of my coaching is fully customized. Each potential client spends an hour on the phone with me walking through my coaching model (based on my program "Get Off The Damn Hamster Wheel") to explore each of the 6 core areas of their life. This will give me insight as to what results a client is focusing on as well as which tools/techniques would work best. I work with each client based on THEIR needs, THEIR lifestyle, THEIR personality and THEIR perceived obstacles.



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Primary Colors Coaching Color Blend: **GREEN / ORANGE / RED**

Centered GREEN – People with strong green personality tendencies are big picture thinkers. They are purpose driven and need to believe in something larger than themselves. People with strong green personality tendencies want to find answers to the world's problems. They are difference-makers who see change as very positive and progressive and this drives and motivates them. They value FAIRNESS and become frustrated by those they feel are motivated by greed and self-consumption.

Centered ORANGE – People with strong orange personality tendencies love to experience life, be the center of attention, and the life of a party. They like fun, excitement, action and taking risks. They are instigators and invite others to join. Socializing and meeting people provides energy for them. They are enthusiastic and optimistic. They are quick witted and usually very good communicators, who enjoy conversations and lively debate. They make friends easily and are inspirational. People with strong orange personality tendencies have a gift for making things fun, are very entertaining, are never described as *boring*.

Centered RED – People with strong red personality tendencies are competitive and driven to win. They are self-motivated, highly individualistic, and independent thinkers. They value individual effort. They like a fast paced environment. They enjoy competition and challenge. Most of all they want to be in control. They want to do it their way, because they believe their way is the 'right' way. People with strong red personality tendencies are action-oriented people who want 'it' now.

From your perspective, why is coaching important?

Coaching is important because it allows the client to work on specific elements of their life or career with a trusted, confidential expert who can see what they can't see. (We don't know what we don't know). Coaching is about transformation and creating a life and/or career you never knew was possible, it truly makes what was once impossible, possible. The work of coaching improves the world on every level and I believe in the power of it with every grain in my body.

What is the best advice you received when you began coaching?

I could list ten things that helped me start my coaching practice, but the best advice was not to take things personal. I use that advice even today, 14 years later. As the coach we stand for our clients even when they are

confronted and don't act lovingly (to anyone) - don't take it personal it's part of their process sometimes.

How do your clients define success?

An important part of the coaching process for me was to create my own methodology called Greatness Training. I've created my own systems, distinctions and success rating. I feel that defining success is an important part of coaching because it keeps everything clear and on track, and without it everything becomes fluffy and vague. There's two key elements to success for each client: defining their vision for 1-2 years out, in addition to a very clear success report for 30-60-90 days at a time.

What is your personal strategy for achieving the greatest results?

I can only help my clients achieve great results if I do my job by giving a great consultation and a great intake system filled with the right questions. This gives me a great outlook on where they are currently and where they are going, which are the two pieces of information you must have to truly create a clear path for great results. The key is to achieve those dreams AND more! In addition, I have a clear process to build up their greatness, get rid of their smallness voice and guide them through the process of breakthroughs to their biggest goals.

What do you believe to be a coach's most important job?

To listen. It's all in the listening. The next step comes from listening, the next question comes from listening, the next distinction to teach them comes from listening. This comes with time because I find that most new coaches talk too much. As a coach of 14 years I find that when I listen well I then give the best coaching - I have to bring my client the right lesson or distinction.

Share a list of things that you believe defines a great coach?

Authentic not pretentious

Successful not struggling

A leader not follower

Service oriented not ego oriented

Experienced not new

Bold not passive

What is your favorite success story?

I specialize in women entrepreneurs but a few smart men are my clients too. Both the men I'm coaching right now are in different states but both experienced the same things in the last 6 months: both wanted better balance and to stop the 12 hour days, both wanted to be better fathers, both wanted more systems/automation/delegation and less 'hard work', both wanted more revenue, and both wanted to do a better job at using their company (tech company and law firm) for their purpose and faith. They have succeeded in all of those.

What interview questions would you recommend for clients to ask when considering hiring a coach?

I suggest people look for 5 things When hiring a great coach: their personal coaching style, their reputation (research them), their experience (more than 5 years), their integrity (how do they walk their own talk (ask for examples), and make sure they are results-orientated! If a certain faith is important to you then I would be sure to ask that question too.

What are your educational, experience, and training qualifications?

I've had 14 years of training in many different methodologies and continue training each year, not only in coaching, but in business, leadership, and public speaking. I believe in always learning! I've also built four national businesses and have been blessed with over 10 awards for my companies.

What makes you unique and what are the benefits of working with you as a coach?

The top three reasons my clients would say are the benefits to working with me are:

- 1. My unique Greatness Training that freed them, finally, of the smallness voice that kept their business and life limited. They become unlimited.*
- 2. I'm a Christian and I love helping people integrate their faith in their business in different, appropriate ways.*
- 3. I get results and help business owners really understand the systems, the revenue and the marketing of owning their own business so they can thrive!*

Bio:

Dena is a global speaker, author and a transformational business coach who helps women entrepreneurs create GREAT businesses and become GREAT leaders. She also creates charity projects and ministry programs that change the world.

As an educational/inspirational speaker who inspires audiences around the globe she is usually speaking on one of her favorite topics: Entrepreneurship, Women's Greatness or her Faith. She has been a full time business coach for entrepreneurs for 13 years – she offers 1:1 coaching & VIP days to help you build a well-oiled, well-marketed, well-led business. Specializing in greatness mindset, sales/marketing strategy & systems/structures that help you make the revenue and difference you want. She has won 9 business awards and can be seen in over 37 featured media stories.

Her first career was in New York City where she owned a PR & marketing company that also had a publishing division. In 1997, at the age of 26 Dena sold that company to a start-up Internet company. She stayed on as their Director of Marketing where they survived the first internet 'bust' and went on to build and lead a community of 70,000 members, which has since become the #1 global leader in it's industry. In 1999 she shifted careers to become a Coach and opened a practice that offers life and business coaching for women (and smart men) who want to make a great difference and make a great living. She has worked with celebrities and top CEO's, but also loves working with the everyday woman who wants to fulfill her greatest dreams.



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From your perspective, why is coaching important?

The importance, or rather, the value of coaching is always defined by the client. A coach can't want success more than the coachee. The balanced effort made by the coach and coachee is essential for a successful coaching process. I believe there are a lot of benefits to coaching: the client can reach goals, grow personally and professionally, make more money, be more productive, find his / her own harmony, live a happier life, get closer to his/her calling, let go of unhealthy patterns, etc. If you want to go for gold, a coach can get you there faster.

What is the best advice you received when you began coaching?

After observing me for a while during my coaching education, my senior master coach gave me one piece of advice I will never forget. "Eva, with

you change always comes, this is just how you are. People are afraid of change, keep this in mind when you are working.“ Indeed, fear of change is one of the biggest challenges for the coach and coachee to overcome.

How do your clients define success?

My youngest client was 16, the oldest 78. Their definition of success is as diverse as they are. Here are a few examples: meeting demanding business expectations with 150 demotivated people in 6 months, redefining life after divorce, becoming the next hotel director, accepting age and body image after retirement, getting the dream job, increasing income by 50%, etc.

What is your personal strategy for achieving the greatest results?

The power of the heart generates real transformation and success. I believe that love and care for people, honest interest in their lives and compassion are the keys to achieve the greatest results.

What do you believe to be a coach's most important job?

Based on my experience, it is essential to be fully present, to listen and observe with an open mind and heart while creating a safe space for the client to grow. Equally important is to convey trust in the client's own capabilities and power to find the best solution or answer to his / her challenges and questions.

Share a list of things that you believe defines a great coach?

Selflessness, authenticity, experience, passion, dedication, humility, power, openness, compassion, using a variety of tools and methodologies, willingness to change and to grow in each process with each client. However none of these skills or capabilities can be utilized if there isn't good chemistry between the coach and client.

What is your favorite success story?

My client's success is my success. I love all my coaching stories – all provide very personal and deep insights into the lives of my clients. Just to share one: I was working with a lady who reached out to me because she was unhappy with her job situation. As it turned out, she was also unhappy with her life as a whole. I had the chance to support her throughout a complete “life redesign”. Once we were done with the 2 coaching processes, she was happily divorced, relocated, has developed a

balanced relationship with her child, her parents and even with her former husband, got a new job and increased her salary by 100%.

What interview questions would you recommend for clients to ask when considering hiring a coach?

Before considering questions for my future coach, I would try to reflect on questions for myself, for example:

- *What is my motivation to hire a coach?*
- *What do I expect from the process?*
- *On a scale from 1 to 10, how big is the urgency / my need for change?*
- *What would help me get the greatest results?*
- *What could stop me from being successful in my coaching process?*
- *How much effort (time & money) am I willing to put into my growth?*

Since the answers reflect the client's motivation, needs and boundaries they should provide a good foundation for an initial interview with coaches.

What are your educational, experience, and training qualifications?

I have worked with more than 1000 clients over the last few years in executive, team and life coaching processes. In addition I conducted courses / trainings on coaching, change management, leadership development, emotional intelligence, conflict and performance management. I hold a BBA from the University of Applied Sciences in Munich and gained my coach certification in 2006 in Budapest. I am a certified organizational developer and trainer, business mediator and meditation teacher.

What makes you unique and what are the benefits of working with you as a coach?

I am very comfortable with change. With my help my clients are able to go through changes and deep transformations quickly and usually exceed their own expectations. The foundation of my practice is based on trust, long lasting relationships with my coaches and business clients. I have an international background, global business experience and work in three languages: English, German and Hungarian.

*I am happy to share here a reference provided by one of my clients:
"Working with Eva is a multi-layered and multi-faceted experience. She is a unique high-profile business and life-coach. Her signature presence contains – yet goes beyond – her sharp intellect, excellent know-how,*

exquisite emotional intelligence and deep insight into the conditio humana. She offers you a transitional space where you can create goals and the path that leads up to them, if you wish, or you can meet and know thyself, if you dare. Through your self-designed ride that – in my case – led across shiny car saloons, elegant cafés, posh receptions, virtual and real job interviews, scented meditation sessions, martial arts combats and tango lessons, she navigates you all the way to the rabbit hole leaving it for you to decide how deep you go.”



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Centered BLUE – People with strong blue personality tendencies are curious. They love accuracy and precision. They have a natural tendency to see the potential holes in the implementation of a project, and if you are wise, you will listen to their concerns because they will save you money and time in the long run. They are often reserved, value details and logic. They think things through, and use their head to evaluate the world around them. People with strong blue personality tendencies like to take their time, consider carefully and don’t like to be rushed or pushed.

From your perspective, why is coaching important?

Coaching has two distinctly different potentialities and each serves different audiences. The first is for the recipient. He or she who actively receives and puts the coaching to work in their lives finds themselves on a self conceived and driven path towards whatever objective has been framed by their adaptation to the desired future reality and the movement they create towards that future date and objective. The “Dreamer” who espouses the objective finally has to own the “dream” and through active coaching and real work turns that dream into a Plan and a Map to reaching their desired objective.

The fundamental role of the coach is to help the client turn their dreams into realities - by being the best possible cheerleader and advocate for the client. Real winners don’t need tremendous pushes to succeed, they are already somewhat driven. What they need is the reassurance that they

can succeed and a real live human being who can encourage, focus the energy, correcting the path, when needed, by becoming an active partner for their time as the client's coach, and become an advocate for both the business and the individual they coach.

The reality of the work at hand comes first through understanding the business, then running alongside the entrepreneur openly displaying like desires and motivations. Fundamentally this only occurs through mutual trust and respect.

What is the best advice you received when you began coaching?

Make certain there is a good match between client and coach, one where there is trust and respect, one where there is a willingness to go "all in" for the plan and the future reality. Sometimes the coach and client form a long term partnership that allows both to see the business or project in all phases, including downturns.

This type of a coaching relationship may take years to see it through to the fruition of the objective and to develop. Another piece of advice I was given at first; "will you celebrate each and every WIN as if it were your own? Top coaches are also "all in" for their client's and take into edification every move on the field of life like a Tom Landry or a Vince Lombardi.

There is no half hearted attempts.....

How do your clients define success?

For the last four and a half years I have worked with a man who is a good friend and great businessman who owns a fast food franchise which encompasses a number of sites. Successes can be identified for him in seconds between the time the drive thru order is placed and the cash is paid for the order and then between receipt of funds and presentation of food. Certainly another success for my friend is in the smiles of those served; receiving fresh and correct orders. That kind of attention to detail could easily breakdown at any point and require focus and working diligently toward those smaller wins which must be made along the way to reach the organizational and individual potential.

As his coach, the role goes beyond business. I am there to challenge him, to make certain he has balance in his life and leads a lifestyle that mirrors his individual values and pattern of beliefs in all matters. For him, success is in the "LIVING", not just in an end business result.

What is your personal strategy for achieving the greatest results?

First, be the Person I should be. This means living a life of no shortcuts, being pragmatic with my own work, and developing my own goals and objectives that find satisfaction with this part of my life.

I too have to maintain balance in my life as well. Whether it is in Family Life, Social Responsibility, Faith, Personal Management, or one of the other eight areas of life in which I have stated and written goals/objectives, each requires its own plan and benchmarks. I constantly ask myself the question. "Does this decision or action reflect truth, being good for all concerned, and being undeniably fair to all concerned?"

Does the action or decision build goodwill or better friendships? This line of questioning (from Rotary International's "Four Way Test") is a maintainer of integrity, without which one cannot be a good or great coach. Our clients each deserve a great coach!

*Finally, the coach must become a student of the business and of the person you will be coaching; always learning more about business, the client in all parts of their life, and finally become of knowledge of his or her people. After all, those people will be the ones who put legs, hands, and feet to the objectives and working plan. These people are his or her (client's) front line of the business. **Celebrate every win and encourage performance in every hard lesson learned. Business and life is all about relationships.....***

What do you believe to be a coach's most important job?

The first job of a great coach is to see things not as they are but how they could be achieved. If we as coaches are learning from the past, living "all in" in the Present, and fully committed to the Future exciting Vision, motivating, challenging and celebrating become easy because the wins become equally important to us as well.

When challenging myself I ask myself two primary questions; "Would I hire me or maintain me with the performance I am giving?" And "Would I do the work I do if the client or friend would not compensate me?"

The reaching of the objectives and celebrating in Integrity should be sufficient.....

Share a list of things that you believe defines a great coach?

Great Coaches:

1. Have a Burning Desire To see the Win!
2. Are Willing To put in more Work to be a great leader!

3. Stay Challenged Yourself through Reading and Developing a Life of Learning!
4. Stay Connected To Your Own Story. Great coaches have to be rooted or grounded themselves!
5. When You Celebrate you do so With As Much Heart and Enthusiasm As If The Win Were Your Own. What We Celebrate Gets Repeated!

What is your favorite success story?

Several years ago I was a Training Coach for a large energy company and we had to develop a cadre of Trainers to take the message of the vision out to the entire company in a very short window of time. We, myself and a core team, determined that we would need at least 60 trainers/facilitators to go out into the field, two by two, and take the message to all the employees with the expressed desire to show the company's care and concern and to celebrate where they had arrived from where they had been.

One young man who came from their labor force was selected by his supervisor to receive the facilitator training. He was very polite, a soft spoken man, much of the character of a John Wayne-"esque" individual. Part of my responsibility in the process of training facilitators was to Coach them as well, developing both skills and attitudes. He became an amazing communicator with both character and skills. From the day that he was given the go ahead to the last I spoke with him, his track record clearly showed he was destined for greatness, not just in facilitating but in life as well. Last word was, he continues to succeed.

What interview questions would you recommend for clients to ask when considering hiring a coach?

I would like first to know them on a social basis, you can learn a lot about how one treats others when they are out to dinner! Knowing their home life and meeting their spouse becomes critical, because we are saying we are delivering a different person back to the home. Part of our coaching requires holistic development of the individual. Succeeding is not success if we deliver another workaholic to the work front and see families damaged and destroyed. Detailed information about the business and confidentiality agreements all become a necessary part of the experience, remember we are building trust.

The ability of the potential client to do a great deal of the talking means what little I say will be to guide the conversation to learn what currently motivates the individual and ultimately, "if we can deliver on remaking or re-crafting the person's goals and objectives, what would it truly mean to them, besides any financial reward they would attain?"

Questions would be based on the flow of the conversation. It is my job to remain light on my feet and leave no stone unturned. There are hundreds of potential questions, but the real work is in digging deep to understand the person. That requires one being flexible and relational throughout the early meeting to learn how to encourage and what truly motivates the person.

What are your educational, experience, and training qualifications?

For the last 37 years I have been a certified Dale Carnegie Course Trainer, now specializing in Corporate Solutions and Coaching , while remaining true to our core training and facilitating of presenting Dale Carnegie's methodology of behavioral modification. Dale Carnegie Training has now been foremost in the world of training for in excess of 100 years.

In addition to that, I and my wife Cynthia, at an early age, became the owners and operators of a very successful outdoor advertising company which we were involved with and built to a company with over 1200 displays in four states before selling and developing another operation in Florida and Alabama. There we also developed over 1200 locations. Owning and operating these displays require design, management skills and abilities along with standard business skills and abilities.

My degree was in Commercial Design, which has served me well, helping the creative side of my mind. To this day I am still taking classes and working towards another degree and find the challenge of constantly reading and learning one phase of what keeps us fresh and effective.

What makes you unique and what are the benefits of working with you as a coach?

I believe if you were to meet with my charges, you would find one common denominator. We do not use a formula because no one formula would sufficiently develop the individual and the organization to find change productively. In becoming completely immersed or imbedded in the organization and the lives with whom we are entrusted, their success and growth as well as the success and growth of their organizations, whether they employ 750 per year or 14,000 per year, the answers remain in the relationships and skill building in which we specialize. Reaching every person and the company potential is why We care.

Bio:

In 1981, Ron moved to the Bridgeport, West Virginia, corporate offices of McWhorter to become the Assistant to the President and General Manager of the company. During this time, Ron also completed the Dale Carnegie® Sales Course, now referred to as The Sales Advantage®. In

1984, Ron was named President of the company and brought two separate and distinct companies together under one overall corporate umbrella and increased sales in the companies by 75%.

In 1991, Ron acquired the companies and over the next three years doubled revenues and increased profits to 50% of sales and received national recognition in the industry for the advances in employee safety and record sales. Ron was a member of the Board of Directors and Washington Team for the Outdoor Advertising Association of America until 1997. In 1997, Ron and his wife, Cynthia, also a Dale Carnegie® Course graduate and Coaching Assistant, sold their company to Lamar Corporation.

Ron continued his activity as a Trainer under Leadership Training Services, Inc., and subsequently under JR Rodgers & Associates, Inc., who owns and operates Dale Carnegie Systems® in Ohio, Pennsylvania, and Wisconsin.

In 2005, Ron became part of the Training Consultant team of JR Rodgers & Associates, Inc., and recently became part of the Corporate Solutions Team. In 2012 Ron became Certified as a Life Coach through AACC.



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Primary Colors Coaching Color Blend: **PURPLE / GREEN / YELLOW**

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Centered YELLOW – People with strong yellow personality tendencies are very relationship and family oriented and have caring, servant hearts. They are dependable, loyal, dedicated and kind. They live to help and serve others. They believe that one individual's needs are extremely important, even at the expense of the needs of a group or organization. Although they are team players, they are inclusive and don't want anyone to feel left out or looked over. They prefer a secure and constant environment that is free of conflict because conflict can make them feel physically ill. They want the world to be a kind, considerate, loving and safe place where people strive to serve their fellow man.

From your perspective, why is coaching important?

Coaching is extremely important to those who've decided they are truly ready to change their lives and would like to take action and know that having the guidance of a coach will help them to remain accountable as well as feel supported by a caring expert.

What is the best advice you received when you began coaching?

- *To never stop refining my listening skills,*
- *To take excellent care of myself by doing things such as not holding onto a client that isn't ready to change, doesn't fulfill their commitments, or wants to use me a sounding board only.*

How do your clients define success?

I would say that the people I work with feel successful when they find themselves feeling much more peaceful. They often notice that things that once bothered them no longer do, they are less stressed as they are not owning the problems of others and have given up control wherever possible. They have usually learned to lean back and allow.

What is your personal strategy for achieving the greatest results?

Listening, listening and more listening in order to help the client determine what it is they are actually looking for.

What do you believe to be a coach's most important job?

Helping the client to learn to feel, understand and make peace with all of their emotions. Once this has been achieved and certain feelings are no longer being avoided, a client transcends levels of consciousness. It continues to amaze me!

Share a list of things that you believe defines a great coach?

Integrity

In touch with their intuition

Their own life experience with dealing with pain, trauma, fear, ego, loss, joy, inner growth and having a wide range of tools to assist with personal transformation.

What is your favorite success story?

One of my clients shared that she no longer spends hours on the phone with her sister or others, just commiserating and listening to them complain. She says she has learned from me to determine if others are interested in making changes or just want to BE their sob stories. She takes better care of herself now and if the friend or sister seem to just want pity or want her to agree with their victim view of life, she soon leaves the conversation and spends her time more wisely and positively. This gave me great joy as my client has become increasingly emotionally and physically healthy during our work together.

What interview questions would you recommend for clients to ask when considering hiring a coach?

What is their niche?

Why do they coach that area?

Do they have references that can be contacted?

What is their fee?

What is the average length of time this coach works with a client?

Something about their personal history that contributes to their success as a coach.

What are your educational, experience, and training qualifications?

I have a bachelor's degree in education from the University of Nebraska. After college I became a flight attendant for Delta Air Lines where I worked for 25 years until taking early retirement (due to base closing). I had some incredible experiences and great fondness of those years!

I am also a licensed massage therapist and have been for 20 years.

I am a trained Love and Logic course facilitator and have been teaching others the program for 9 years.

I am a certified life coach and got my training from Coach Training Alliance in 2010.

My niches are parenting and women looking for deeper meaning and greater satisfaction from life.

What makes you unique and what are the benefits of working with you as a coach?

The principles of Love and Logic come naturally for me. I have been told and realize this is a gift I possess. I use the principles in all areas of coaching and relationship work that I do.

I am easy to be around and have a way of making others comfortable.

Clients usually remark that I am very easy to relate to as I share some of my own vulnerabilities in my coaching and this works very well for me and my clients.

I am intuitive and often have a sense of how my clients "adversaries" are feeling, which tends to give them a much broader perspective on their difficult relationships.

I absolutely love coaching! And my clients can feel it from the time we begin working together. They often remark how at ease they feel with me.



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(colors below are tied in number value)

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Centered BLUE – People with strong blue personality tendencies are curious. They love accuracy and precision. They have a natural tendency to see the potential holes in the implementation of a project, and if you are wise, you will listen to their concerns because they will save you money and time in the long run. They are often reserved, value details and logic. They think things through, and use their head to evaluate the world around them. People with strong blue personality tendencies like to take their time, consider carefully and don't like to be rushed or pushed.

From your perspective, why is coaching important?

It is easy to get caught up in others ideals of what our life should look like: what we do for a living, where we live, who we love. But it is more important to really know yourself and what you want in your life. Coaching helps to sort through the clutter to help you figure out what it would take to live a life you would love living and develop a plan to achieve your personal and professional goals with purpose, vision and action.

What is the best advice you received when you began coaching?

That is it important to be both vulnerable and authentic because clients want to know that you are not perfect and that you can relate to their struggles.

How do your clients define success?

As whatever gives them a sense of inner satisfaction relative to these four areas: 1) health and well-being, 2) love and relationships, 3) career/ vocation and 4) time and money freedom. In addition to being happy, everyone wants to be loved; to be able to share their success with others.

What is your personal strategy for achieving the greatest results?

Coaching is not a “quick fix” and real change doesn’t happen overnight. My programs include a daily affirmation, weekly class and bi-monthly individual coaching sessions, supported by ongoing email communication and a monthly group support session.

What do you believe to be a coach’s most important job?

To believe in, inspire, empower, and mentor a client to achieve their definition of success.

Share a list of things that you believe defines a great coach.

Caring, compassion, integrity, creativity, commitment, rapport, respect and the ability to meet the above “job” description.

What is your favorite success story?

I cannot take credit for my client’s successes as they are the ones who ultimately do the work. So my favorite success story is my own! A smart woman who made stupid choices when it came to a man; who entered into an emotionally abusive relationship and began to believe that I was worthless. Working with a coach helped me to reestablish my own self-worth and gave me the courage to leave that relationship and start over; to redesign my life into what I wanted it to be rather than what I was told it should be. I happily continue to reinvent myself and further refine what success looks like for me.

What interview questions would you recommend for clients to ask when considering hiring a coach?

- *What is your philosophy about coaching?*
- *What is your coaching experience?*
- *Do you hold an ICF or other credential?*
- *What is your coaching specialty?*
- *What is your specific process for coaching?*
- *What specialized skills or experience do you bring to your coaching?*
- *How will your coaching program help me?*

More importantly, I recommend that the client asks themselves these questions after speaking to a potential coach:

- ☆ *Were you able to ask all the questions that were important to you or did the coach dominate the conversation?*
- ☆ *What was your gut feel or comfort level when talking to the coach. Did you connect?*
- ☆ *Did you feel that the coach understood where you are and where you want to be?*
- ☆ *Did you feel the coach could inspire you to take the actions needed to accomplish your goals?*
- ☆ *Did you feel the program offered fit your needs and reason for hiring a coach relative to training, experience, process and price?*

What are your educational, experience and training qualifications?

I attended both Loyola Marymount and Mount St. Mary's Colleges in the Los Angeles area and received a degree in Education. I am a student of life-long learning and continually take classes to better myself and my skills. I received my first Life Coaching Certification from Coach Training Alliance in 2003, then re-certified in 2014 to become a Transformational Coach through Life Mastery Institute. I have voluntarily mentored middle-school and high school girls as I feel passionately that this is the age where young women begin to lose their self-esteem and that a mentor can help tweens/teens find her inner beauty and strength to grow into a beautiful, strong, worthwhile woman. My personal belief is that inside every woman is a WISE Woman (Worthwhile, Inspired, Successful and Empowered) inspires me to coach women and mentor then to tap into their own inner wisdom to live a rich, fulfilled life.

What makes you unique and what are the benefits of working with you as a coach?

I work in partnership with my clients - women of all ages who are ready to make a change. I have a very diverse background and am able to connect with my clients on many levels. Because I have been a single mom, an entrepreneur, a corporate professional; because I too have been worried about my children, my career, my relationships, my retirement, I can relate to most of the trials and tribulations that my clients are experiencing.

Many years ago, I started my professional career as a teacher. In fact, I still consider myself to be a teacher to this day. Teachers don't give you the answers. They give you the guidelines and help you to figure out the solution on your own. Today I am a wife, a mother, a grandmother, a daughter, a sister, a career woman, a business owner, a success coach, a friend, a mentor, a worthwhile, inspired, successful and empowered woman – just like my clients.

The heart of true success and happiness, personal and professional, is a sense of inner satisfaction. Whether it's starting your own business, living a healthier lifestyle, falling in love, or having more time or money freedom, I can help you nourish your achievement with purpose, vision and action.

As a Certified Business, Success and Life Coach I work with clients who are seeking a richer, fuller, more joy filled life. My coaching programs will help you identify your individual strengths, sense of purpose, unique talents and core values to clarify your definition of success then develop a course of action to move you from where you are today to where you want to be; happy, healthy, wealthy and wise.

All of my clients are S.T.A.R.s – Striving Towards Amazing Results. If you are ready to live life on your own terms and create a life you love, then please contact me. I welcome the opportunity to hear more about you, your life goals and your personal definition of success. You only have one life: make it a life you love living! I look forward to speaking with you soon.



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Primary Colors Coaching Color Blend: **(PURPLE-BLUE) YELLOW / GREEN**

(colors below are tied in number value)

Centered PURPLE – People with strong purple personality tendencies are driven to manage, govern and get things done. They are motivated to find the most efficient way to accomplish their goals and help other to accomplish theirs. They are very task-oriented, and tend to define themselves by their ability to get things done. They prefer to have their information in bullet points, and prefer clear and practical information. They enjoy educating and providing the information and direction necessary to accomplish a particular goal. They love checklists and a way to keep track of their progress. They are very good with managing contacts, organization and follow through.

Centered BLUE – People with strong blue personality tendencies are curious. They love accuracy and precision. They have a natural tendency to see the potential holes in the implementation of a project, and if you are wise, you will listen to their concerns because they will save you money and time in the long run. They are often reserved, value details and logic. They think things through, and use their head to evaluate the world around them. People with strong blue personality tendencies like to take their time, consider carefully and don't like to be rushed or pushed.

Centered YELLOW – People with strong yellow personality tendencies are very relationship and family oriented and have caring, servant hearts. They are dependable, loyal, dedicated and kind. They live to help and serve others. They believe that one individual's needs are extremely important, even at the expense of the needs of a group or organization. Although they are team players, they are inclusive and don't want anyone to feel left out or looked over. They prefer a secure and constant environment that is free of conflict because conflict can make them feel physically ill. They want the world to be a kind, considerate, loving and safe place where people strive to serve their fellow man.

Centered GREEN – People with strong green personality tendencies are big picture thinkers. They are purpose driven and need to believe in something larger than themselves. People with strong green personality tendencies want to find answers to the world's problems. They are difference-makers who see change as very positive and progressive and this drives and motivates them. They value FAIRNESS and become frustrated by those they feel are motivated by greed and self-consumption.

From your perspective, why is coaching important?

Although coaching has always been important for those facing life challenges with a diminished capacity to manage their problems, coaching is just as important to leaders, women entrepreneurs, professional helpers and those with high-income. Whether a face-to-face session, telephone coaching, group coaching, remote coaching, coaching is important to those who want greater interpersonal effectiveness, job productivity, and life satisfaction. For example, whether a business coach, a family and

relationship coach, or a fitness coach, my perspective is that coaching is vital to self-efficacy and self-empowerment. Although coaches do not have a magic wand, what they do have is the ability to bring vibrant color into their client's life.

What is the best advice you received when you began coaching?

For over twenty years, I have been a keynote speaker and trainer. I never considered myself a coach. Rather, I called myself a mentor, strategist, specialist, facilitator or consultant. I hardly ever used the term, until I realized that all of my clients called me their "coach". They told me that my ability to help them explore meaning in their life narrative is what helped them to positively cope with their situations. I used my skills as a Thanatologist to explore their stories of loss. They reflect on what they value most in their story; what positive theme they continue to see woven through their story; and how finding meaning in their narrative provides purpose in their lives.

The best advice they told me was to always use the Palette of Grief® with anyone that hires me. Palette of Grief® is an activity I created that visually captures emotions, thoughts, behaviors, and physical and spiritual reactions due to difficult life events. It illustrates a certain perspective that is as unique as each client, whether a woman entrepreneur just starting out or a leader in their field. The graphic colorful image is designed to spur them to a deeper understanding of reactions or what I call, colors of loss. The purpose of this activity is to develop a symbolic image of their loss experience. I use it as a springboard to talk about what happened and ultimately, find meaning in it. For years, I only used the Palette of Grief® with bereaved clients, but the best advice I got from them was to use it with my clients to explore their non-death related losses, workplace changes and personal transitions.

How do your clients define success?

My clients define success as the ability to resiliently lean into their self-confidence to achieve lasting positive change.

What is your personal strategy for achieving the greatest results?

I have a formula for success that begins with examining my client's rationale for wanting to work with me. Once we identify their reasons, we explore their conceivable goals through a positive lens, the FABULOUS Principle© This framework emphasizes an understanding that struggles can be a catalyst for positive change. To achieve the greatest results, I help clients enhance their resilience and gain insight through eight core

competencies: 1. Flexibility; 2. Attitude; 3. Boundaries; 4. Understanding Job Satisfaction; 5. Laughter; 6. Optimism; 7. being United; and 8. Self-compassion.

My personal strategy for achieving the greatest results is to be mindful of 8 basic assumptions when working with a client:

1. *A client's brain is continually shaped by their loss, change, and transitional experiences as it attempts to find meaning.*
2. *Their attitude is formed by their knowledge, values and personal beliefs.*
3. *Boundaries they place around them will keep them safe.*
4. *Understanding job satisfaction will keep them emotionally connected to their job.*
5. *Laughter is a response that helps them positively manage their stressors.*
6. *Remaining optimistic supports balance and harmony in their personal and professional life.*
7. *Being connected with others increases a client's well-being.*
8. *Self-compassion begins with an understanding of protective factor (i.e. skills, coping strategies).*

What do you believe to be a coach's most important job?

The most important job of any coach is to have active listening skills. Communication strategies such as asking open-ended and closed-ended questions, paraphrasing, referencing, clarifying, summarizing, reinforcing, reflecting feelings, observing, and brainstorming are a must. Also, a coach's important job is to:

1. *focus on their client's strengths as well as their weaknesses.*
2. *help their client create an action plan that focuses on goals and obstacles.*
3. *have an ethical code of conduct that they follow with every client.*
4. *offer a client self-assessments to guide them in their progress.*

Further, the most important job of a coach working with groups is to recognize and to facilitate discussion and deal with monopolizers, drifters, anacondas, negaholics, fear-provokers, proselytizers, advisers, know-it-all types and rule-breakers. Without this understanding, groups fall apart.

Share a list of things that you believe defines a great coach

Here are top 10 things that define a great coach:

1. A great coach encourages a client to focus on their current attitudes on change and transition which are shaped by their past experiences and viewpoints.
2. A great coach inspires a client to identify a bold outlook of higher purpose and meaning.
3. A great coach has zest and enthusiasm that keeps them driven and engaged with clients.
4. A great coach keeps their impulses in check and recognizes how temperance helps them to maintain self-control.
5. A great coach identifies how laughter and a sense of humor will help their client's well-being and boost their problem solving skills.
6. A great coach motivates their client to communicate why they should think realistically, with sensible expectations and anticipate the best possible outcome.
7. A great coach practices strategies for courageous listening to motivate, foster trust and build rapport.
8. A great coach shows compassion through empathetic caring awareness of a client's difficulties along with the desire to lessen it.
9. A great coach can make a prediction about what will happen if they form a transformational relationship with their client.
10. A great coach can influence a client to focus on positive changes that could occur if they move away from self-limiting thought patterns.

What is your favorite success story?

One woman had two coaches in her lifetime: one focused on her weight loss as she was morbidly obese and the other focused on finding the love of her life. She worked with both at different times and although they attempted to help her accomplish these two goals, she felt both coaches could not help her. She then contacted me and self-identified weight loss and finding love as the topics she wanted to explore with me. I met her with a different approach, one that was based in mourning theories, resilience, finding meaning, post traumatic growth and positive psychology. She showed significant improvement when we focused on her strengths and explored how they gave her the capacity to build her resilience and struggle well. I consider this my favorite success story because I helped her to focus on characteristics of resilience rather than a diet plan or how to find a man. We set goals of resilience based on her greatest strengths. Years later, she is fit and living with the man of her dreams.

What interview questions would you recommend for clients to ask when considering hiring a coach?

Clients must ask 15 interview questions when considering hiring a coach:

- 1. What would you say gives you appropriate experience to work with me?*
- 2. How do you acquire on-going knowledge (Internet, workshops, masterminds)?*
- 3. What is your motivation for wanting to work with me?*
- 4. What are you most curious about me?*
- 5. If you are involved with any groups or organizations, what are they?*
- 6. On a scale from one to ten, how would you rate your problem-solving skills?*
- 7. What helps you to maintain an on-going sense of hope?*
- 8. Although strengths empower coaches, can you tell me how one of your strengths has become a weakness?*
- 9. How current is your content/material that you will be sharing with me?*
- 10. What makes you a flexible thinker?*
- 11. What is it about yourself that makes you resilient?*
- 12. What, in particular, are you most enthusiastic about when it comes to coaching?*
- 13. Are there any people, in particular, you prefer working with (i.e. gender, religion, age)?*
- 14. How do you remain engaged with clients you don't like?*
- 15. How do you show loving kindness to yourself?*

What are your educational, experience, and training qualifications?

For the past twenty years, I have offered keynotes across the United States at National and State conferences. As a resilience strategist, I also coach leaders and women entrepreneurs to help them build their resilience. I am an accomplished Thanatologist and nationally recognized leader in the field of compassion fatigue and traumatic loss. I'm passionate about helping clients recognize that it's often a past loss that propels them to become innovative trailblazers, mentors, and leaders. If they can reflect on what worked in the past to deal with losses and positively apply that wisdom to current stressors, then they can problem solve anything. I have written best-selling books and training curriculums. I was featured in an Emmy Award winning documentary. I was a hospice bereavement counselor, group facilitator, and teacher at Brooklyn College. I received a BS in Psychology and MA in Community Health. I'm a Board Certified Expert in Traumatic Stress, Diplomate, American Academy of Experts in Traumatic Stress, and Certified Bereavement Specialist. My signature approach to building resilience is centered on my FABULOUS Principle© and Palette of Grief® Resilient Leadership Program, often

mentioned on the radio and webinars. To learn more about my transformative journey, and see my qualifications, please visit my website at www.griefworkcenter.com.

What makes you unique and what are the benefits of working with you as a coach?

I discovered that my personality uniquely defines me to be a facilitator, trainer, speaker, and educator. I have identified my character strengths and how they influence my ability to coach. I have assessed my cultural values and personal ethics. I know how to design a plan of action that illuminates the value of recognizing a client's goals. I have been regularly coaching individuals and groups for twenty years based on the principle of resilience and positive growth. I realize that there are valuable things to learn about stress and burnout. Clients must become familiar with stress as a predictor of reductions in wellbeing. I help them to identify personal stressors, self-induced stressors, environmental stressors, relational stressors and job stressors.

A cutting-edge area of research that has important implications for coaches is compassion fatigue and I have written a training curriculum for the Dept. of Justice on this topic. I am very mindful of taking care of myself as I take care of my clients. Coaches are at a high risk for compassion fatigue and must measure their own level of compassion satisfaction and compassion fatigue. They must be mindful of secondary traumatic stress and the changes that occur in their worldview when vicariously traumatized by being present for their clients. I utilize different strategies and approaches for clients as no two clients are exactly alike. It is impossible to establish one plan that will work well for everyone. Coaching works best when I incorporate multiple strategies including the Palette of Grief® program and the FABULOUS Principle©. My program is designed to provide fundamental knowledge about character strengths, stress, burnout, compassion fatigue, and building resilience.

Clients will benefit working with me as a coach if they are:

- woman entrepreneurs that want to understand meaningful leadership.*
- burned out professionals that needs support dealing with a stressful career.*
- mental health professionals who maintain they always have something to learn.*
- leaders who want to find meaning in past struggles and explore how they shape their identity as resilient leaders.*
- coaches who want to learn ways to help bereaved clients.*

- *individuals that want to focus on putting their character strengths into practice to: be more cognitively flexible; have a better attitude; maintain their boundaries; be united and feel connected with others; maintain their sense of humor; be optimistic; understand job satisfaction; and be self-compassionate and kind to themselves.*

Author

But I Didn't Say Goodbye: Helping Children and Families After a Suicide (2nd. ed.)

Death, Dying, and Bereavement: Providing Compassion During a Time of Need: 30 hr. continuing education course book for Nurses, MA:Western Schools

Compassion Fatigue: Vicarious Trauma: Co-author, Department of Justice Training Curriculum

Contributing Writer

Thin Threads: Grief & Renewal, Battat & Gerst (Eds.). Available on Kindle

Fresh Grief: Inspirational Stories (Horsley & Horsley (Eds.)). Available at Amazon/Kindle

Pathways to Purpose & Hope. Available at Friends for Survival



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Primary Colors Coaching Color Blend: **GREEN / PURPLE / BLUE**

Centered GREEN – People with strong green personality tendencies are big picture thinkers. They are purpose driven and need to believe in something larger than themselves. People with strong green personality tendencies want to find answers to the world's problems. They are difference-makers who see change as very positive and progressive and this drives and motivates them. They value FAIRNESS and become frustrated by those they feel are motivated by greed and self-consumption.

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From your perspective, why is coaching important?

Coaching has incredible power to hold the space for exponential growth and unprecedented transformation. It synergistically blends the strengths of coach and client together in a way that opens up new vistas, new perspectives, and allows a client to achieve breakthroughs they could not achieve in quite the same way on their own.

Coaching also becomes a powerful, experiential laboratory for what it looks and feels like to engage with another person from Interdependence. It can create an entire new paradigm for human interaction, which is judgment-free, compassionate, warm, open, and receptive—where there is NO room for codependent or dependent interaction. It is a calling forth, yet doing so in a lateral way, that leaves the client anchored in their own strengths, leveraging them, and their past successes, as a way to

slingshot their growth, and courageously step into the parts of their lives which need some honest examination.

Ultimately, I see coaching as a gentle way to help individuals change the way they engage with themselves (first), then others, and their environment. The way the coach engages with the client is as important as the coaching itself, as it can informally teach the client a different (and more gentle) way to engage with themselves, and shift their own internal dialogue—so they can begin to engage differently with others and the environment around them.

What is the best advice you received when you began coaching?

The best advice I received as a new coach was to coach from Interdependence, with and through “confident vulnerability,” rather than coaching from Independence. This approach has allowed me to come alongside a client and hold a bright, empowering space for them to reciprocate that same confident vulnerability—coming readily to the core of their greatest strengths, but also being able to embrace their needs and weakness with openness and courage.

What is your personal strategy for achieving the greatest results?

I personally feel that the fastest way to creating lasting performance change is through tapping into the client’s innate strengths—understanding not just what the strengths contribute, but what they need to be at their best, what triggers them into being ineffectively applied, and what their overuse patterns are. I believe that helping a client perceive the connection between their strengths and weaknesses (2/3 of all weakness is misapplied strength) and helping them become comfortable with what they are, what they are not, and what they need in order to be at their best, opens the door for them to adeptly change their behavior and their inner dialogue at the speed of light. As they achieve internal balance between the competing contributions and needs of their strengths, it is easier to engage with others and the environment in a balanced way, and in a way that accelerates performance, energy, and relationships.

Strengths entirely inform one’s expectations of self and others—they can drive a client deep into toxicity, or accelerate them to high energy/performance. Thus, knowing how they work, and how they impact people, as well as how to skillfully apply them given the situational needs, and the needs of others, becomes a key to creating lasting change. This shifts a client’s ability to create sustained, superior performance and energy, and to engage in activities in such a way as to act as a performance and energy asset for both self and others.

What do you believe to be a coach's most important job?

There are many important functions that a coach holds—yet, from my perspective, the most important of all is the ability to hold and create a space where the spirit of Interdependence can thrive and becomes the operating paradigm for coaching. This modeling is as deeply empowering as the coaching itself— AND it creates the conditions for effective coaching to happen, as well.

This requires that the coach is able to stay in a place of balance with their own competing contributions and needs, and notice their own propensity to being triggered into coaching from Independence, and assuming the responsibility for the client's growth or outcomes. It also stays in a place of "beginner mind" with the client, receiving the client with openness, curiosity, mirroring the client's spoken and unspoken language in a way that allows the client to see differently, calling forth their strengths (or others' when appropriate) to help move them rapidly to solution.

Share a list of things that you believe defines a great coach.

Confident vulnerability—the ability to celebrate and embrace the contributions, needs, and weaknesses of self/others without judgment; knowing what you are, what you are not, and that both are okay—this creates authentic connection and leads clients to reciprocal confident vulnerability. Their growing confidence propels their growth, and their growing ability to be in genuine vulnerability deepens their ability to see new options, grow their self-awareness, and hold others with greater understanding, openness, and compassion.

Strategic Interdependence—the ability to hold the belief of: "I serve us, so we can serve others" front and center. This paradigm includes the ability to leverage the following:

Skill of mirroring—including energy, tone, pace, body language, geography

ICU acknowledgement (the ability to see the qualities and impact of others and name them)

Blind spot curiosity (asking powerful questions from within the lens of the client)

Active lens listening (the ability to capture the meaning and emotion of the client's language and reflect it back effectively)

Feedforward (over feedback—which comes from a deficit-mindset—and helps a client begin to see a different way of engaging in the future)

Co-creating possibilities—making the client right, yes-and (not yes-but)

Ability to move the client to action

Leveraging strengths to mitigate weakness.

What is your favorite success story?

A number of years ago, I had an executive VP (we'll call her Sue) who contacted me about coaching one of the managers (will call her Joyce) that reported to her to "fix her performance issues." Joyce, apparently, had been given six months to change her outcomes, or they were planning to let her go.

I had been involved in some leadership retreats with both of them, and recognized immediately, as I listened to Sue, that the performance "issues" that were being described had their roots in strengths, in the differences (and expectations) of their strengths and skill sets, and that both of them would need some coaching if the performance was going to in fact shift.

I invited Sue to give me the opportunity to coach each of them individually for a set period of time, and then bring them together for one final coaching session. She agreed. What followed proved to be one of the most fulfilling experiences of my coaching career.

Joyce was a brilliant manager, with an entirely different set of strengths than her VP. Her style was soft, warm, personal, and inclusive. She listened deeply. She was empathic. Her style was to engage her team members in solutions, give them a voice, and let them own the outcomes. Her people loved her, but this style was not always efficient, and lent itself to elongated process challenges, and people not accomplishing at the levels Sue felt they were capable of. Further, Joyce hated the analysis part of her work, and was not excited by the demanding systems, and added process which seemed laborious and did not seem to add value, from her perspective.

Sue's strengths were entirely opposite. She was driven by action, with a love for strategy, and a genuine excitement around spreadsheets, data,

and the ability to analyze what was happening. She was exceptionally good at building systems and processes that maximized resources and people and was demanding and exacting of those she led. She wanted weekly spreadsheets, with regular quantitative analysis, and corrective action plans for inefficiencies. This was easy for her, and less easy for Joyce, whose strengths were much, much different.

With each of them we spent time exploring and clarifying their goals, what they really wanted—not just in terms of the outcomes and action they wanted, but the kind of impact they really wanted to make as leaders. We explored their strengths in the context of their present and desired activities, and results, and what their strengths needed in order to be at their best.

We also began to get curious about the expectations that their strengths created for themselves and others—and how they each expected the other to deliver to them what they, themselves, were giving. Spoken differently, they wanted the other person to deliver the same strengths to them, which they had. They expected the other person to automatically understand the needs of their strengths, and would get angry and judgmental (of self or the other) when it didn't happen.

As they began to see how strengths were impacting their view of themselves and the other person, their judgment turned to compassion and curiosity. They began to see how they were deeply complementary, each with an opposite piece of the puzzle, which could synergistically be connected in a completely different way.

As we met for our final coaching session, together, they were two completely different people. They were able to clearly articulate their own brilliant contributions, the needs of their strengths, and how their strengths added value. They also began to realize that each of them had opposite blind spots, and how to move to curiosity and openness when they were frustrated, instead of becoming judgmental. They learned how to blend their gifts, and operate in such a way as to empower one another, draw in each other's unique differences, and leverage each other's strengths to cover their blind spots.

Sue, who had previously been considering firing Joyce, said in that session: "This is the high point of my entire career—when I've finally learned to lead with you, not push you from behind. You have changed my life." She went on to become the acting CEO, and was identified by the regional manager as the brightest up-and-coming-leadership star in their national network. Sue identified this experience as defining her leadership, and setting her feet for the rest of her career.

*Joyce went on to explode her performance results by over 70% of what she had previously delivered. She led a call center, and by her team's metrics, they exponentially shifted their efficiency and ability to deliver on the client needs. She was no longer afraid of her differences, and could clearly articulate her value-adding contribution to her organization.
P.S.: Joyce did NOT get fired!*

What interview questions would you recommend for clients to ask when considering hiring a coach?

I encourage clients to both interview their coaches, as well as requesting a sample session. Questions like these can be very revelatory about where a coach is coming from, what they expect of self/client, what is important to them, and how they are able to do their best work:

How do you as a coach differentiate yourself from other coaches?

What is your unique value- adding contribution to your clients?

How do you measure your success as a coach?

What can I expect from you? From the sessions?

What do you expect of me, as a client?

Tell me a time when you had a particularly successful experience as a coach. What created that success? What did you do to make a difference? How do you help create the conditions for successful coaching?

What kinds of things do you love coaching around? What helps you be effective here?

What are the hardest things for you to coach around? What gets in your way?

Anything else you'd like me to know?

What are your educational, experience, and training qualifications?

My formal education includes a bachelor's degree in organizational psychology, and master's degree in psychology from BYU. I have spent 20 years as an organizational development coach, consultant, and trainer, and have over 7,000 hours coaching and delivering front-of-the room

facilitation and team coaching. I have received certifications and training from FranklinCovey, Coaches Training Institute, Gallup University, and ICF.

Additionally, I am a creator and developer of the #1 rated strengths application organization in the world, which includes a master-level strengths coach certification program. We have coaches in 17 countries around the globe. Additionally, I deliver internationally at ICF conferences, and train coaches from all around the world.

I also have a psychometrics team, which has created an assessment tool that evaluates the effectiveness of coaching, measuring engagement, teamwork, trust, proactivity, energy, and performance. With all of our coaching we use this as a baseline, and then do post-coaching measurement to evaluate change. We have over 2,000 people in our data base, and several exciting stories about the power of coaching (both qualitative and quantitative stories!).

What makes you unique and what are the benefits of working with you as a coach?

I am an expert at the effective application of strengths, and have an uncanny ability to help clients create enormous shifts in very short periods of time through seeing their strengths, how they contribute, what they need, and what their triggers and overuse patterns are. I coach from interdependence, and empower clients to shift the way they see themselves and others, thus changing their relationships and results in exponential ways. Additionally, the use of quantitative, as well as qualitative assessment and evaluation of coaching happens in connection with all client experiences. All clients, without fail, experience growth in energy and performance (the ability to stay in their A+ Strengths Zone), teamwork and trust (relationship improvements), and engagement and proactivity (which impact bottom line financial performance).



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Primary Colors Coaching Color Blend: **PURPLE / RED / YELLOW**

Centered PURPLE – People with strong purple personality tendencies are driven to manage, govern and get things done. They are motivated to find the most efficient way to accomplish their goals and help other to accomplish theirs. They are very task-oriented, and tend to define themselves by their ability to get things done. They prefer to have their information in bullet points, and prefer clear and practical information. They enjoy educating and providing the information and direction necessary to accomplish a particular goal. They love checklists and a way to keep track of their progress. They are very good with managing contacts, organization and follow through.

Centered RED – People with strong red personality tendencies are competitive and driven to win. They are self-motivated, highly individualistic, and independent thinkers. They value individual effort. They like a fast paced environment. They enjoy competition and challenge. Most of all they want to be in control. They want to do it their way, because they believe their way is the 'right' way. People with strong red personality tendencies are action-oriented people who want 'it' now.

Centered YELLOW – People with strong yellow personality tendencies are very relationship and family oriented and have caring, servant hearts. They are dependable, loyal, dedicated and kind. They live to help and serve others. They believe that one individual's needs are extremely important, even at the expense of the needs of a group or organization. Although they are team players, they are inclusive and don't want anyone to feel left out or looked over. They prefer a secure and constant environment that is free of conflict because conflict can make them feel physically ill. They want the world to be a kind, considerate, loving and safe place where people strive to serve their fellow man.

From your perspective, why is coaching important?

Even when we "know what we are supposed to do" it is difficult to see our own business from our prospect's eyes. Its much like the saying "it is difficult to see the trees in the forest." A coach is able to give you an eagle eye view of your business that can be placed into a step by step blueprint of what to do next.

Once you know "what to do", a coach can hold you accountable to make sure you do it. It is much easier to get things done when you know you need to report on it in the future.

Most importantly, a coach is a member of your team. Running a business on your own can be difficult. A coach lightens the load when you need to clarify your goals, and bounce ideas around. They can help you keep your focus while allowing your creative side to flow.

What is the best advice you received when you began coaching?

I think the best advice I received as a coach was to stop trading dollars for hours. Instead offer your value. I offer the same advice to my clients. Find a way to charge what you are worth..not per hour.

How do your clients define success?

We set a goal of what they want to complete and we complete it. When they are done they are successful.

What is your personal strategy for achieving the greatest results?

Most goals are more easily achieved when they are broken into steps. When it comes to publishing a book, if you break your ideas down, you can work the steps in any order you choose. It is much easier to get something done when you feel good about doing it. So if you aren't interested in working on your 2nd chapter, you can go ahead and work on the 5th chapter.

Work within your flow and always keep your goal in mind.

What do you believe to be a coach's most important job?

Keeping a client focused. So often our creative side can get us excited but leads us to overwhelm. A coach should keep their client on track.

Share a list of things that you believe defines a great coach?

Great listener

Can put things into perspective

Can re-frame a situation so clients can see it in a new way

Reliable (clients need to know they will keep their appointments)

Teacher/Trainer

Enthusiastic

Realistic

Keep great records

Flexible

What is your favorite success story?

Chad Rissanen made his first million dollars before he was 28. He had all sorts of people skills, he knew how to make money, but what he had trouble with was getting his book written.

With just a few phone calls, we were able to get his book completed and it is set to publish early this fall. What interview questions would you recommend for clients to ask when considering hiring a coach?

What is your approach to coaching?

How available will you be?

What is our goal in this process? (how will we measure success)

Aside from questions, what is your gut feeling? Has this person already achieved what you want to achieve? Do you like their "style" of business?

Is their business model

one that you want to model?

What are your educational, experience, and training qualifications?

I have a bachelors in business and a masters in Education, I've published over 25 titles, and I'm a full-time entrepreneur.

What makes you unique and what are the benefits of working with you as a coach?

Brenda Trott , known as the "Make Money In Your Sleep Girl" helps small business owners stop cold calling by coaching them to be the "go-to" person in their field through social media, book publications and public relations. She also helps them develop a diverse income where they too can make money in their sleep. When she isn't shuttling her kids all over town, she can be seen eating raw cookie dough while her four 4 -legged friends keep a watchful eye. Author of several how-to media marketing books and nominated the best Social Media Strategist in Houston (2014), she has been called upon by ABC radio and other media venues to chime in on the ever changing world of social media. She founded Done4U Media to promote businesses and their owners through attraction marketing and also offers classes to those who are not yet ready to give up their own marketing hat.



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Primary Colors Coaching Color Blend: **GREEN / PURPLE / BLUE**

Centered GREEN – People with strong green personality tendencies are big picture thinkers. They are purpose driven and need to believe in something larger than themselves. People with strong green personality tendencies want to find answers to the world's problems. They are difference-makers who see change as very positive and progressive and this drives and motivates them. They value FAIRNESS and become frustrated by those they feel are motivated by greed and self-consumption.

Centered PURPLE – People with strong purple personality tendencies are driven to manage, govern and get things done. They are motivated to find the most efficient way to accomplish their goals and help other to accomplish theirs. They are very task-oriented, and tend to define themselves by their ability to get things done. They prefer to have their information in bullet points, and prefer clear and practical information. They enjoy educating and providing the information and direction necessary to accomplish a particular goal. They love checklists and a way to keep track of their progress. They are very good with managing contacts, organization and follow through.

Centered BLUE – People with strong blue personality tendencies are curious. They love accuracy and precision. They have a natural tendency to see the potential holes in the implementation of a project, and if you are wise, you will listen to their concerns because they will save you money and time in the long run. They are often reserved, value details and logic. They think things through, and use their head to evaluate the world around them. People with strong blue personality tendencies like to take their time, consider carefully and don't like to be rushed or pushed.

From your perspective, why is coaching important?

From my perspective, coaching is important because it is versatile and empirical evidence and interdisciplinary literature support the practice of coaching and it benefits to a coachee. Additionally, coaching is based on theories from psychology (e.g., coaching psychology, positive psychology, behavioral psychology, etc.). As such, coaching is a method that views the coachee as a healthy, whole being and its goal is to provide a safe platform to explore ways to organize one's life and achieve goals, self-actualize, and increase motivation. I also see it as an alternative to therapy or counseling because it allows the coach and coachee to work as equals, but also gives the coachee power to take control of his or her life.

What is the best advice you received when you began coaching?

The best advice I received when I began my coaching practice was be authentic. In other words, let my true self come through for my clients. The more I can demonstrate that I am a real person who can be vulnerable, I will be able to relate to my clients in genuine ways. Additionally, I was told to listen. Always listen and use everything that I hear or pick up on as a guide in my coaching sessions. From background noises, to silence, these are natural components that can be used to help the client dig deep within themselves and discover their own answers because everything we can experience during the coaching session has a connection to the outcome the coachee is seeking.

How do your clients define success?

My clients define success through how they identify changes in their lives. As I help my clients achieve goals, my clients can visibly identify and measure where they were and determine where they currently are, which is closer to a desired goal. Even small goals that are accomplished are celebrated and defined as success because my clients realize they are just that much closer to being where they want to be in life.

What is your personal strategy for achieving the greatest results?

My greatest personal strategy for achieving the greatest results is using a step-wise approach that establishes trust, connection, openness, and emotional safety for the client, as well as focus on the whole person (e.g., every aspect of his/her life). For example, I connect with my clients and listen to their personal narrative. I assess and remind them of their values, I evaluate the obstacles they perceive and give clients tools to push through or around those challenges, and I identify their resources. Identifying and reminding them of what they have to support their goals and efforts is priceless and very instrumental in achieving positive results. I also let them know they are not alone on this journey. Additionally, I listen. I listen to everything they say and I ask thought-provoking questions that allows the client to think purposefully and constructively about what he/she wants to accomplish, or how to reinvent his/her personal narrative. I also modify existing, proven coaching models to customize coaching sessions to my client's specific needs. Therefore, my approach is unique to my client. Next, I help my clients develop small, winnable but self-challenging goals that are immediate in execution and delivery, provides semi-expedient results, increases motivation and stability, but also provide lasting benefit for the future. Finally, I let them know that I am here for them. My goal is to help them be successful according to how each client

defines success. Meaning, coaching is open-ended. Therefore, my clients feel they have continued support when and if they need it.

What do you believe to be a coach's most important job?

I believe the coach's most important job is to listen to their clients. People want to be heard and validated. They seek to confirm they have purpose and can find answers to their most pressing questions. Therefore the coach's job is to listen to the client, identify the appropriate tools to address the client's needs, and help guide the client find purpose and answers within themselves (the client).

Share a list of things that you believe defines a great coach?

- Strong, deep listening skills
- Inquisitiveness
- Non-judgmental, objective
- Vulnerable, open, authentic
- Intuitiveness
- Guiding but not leading

What is your favorite success story?

I have a client (KT) who had a hard time saying no to her family and friends. She allowed people to take advantage of her. Anytime she focused on her own values and goals, KT would be accused by her family and friends as being selfish. Both her family and friends held her emotionally hostage and she fell into the trap of taking on other people's burdens. This of course built resentment, guilt, and a great sense of emotional pain.

She did not value herself and she allowed others to devalue her worth as well. Through my coaching method, she developed the skills to appreciate and value herself. One of the things I challenged her to do was to assess "what is the worse that could happen if you said no?" I had her write out a list of the very worst things. I also gave her a scenario of a child having a temper tantrum and asked her how she would handle this (we identified that her family and friends often had tantrums when TK said no or did not give into their requests).

After having her write out and safely explore the possible outcomes she wanted (e.g., to take control of her life and say no; to take care of her needs first without feeling guilty) I was able to guide her in developing a new narrative that made sense for her present and future life condition. She realized that she could say no and the world would not end, she

would not be the “bad girl” and that after her family and friends had their tantrums, they would be ok. Life would continue on after she stood her ground or said no to her family and friends. This client now thrives and feels guilt-free.

She says no and has decided to move to another state (against her family’s wishes) and recreate her life in the way that works best for her, not based on what her family and friends dictate. She is happy and feels stronger than she ever had, including building a new circle of friends that support her growth as a person.

What interview questions would you recommend for clients to ask when considering hiring a coach?

- *What is your coaching approach*
- *What experience do you have coaching someone with my particular issues/concerns*
- *What distinguishes your coaching services/programs from other coaches*
- *What is your success rate with helping clients achieve their goals*

What are your educational, experience, and training qualifications?

I have a Master’s in Psychology and I am currently working on my PhD in behavioral science. My focus has been coaching psychology and social cognition. Upon attaining my PhD, I plan to obtain my coaching credentials. During my course work, I have taken Co-Active coaching and Coaching Psychology. Additionally I have conducted literature review and research on various coaching methods. As far as experience, I have over 10 years of experience providing career coaching and resume writing services. However, the past two years I have focused on relationship and marriage coaching. My plan is to develop my marriage coaching niche, with focus on pre-marriage coaching, bridal coaching, and family coaching.

What makes you unique and what are the benefits of working with you as a coach?

What makes me unique is that I have a solid background in psychology. Applied psychology methods, as well as specific social and behavioral theories, have proven to offer a solid foundation for building upon my coaching practice. Additionally, I approach coaching therapeutically, but also cognitively, socially, and emotionally, because my method is grounded on social and behavioral science principles. Furthermore, I work with the whole person and help them become strong from the inside

out, which offers greater opportunity to focus on lasting solutions that can impact multiple aspects of the person's life. I offer my client a safe environment to re-write his/her narrative, without judgment. Additionally, I help the client identify their strengths and existing resources, but I also help them develop tools to navigate their respective lives and achieve their goals by identifying new resources. Finally, my coaching method is customized. Clients and their challenges are not the same, therefore I do not believe in using a cookie-cutter approach.

Dawn C. Reid is the owner of Reid Ready Life Coaching, LLC in Clementon, NJ. She has over 10 years of experience in career coaching and at least three years of experience as a relationship success expert with focus on marriage and intimate relationship coaching. Ms. Reid teaches people how to recognize when they are making excuses for staying in or maintaining unhealthy relationships. Likewise, she uses empirical-based coaching methods, her knowledge of cognitive-behavioral science, as well as direct experience to assist individuals, couples and families in the area of personal growth and building stronger social bonds. Ms. Reid believes that every human is capable of changing his or her life's condition. More importantly, she feels her clients are able to create their own happiness by rewriting their personal narratives. Therefore, her goal your coach is helping you discover what contributes to your happiness and how you can become a positive change-agent for your life.

Through a co-active coaching approach, Ms. Reid will work with you to overcome obstacles that prevent you from having healthy social interactions and a fulfilling life. She dedicates 100% of my focus and experience to identify your strengths, ability to problem-solve, and motivation to achieve the outcomes you want to create. Furthermore, she will not judge you or your past decisions. However, she will collaborate with you in creative ways that will challenge you to answer your own questions, promote result-driven actions, and help you achieve the reality you desire to manifest. From marriage and intimate partner relationships to general concerns, when you coach with Ms. Reid you will quickly discover how she can help you create the most optimal path for living a fulfilling life.

*Ms. Reid earned her undergraduate degree from New York Institute of Technology and her graduate degree from Walden University, with focus on psychology and social behavior. She is currently working on her doctoral studies, earning a PhD in behavioral science from North central University. She has written two popular self-help books, which can be purchased through Amazon Kindle or Create Space (<http://www.reidreadycoaching.com/books-and-events.php>): *Positive Thinking for Positive Being*, and *Don't Let the Funeral Kill you*, respectively, and is*

currently working on her newest book: Coaching for Successful Marriages. She has also been quoted and interviewed in major online magazines, such as BRIDES, AZ Central, and the Network Journal.

She has been married since 1993 to her best friend and is the mother of three sons. In her “spare” time, Ms. Reid loves watching movies and reading almost anything that is Science Fiction or Mythology based. She also enjoys cooking, and is a self-proclaimed wine enthusiast, as well as enjoy ethnic art and an eclectic mix of music genres.



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Primary Colors Coaching Color Blend: **YELLOW / PURPLE / GREEN**

Centered YELLOW – People with strong yellow personality tendencies are very relationship and family oriented and have caring, servant hearts. They are dependable, loyal, dedicated and kind. They live to help and serve others. They believe that one individual's needs are extremely important, even at the expense of the needs of a group or organization. Although they are team players, they are inclusive and don't want anyone to feel left out or looked over. They prefer a secure and constant environment that is free of conflict because conflict can make them feel physically ill. They want the world to be a kind, considerate, loving and safe place where people strive to serve their fellow man.

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Centered GREEN – People with strong green personality tendencies are big picture thinkers. They are purpose driven and need to believe in something larger than themselves. People with strong green personality tendencies want to find answers to the world's problems. They are difference-makers who see change as very positive and progressive and this drives and motivates them. They value FAIRNESS and become frustrated by those they feel are motivated by greed and self-consumption.

From your perspective, why is coaching important?

Coaching is extremely important in that it's the one all-encompassing tool that fosters awareness and growth. This process allows us to discover our blind spots and unlock our true potential in the area we're receiving coaching in. It's a constant evolution for the client.

What is the best advice you received when you began coaching?

The best advice was not to concern myself with having all the answers because in fact, the client has the answers – we all know this! Letting go of needing to have the answers allows me to be 100% present and receptive to not only what my client is saying, but more importantly, what they're not saying.

What is your personal strategy for achieving the greatest results?

For me, it's in the breakdown. Whatever I'm doing, if I can map out the smaller steps involved, it's something I can get on board with. I'm a baby stepper to the big picture type of gal!

What do you believe to be a coach's most important job?

The most important job a coach can do is to create a space in which clients can gain awareness on what's been blocking them to achieve the results that they've been searching for. They could be anything from communication blocks to emotional blocks. In order to create change, there needs to be an awareness of a roadblock.

Share a list of things that you believe defines a great coach?

A really great coach is everything – simultaneously! They're a hand holder, a butt kicker, an acknowledger and validator. Great coaches let the client figure it out instead of giving clients the answer. Great coaches are givers. They're supportive and strong yet can be vulnerable and warm at the same time. A great coach is someone who is willing to get down and dirty with a client and ask those questions that are difficult to ask.

What is your favorite success story?

My favorite success stories are always those that include an underdog. Perhaps a shy individual that has little to no self confidence that has put in the work to conquer their fears and ends up riding high. I love a good underdog to success story!

What interview questions would you recommend for clients to ask when considering hiring a coach?

When interviewing a coach, asking about coaching style is key to find out if your styles match. Asking about process and logistics is also key; rate, session length, cancellation policies, confidentiality, etc. Lastly, finding out their training and asking for references.

What are your educational, experience and training qualifications?

I have a Bachelors Degree in Film and have garnered success as Producer, Writer and Director in the Entertainment Industry. After directing for ten years, I realized I loved coaching and wanted to expand my knowledge of the process so I attended the ICF recognized IPEC Institute.

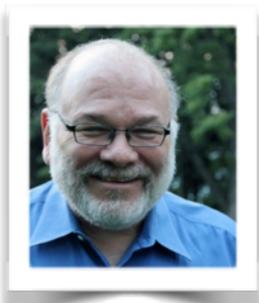
Aside from my coaching practice, I also mentor women within the non-profit sector for the Aspire Foundation.

What makes you unique and what are the benefits of working with you as a coach?

I work with individuals who are ready to elevate their careers, create work / life balance and tackle fears head on. When clients work with me, they know they get a mix of compassion and tough love. I'm big on holding them high and also creating an awareness of responsibility around their actions. I excel at accountability as I want my clients to succeed at whatever task we're working on together.

My background in entertainment definitely makes me a unique coach as I've worked with people from all walks of life and mastered tackling that fear demon when it pops up! Clients who work with me get the sense right away that they have a partner in their coaching process. I ask those hard-hitting questions to break down those barriers that are holding them back but I do it from a place of compassion. I am big on holding my clients accountable and I champion their greatness.

Prior to coaching, Dominique spent over ten years in the entertainment industry as a Producer, Director and Writer. She garnered success working with clients including CBS, Discovery, History Channel, TLC and HGTV.



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Primary Colors Coaching Color Blend: **GREEN / PURPLE / YELLOW**

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Centered YELLOW – People with strong yellow personality tendencies are very relationship and family oriented and have caring, servant hearts. They are dependable, loyal, dedicated and kind. They live to help and serve others. They believe that one individual's needs are extremely important, even at the expense of the needs of a group or organization. Although they are team players, they are inclusive and don't want anyone to feel left out or looked over. They prefer a secure and constant environment that is free of conflict because conflict can make them feel physically ill. They want the world to be a kind, considerate, loving and safe place where people strive to serve their fellow man.

From your perspective, why is coaching important?

Coaching isn't just important, but critical, because it's a tool that can be used to bring employees from good to great, and high-potential employees from merely great to achieving breakthrough results. It can also help save people's careers. So important? I'd say so

What is the best advice you received when you began coaching?

Follow your coach's intuition, be mindful not to fall into consulting, and accept that your clients don't need our answers. They have the answers. They just need their coach to help them unearth them.

How do your clients define success?

They all have different definitions. For many of my clients, however, it's about being an inspiring leader, who has passionate followers who are highly motivated to follow the leader to achieve organizational goals.

What is your personal strategy for achieving the greatest results?

Believe in my clients' enormous greatness and potential, encourage them to set challenging goals, and on the practical side, connect goals to action steps that have deadlines.

What do you believe to be a coach's most important job?

To help empower one's clients to remove whatever is blocking them from achieving their potential, thereby helping them achieve organizational, career and personal goals.

Share a list of things that you believe defines a great coach?

So many things: Strong training, a proven, tested methodology to guide the coaching process, a belief in our clients' greatness and acceptance that their journeys are valid, confidence in our coaching skills and intuition, and the ability to self-coach, before, during and after a coaching session.

What is your favorite success story?

I was retained by a CEO with an up-or-out situation. One of his senior-most executives brought many powerful skills, but had some critical leadership shortfalls. If she couldn't improve in these areas, she was most likely going to be fired, but if she could improve, with my help, she would be promoted. She's now the organization's president. Does it get any better than that?

What interview questions would you recommend for clients to ask when considering hiring a coach?

Tell me about your coaching style. What are some reasonable goals I could achieve if we worked together? Would your past and/or current clients be willing to act as references? Please share about how you've helped executives facing similar situations to mine. What training and certification do you have?

What are your educational, experience, and training qualifications?

I spent 25+ years in management and leadership of public relations agencies, so not only did lots of team and individual coaching, but got to work with and counsel a variety of corporate communications, public relations and marketing executives.

I launched a consultancy offering training and consulting to PR and communications agencies, and executive coaching to PR leaders and executives in 2007. I liked the consulting, loved the training, and felt that coaching was my true calling. I then undertook intensive coaching with the Institute for Professional Excellence In Coaching (iPEC), and earned credentials as a Certified Professional Coach (CPC), an Associate Certified Coach (ACC) of the International Coach Federation (ICF) and a an Energy Leadership Index Master Practitioner from iPEC.

When I was in a leadership position at one agency, I founded its staff training program when I was public relations industry, and have been training at PR agencies for eight years

What makes you unique and what are the benefits of working with you as a coach?

I believe the qualities I bring are experience working with, counseling and coaching PR, corporate communications, and marketing executives, in one capacity or other, for more than thirty years, and coaching agency CEOs, owners, presidents, and other senior executives for nearly a decade. I understand their worlds, and speak their language. I've studied and written about leadership for years. Because of my practical approach, I help clients make the connection between coaching and real world achievement. Finally, I'm a highly empathetic coach, whose clients feel that I both challenge and cheer-lead them for their benefit.



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Primary Colors Coaching Color Blend: **YELLOW / PURPLE-GREEN-ORANGE**

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(colors below are tied in number value)

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Centered ORANGE – People with strong orange personality tendencies love to experience life, be the center of attention, and the life of a party. They like fun, excitement, action and taking risks. They are instigators and invite others to join. Socializing and meeting people provides energy for them. They are enthusiastic and optimistic. They are quick witted and usually very good communicators, who enjoy conversations and lively debate. They make friends easily and are inspirational. People with strong orange personality tendencies have a gift for making things fun, are very entertaining, are never described as *boring*.

From your perspective, why is coaching important?

Relationship coaching has the ability to change people's lives by giving them the skills they need to co-create happy, loving, and long lasting relationships they want and deserve.

Relationships are the foundation of our lives and I believe by creating healthy relationships, we not only change our lives but the world for the better.

What is the best advice you received when you began coaching?

Find your passion and use that to create your brand and client niche. When you are speaking and coaching from the heart you will enjoy every day!

How do your clients define success?

They have open hearts, healed relationships, feel empowered and self-confident. They are ready to love and be loved in a way they never have before. Their marriages and families are restored to a better place than they have ever been.

What is your personal strategy for achieving the greatest results?

I work with each client individually helping them to set relationship goals, understand their current partner, grieve a lost relationship, take their relationship to the next level, or help them identify what they are looking for in a relationship if they are single.

I work with individuals in a way that empowers them to change their relationships for the better with or without their partner's involvement.

I give them the power to create the relationship they have always wanted. I use my knowledge and experience to help clients quickly uncover what they want out of a relationship, guide them past painful issues and create a safe place for them to grow in their relationships.

What do you believe to be a coach's most important job?

Help clients uncover barriers and become clear about what they want from their relationships so they can create the life of their dreams.

Share a list of things that you believe defines a great coach?

The ability to connect with clients, passion for the work, along with education and experience.

What is your favorite success story?

A young woman who was in a relationship that was not moving forward. They had dated for years and even had a child together but she wanted a permanent commitment and he was wavering. She was very hurt and her self esteem was low. After working with me, her self esteem rose and she was able to communicate her needs to him. She learned what her core relationship requirements were and would not settle for less in a relationship, even if that meant letting him go and moving on. They are now happily married and are a family raising their child together.

What interview questions would you recommend for clients to ask when considering hiring a coach?

What qualifications and experience do you have working with clients? What type of coaching do you specialize in? What programs do you offer? Do you offer a free strategy session?

What are your educational, experience, and training qualifications?

I have a master's degree in clinical psychology and have over 28 years experience working with individuals, couples, families and groups. I am a Certified Relationship Specialist and a member of the Relationship Coaching Institute. I am an author and a radio host as well. I specialize in helping clients find, keep and renew love and passion in their lives.

What makes you unique and what are the benefits of working with you as a coach?

*I bring my years of experience both personal and professional to help clients quickly identify issues that are holding them back from having the relationships they desire. I help them clear up their beliefs, develop a new perspective and set inspiring goals. I have a unique and passionate approach to love and relationships. I have written a book, *Unmasking Secrets to Unstoppable Relationships*, my secrets to long lasting relationships. I share this knowledge from my education, experience and my own personal life journey with my clients. I understand what men and women want and need in relationships and I help my clients to become the best partner they can be.*

I am certified relationship specialist with 28 years experience. My therapeutic approach is to provide education, motivation, inspiration, and support to help clients effectively address personal life challenges. I offer a highly personalized approach tailored to each client helping them find, keep or renew love and passion in their lives. With compassion and

understanding, I work with each individual to help them build on their strengths and attain the personal growth they are committed to accomplishing. I also teach workshops and classes for couples and singles helping them to create unstoppable relationships.

I was a licensed Mental Health Counselor in Florida for over 20 years practicing individual, marriage and family therapy. I was also a clinical supervisor for an outpatient office specializing in family therapy. I am in private practice in Florida working with individuals, couples and families. I am currently a private practitioner in Charlotte, NC providing relationship coaching . I am a Certified Relationship Specialist and member of the Relationship Coaching Institute. I am the host of the Real Talk radio show on Ivybe radio and author of "Unmasking Secrets to Unstoppable Relationships."



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Primary Colors Coaching Color Blend: **YELLOW / PURPLE / GREEN**

Centered YELLOW – People with strong yellow personality tendencies are very relationship and family oriented and have caring, servant hearts. They are dependable, loyal, dedicated and kind. They live to help and serve others. They believe that one individual's needs are extremely important, even at the expense of the needs of a group or organization. Although they are team players, they are inclusive and don't want anyone to feel left out or looked over. They prefer a secure and constant environment that is free of conflict because conflict can make them feel physically ill. They want the world to be a kind, considerate, loving and safe place where people strive to serve their fellow man.

Centered PURPLE – People with strong purple personality tendencies are driven to manage, govern and get things done. They are motivated to find the most efficient way to accomplish their goals and help other to accomplish theirs. They are very task-oriented, and tend to define themselves by their ability to get things done. They prefer to have their information in bullet points, and prefer clear and practical information. They enjoy educating and providing the information and direction necessary to accomplish a particular goal. They love checklists and a way to keep track of their progress. They are very good with managing contacts, organization and follow through.

Centered GREEN – People with strong green personality tendencies are big picture thinkers. They are purpose driven and need to believe in something larger than themselves. People with strong green personality tendencies want to find answers to the world's problems. They are difference-makers who see change as very positive and progressive and this drives and motivates them. They value FAIRNESS and become frustrated by those they feel are motivated by greed and self-consumption.

From your perspective, why is coaching important?

Consultants can TELL people what to do. Mentors can SHOW people what THEY do, so they can model it. But coaching helps people dig into themselves to come up with not just WHAT they want to do, but be clear, for themselves, WHY.

Best advice when I began coaching

To Listen

How do my clients define success?

Achieving their goals, which varies, depending on the client. Most say they

want to grow their businesses, but as we get into what has held them back from accomplishing this before working with me, we find that by narrowing their focus, developing boundaries and creating systems, they enjoy life more and find growing their businesses easier.

My personal strategy for achieving the greatest results:

Being very clear on my outcomes, setting milestones, and developing a strategy for achieving them, and a plan for HOW to achieve them.

What is a coach's most important job?

To help clients achieve their goals faster than they can on their own. To unconditionally be in their corner, even if that means telling truths they may not want to hear.

List of things that define a great coach:

No agenda, great listener, being fully present at all times or honest when not, not afraid to speak the truth when uncertain it will want to be heard.

My favorite success story:

From a client last year: She came to me after 2 years trying to get her business going. She had quit a 6-figure job and thought it would be easy to replace that income. Although she was putting all the 'right' pieces (I call them 'nuts and bolts' of business) together, she was still struggling. She had created a certification course that was dear to her heart, but it wasn't selling.

We then had an intensive coaching session around her money mindset. Her beliefs and stories she was telling herself. She realized that her mindset was impacting the results she was telling herself she wanted. She re-clarified those results, went out and started creating new relationships, and within a matter of a month, she had requests to provide her certification program to two universities and to present at several state conferences. Her list and followers grew by over 300%, as well.

Interview questions for clients to ask when considering a coach:

How do you help me move forward when I'm stuck?

What type of coach training did you receive?

What do clients say about you?

How often do we meet and for how long?

Educational, experience and training qualifications:

BS in Nutrition & Dietetics

Registered Dietitian Nutritionist (RDN)

MBA with emphasis in Entrepreneurship

BCC (Board Certified Coach)

Graduate of the Coach Training Institute (CTI)

Over 1500 hours of documented paid coaching hours (working on

FINALLY getting PCC through ICF)

Author of the book "Just Jump: The No-Fear Business Start-up Guide for Health and Fitness Professionals"

Past Chair of the Nutrition Entrepreneurs Dietetic Practice Group of the Academy of Nutrition & Dietetics

What makes me unique and the benefits of working with me as a coach?

I have successfully built a 6-figure business while working 3 days a week. Most of the people I work with are female wellness professionals who worry that if they build a thriving business they won't have a life. I know it's possible to have both...because I DO.

I'm able to help entrepreneurs develop focus and clarity so they can develop the success they envision. I'm able to help them build not just a fulfilling business, but a compelling online presence, and manage their time so they can enjoy their life. Comments I often hear is that after talking, people feel that they can accomplish ANYTHING ("That it's possible") and that they feel a sense of calm and internal empowerment.



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Primary Colors Coaching Color Blend: **GREEN / YELLOW / ORANGE**

Centered GREEN – People with strong green personality tendencies are big picture thinkers. They are purpose driven and need to believe in something larger than themselves. People with strong green personality tendencies want to find answers to the world's problems. They are difference-makers who see change as very positive and progressive and this drives and motivates them. They value FAIRNESS and become frustrated by those they feel are motivated by greed and self-consumption.

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Centered ORANGE – People with strong orange personality tendencies love to experience life, be the center of attention, and the life of a party. They like fun, excitement, action and taking risks. They are instigators and invite others to join. Socializing and meeting people provides energy for them. They are enthusiastic and optimistic. They are quick witted and usually very good communicators, who enjoy conversations and lively debate. They make friends easily and are inspirational. People with strong orange personality tendencies have a gift for making things fun, are very entertaining, are never described as *boring*.

From your perspective, why is coaching important?

Success is a very personal state of mind and unique to each client. In a new coaching relationship, one of the first sessions is devoted to defining a client's purpose or goals, what those goals might look like and how they will know they've achieved them.

What is the best advice you received when you began coaching?

Coach is a skill set, not a title.

How do your clients define success?

Success is a very personal state of mind and unique to each client. In a new coaching relationship, one of the first sessions is devoted to defining a client's purpose or goals, what those goals might look like and how they will know they've achieved them.

What do you believe to be a coach's most important job?

A coach's most important job is to listen to the client and reflect back to them what they may not be hearing themselves.

Share a list of things that you believe defines a great coach?

Listening skills Intuition Courage Hutzpah

What is your favorite success story?

I have a couple of favorite stories. One that comes to mind is the man that I was coaching through his trading anxiety. He is a diesel mechanic for 25 years, had taught himself how to trade and had a very sound trading strategy. However, whenever he entered a trade he would become overwhelmingly anxious about his position, even though he knew that his rationale for entering the market was sound.

During one coaching session he told me about a very successful trade he put on that made him \$1200. I asked him how he felt during the trade and he said that he was a nervous wreck until the trade reached its target.

It took a couple of sessions but he came to realize that the issue wasn't the trade but his relationship with the money. The \$1200 he made took him 2 hours to make. That \$1200 was the equivalent of a 50 hour work week. His trading was challenging his whole concept of how he made money for 25 years.

During the next several session, we talked about his relationship with money, his personal expectations about his trading results, and realigned both so that he was able to trade with less anxiety.

What are your educational, experience, and training qualifications?

I received my Certified Professional Coach and Energy Leadership Index-Master Practitioner credential from the Institute for Professional Excellence in Coaching

I received my Professional Certified Coach credential from the International Coach Federation.

I am a Taylor Protocols' Cores Values Index Certified Practitioner.

I have a BA in Business Administration

My coaching skills were honed working with financial traders.

A quick synopsis of my resume would include:

Inside and outside computer sales

Recording artist

Graphic designer

Print production artist

Financial trader

Luthier

What makes you unique and what are the benefits of working with you as a coach?

My life experiences have been quite diverse. I've been a successful sales professional and financial trader as well as a musician and graphic artist, an employee and an entrepreneur. I'm able to very quickly identify with my client the process they go through to reach a decision. I've been fortunate to create a lifestyle of my choosing by choosing the road less traveled. And true to Robert Frost, that has made all the difference.



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Primary Colors Coaching Color Blend: **RED / BLUE / PURPLE**

Centered RED – People with strong red personality tendencies are competitive and driven to win. They are self-motivated, highly individualistic, and independent thinkers. They value individual effort. They like a fast paced environment. They enjoy competition and challenge. Most of all they want to be in control. They want to do it their way, because they believe their way is the ‘right’ way. People with strong red personality tendencies are action-oriented people who want ‘it’ now.

Centered BLUE – People with strong blue personality tendencies are curious. They love accuracy and precision. They have a natural tendency to see the potential holes in the implementation of a project, and if you are wise, you will listen to their concerns because they will save you money and time in the long run. They are often reserved, value details and logic. They think things through, and use their head to evaluate the world around them. People with strong blue personality tendencies like to take their time, consider carefully and don’t like to be rushed or pushed.

Centered PURPLE – People with strong purple personality tendencies are driven to manage, govern and get things done. They are motivated to find the most efficient way to accomplish their goals and help other to accomplish theirs. They are very task-oriented, and tend to define themselves by their ability to get things done. They prefer to have their information in bullet points, and prefer clear and practical information. They enjoy educating and providing the information and direction necessary to accomplish a particular goal. They love checklists and a way to keep track of their progress. They are very good with managing contacts, organization and follow through.

From your perspective, why is coaching important?

Coaching helps people be the best that they can be or even imagined that they could be. It would be a shame for the world not to benefit from the greatness that is within each of us.

What is the best advice you received when you began coaching?

If people are not ready to invest in their own transformation and do the work, then coaching may not be what they need at this time. This is key because I put a lot of effort and energy into the work with my clients and clients who do the same will be the best served.

How do your clients define success?

I have each client define and visualize what success would be in the many aspects of their lives (e.g., career, relationships, life in general). And although I have them detail very specific success goals (e.g., a specific income, how they utilize their time), more generally success usually involves two primary achievements: Freedom and Peace.

What is your personal strategy for achieving the greatest results?

I have a unique series of frameworks, systems, processes, strategies, and techniques that I teach and guide clients through. I provide both the broader context for why we are doing what we do as well as easy-to-follow step-by-step instruction. And although I provide inspiration, ultimately, the client's success comes down to how much they work for it.

What do you believe to be a coach's most important job?

To understand where the client is and teach them how to go where they are trying to go in the best way possible for them.

Share a list of things that you believe defines a great coach?

Although there are many characteristics of great coaches, three fundamental necessities of a great coach are to have (1) the required knowledge, (2) ability to teach, and (3) the gift to inspire.

What is your favorite success story?

There are many, but what they usually have in common is that the client finally feels that they are free and at peace.

What interview questions would you recommend for clients to ask when considering hiring a coach?

Ask the coach to describe their approach, education, training, and experience.

What are your educational, experience, and training qualifications?

I have been helping people become more successful in their own lives, relationships, and businesses for over 20 years. I have appeared on the Dr. Phil show and serve as a therapist for guests from Arizona. Similarly, I served this role for Dr. Drew's Lifechangers. I also was featured on the

reality TV series Downsized as the marriage counselor for the couple followed on the show. I am a regular guest expert on the Growth to Freedom radio show and have been seen on CBS, WEtv, and bio. among other media outlets.

I received my bachelor's degree in psychology from the University of California at Berkeley and my Master's and Doctoral degrees in clinical psychology from the University of Missouri at Columbia. I completed a clinical internship at the University of Illinois at Chicago and a post-doctoral fellowship at the Prevention Intervention Research Center at Arizona State University. I am a published author as well as have been quoted in newspapers, magazines, textbooks, online publications, etc.

What makes you unique and what are the benefits of working with you as a coach?

I have extensive education and training in psychology as well as over 20 years of experience helping people just like you become successful. I have a unique series of frameworks, systems, processes, strategies, and techniques that I teach and guide clients through.

I take an active approach to helping you

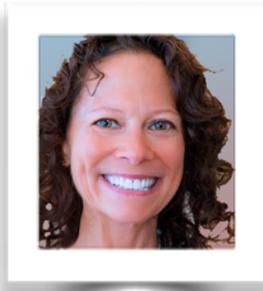
- (1) become more aware,*
- (2) be better able to focus,*
- (3) achieve clarity,*
- (4) specify a vision for the type of life you want to live,*
- (5) map out a plan of action on how to best achieve your goals,*
- (6) stay on track,*
- (7) get back on track, and much more.*

Dr. Lopez is a clinical psychologist that has been helping people become more successful in their own lives, relationships, and businesses for over 20 years. She received her bachelor's degree in psychology from the University of California at Berkeley and her Master's and Doctoral degrees in clinical psychology from the University of Missouri at Columbia. She also completed a clinical internship at the University of Illinois at Chicago and a post-doctoral fellowship at the Prevention Intervention Research Center at Arizona State University. She also is a voracious consumer of continuing education programs and research about the latest understanding of human behavior and how to prevent or stop maladaptive behaviors and develop and promote adaptive behaviors.

Dr. Lopez also is a published author and has been quoted in newspapers and magazines.

In addition to her training and experience as a clinical psychologist, Dr. Lopez also worked for a top financial firm as a licensed financial advisor. She is experienced in the neurophysiology of economic decision making. Dr. Lopez also served for several years as an active member on the school board for one of the largest school districts in the nation serving over 25,000 students with nearly 3,000 employees. She is experienced in the inner workings and structure of such a large business/organization. My passion and mission is to use all of my training and experiences to help transform the quality of your life, business, and relationships. I will help you to break through barriers and limitations, eliminate unhealthy ineffective patterns, as well as help put you on the path to the more successful and healthy life that you deserve. And for everyone I work with personally, I know that the people they interact with be it a spouse, children, employees, colleagues, or friends may also experience transformation as a result of their interchanges with the one with whom I'm working.

I do this by taking an active approach to helping you become more aware as well as better able to focus, achieve clarity, and specify a vision for the type of life you want to live. I have put together a unique series of skills, strategies, and practices that help you get more of the success you deserve.



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Primary Colors Coaching Color Blend: **BLUE / ORANGE / PURPLE-RED**

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(colors below are tied in number value)

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From your perspective, why is coaching important?

Coaching is more important than ever as people are in overwhelm with decisions and choices in their personal lives. Companies are faced with challenges competing for business, keeping customers happy, delivering high quality services and products, retaining top talent and dealing with continuous change.

Coaching is necessary for enabling peak performance in people's lives and in businesses success.

What is the best advice you received when you began coaching?

When I started coaching I began by doing individual coaching and was working day, night and weekends to create \$500,000 of income my first year. I was exhausted and my coach wisely said to me, " Why not switch to group coaching?"

This instantly changed my business! I began to work less hours and my clients loved the synergy and my business got to the million dollar level while I began to live the lifestyle I wanted!

How do your clients define success?

Each client comes to coaching with unique goals. Together we determine the outcomes they wish to achieve from the coaching engagement and this is always something tangible. Once my client and I agree they have met their goals then they agree coaching has been successful.

My clients define success as doing the work they love, making the kind of money that allows them to have what they want in life, and having freedom in life to enjoy their family, vacations, hobbies, church, and other things now through passive income streams. They want to work less and make more.

What is your personal strategy for achieving the greatest results?

I believe great results come from being a student of your self. Truly knowing who you are and sitting in the driver's seat of your life. Giving fully of yourself at all times - without expecting anything back.

What do you believe to be a coach's most important job?

A coach's main role is to help their client think and learn for themselves. This first-hand knowledge acquisition and personal development lasts for a lifetime. I have found that you cannot grow your business without first growing yourself so having a coach for business or life the role of the coach is to help you find out who you are with the help of a coach who then keeps you accountable to your true vision and passion.

Share a list of things that you believe defines a great coach?

Tuning in
Powerful questions, observations, requests
Building the client
Growing the client
Truth
Play
Focus
Setting aside all judgement and outcomes
Constructively challenging
Accountability
Seeing different perspectives
Encouraging and supporting
Acknowledging
Trusting and using intuition
Keeping the focus on the client and their agenda

What is your favorite success story?

This great testimonial I received: "After spending a few hours consulting with Terri Levine, I made an extra \$15,000 2 hours later! \$15,000 from the ideas she gave me..." ~ Jemila Williams, Jemstone International

What was so cool is that she was an instant implementor - she took one of my ideas and ran with it. This was a big WOW for me!

What interview questions would you recommend for clients to ask when considering hiring a coach?

What did he/she do before they became a coach?
How much coaching experience do they have?
What type of training do they have to be coaching?
Do they have follow a coaching process?
What does the coaching engagement look like?
Is there a written agreement?
What background/skills/training do they have to improve the area you are hiring them for?
Do you like them?
Is their style resonating with you?
Are you comfortable with their style?
Do they seem like they will challenge you and give you honest feedback?
What results have their clients achieved?
How are they unique and what are the benefits of working with them as a coach?

What are your educational, experience, and training qualifications?

*B.S. – Communications
MS. - Speech-Language Pathology
PhD - Clinical Psychology - Organizational Behavior
Graduate of Coach U
Mentor for Strongbrook
Zig Ziglar Born to Win Trainer
Licensed Hidden Marketing Assets Consultant
Faculty CEO Space
Master Certified Guerrilla Marketing Trainer and Coach*

What makes you unique and what are the benefits of working with you as a coach?

Prior to being a coach I owned many of my own businesses and grew them all to millions of dollars. I know how to work with entrepreneurs to do the same thing. In addition in my coaching business I created a lifestyle business where I have passive income streams and now help business owners work a lot less, accomplish a lot more with freedom systems and leveraging and optimizing everything. I developed my own proven coaching process and have coached over 5,000 people in almost 2 decades and over 247 types of businesses.

I also founded a coach training school with over 4800 graduates worldwide. I've written over 17 books with many titles that are bestsellers and am a professional keynote speaker on the topic of coaching and am considered an expert in the field and was named one of the world's top 10 coaches by coachinggurus.net and the top female coach by them. I am seen in the media on national TV around the world as well as major business magazines and heard on the radio regularly and referred to by the media as "The Guru of Coaching".

And finally I have over 1,000 testimonials with clients singing my praises.

Bio:

Dr. Terri Levine, PhD - Branding/Marketing Strategy Development and marketing implementation orchestrator. Best-selling author of over 17 books, Dr. Terri Levine is the owner of Comprehensive Coaching U, Inc. She was named one of the top ten coaching gurus in the world by www.coachinggurus.net and the top female coach in the world. She has received recognition from every major coaching organization and association.

She has been assisting businesses worldwide with creating the right inner mindset and outer actions for business growth. She has been mentoring business for over 3 decades and helped over 5,000 business owners to go from ordinary to Extraordinary while having the life of their dreams, doing the work they love, loving the work they do and being financially secure, too!

As a keynote speaker, Terri has inspired hundreds of thousands of people through her high-content, memorable, and motivational speeches. She has been featured in the media on platforms such as: ABC, NBC, MSNBC, CNBC, Fortune, Forbes, Shape, Self, The New York Times, the BBC, and in more than 1,500 publications. Her radio show The Terri Levine Show: Business Advice You Can Take to The Bank is downloaded by thousands of people from her I heart Radio channel each month www.iheart.com/show/209-The-Terri-Levine-Show/.

Terri holds a PhD in clinical psychology, is a Master Certified Guerrilla Marketing Trainer and Coach, a Licensed Hidden Marketing Assets Consultant, and is a member of the American Institute of Business Psychology and is on faculty for CEO Space International and a mentor for Strongbrook. Dr. Levine has more than 30 years of business experience, encompassing work with more than 5,000 business owners.

Terri is the founder of The Coaching Institute which has graduated and certified over 4800 coaches worldwide. She is proud that graduates of her school not only learn to be great coaches they also have the skills to make a great living as coaches. She also operates Todays Coaching helping healthcare professionals, business owners, and associations to create expert status, superior positioning and exponential branding along with guaranteed public relations.

Terri also is on the advisory board of several companies and she volunteers for a local homeless shelter in her area and dedicates time fundraising for the non-profit) foundation she founded, The Terri Levine foundation for Children with RSD (www.TerriLevinefoundationforchildrenforchildrenwithRSD.org).



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Primary Colors Coaching Color Blend: **ORANGE / GREEN / PURPLE**

Centered ORANGE – People with strong orange personality tendencies love to experience life, be the center of attention, and the life of a party. They like fun, excitement, action and taking risks. They are instigators and invite others to join. Socializing and meeting people provides energy for them. They are enthusiastic and optimistic. They are quick witted and usually very good communicators, who enjoy conversations and lively debate. They make friends easily and are inspirational. People with strong orange personality tendencies have a gift for making things fun, are very entertaining, are never described as *boring*.

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From your perspective, why is coaching important?

Coaching helps to create the life you want.

What is the best advice you received when you began coaching?

Just start coaching, do it, you know all there is to know and you know it.

How do your clients define success?

Creating the life they prefer, successful and meaningful, in an authentic way.

What is your personal strategy for achieving the greatest results?

Not stopping when I am in doubt if I am heading into the right direction. Keep on track with what my intuition says.

What do you believe to be a coach's most important job?

To listen and to get from a to b in a straight line, not holding back and no holding hands.

Share a list of things that you believe defines a great coach?

Aim for results

Demands clients to show up

Inspire to get great things in motion

No holding back, being vulnerable and get to the bottom of where one lives from

What is your favorite success story?

If you mean from other coaches: Rich Litvin

What interview questions would you recommend for clients to ask when considering hiring a coach?

None, I would recommend to contact the top 3 you consider hiring and experience their coaching in a conversation (if they do not offer that, do not hire). Then connect to your gut feeling, your intuition and you will know who to choose.

What are your educational, experience, and training qualifications?

I studied at university of Nyenrode and had several other education in HR Management. After working on executive level as HR Manager and Manager General Affairs I became an entrepreneur in 2007, starting with writing business plans for start ups and small business owners. Also did several other things, but none were the ONE. Highlighted in all jobs / work experience is my natural way of inspiring people, of holding themselves responsible for creating the life they want and letting them discover how to do just that.

What makes you unique and what are the benefits of working with you as a coach?

I have an inner drive to help moms discover how they can grow enormously, both business and personal, if they not just connect with their mind but also with their heart. By doing what they truly love to do, from the

true power within, authentic leadership, their inner spark that needs to be ignited. Stop being mediocre and instead of acting from being a mom, act and start with you.

I am unique in combining my entrepreneurial knowledge, the fearless way I coach and my ability to facilitate groups in which all members prosper. Not holding back, daring to ask questions not many people dare to ask successful people. To be inspired and to explore new perspectives.

Bio:

*Elsbeth van Lienden, living in Lochem, a town in the east of The Netherlands, near the German border, with my husband, three children (9, 7 and 4 years old) and dog Billy. 42 years old, love to read, gardening, walking in the forest, creating enough me-time, believing in the power of the universe and loving *The Power of Now* from Eckart Tolle and *Think Grow Rich* from Napoleon Hill.*



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Primary Colors Coaching Color Blend: **PURPLE / GREEN / ORANGE**

Centered PURPLE – People with strong purple personality tendencies are driven to manage, govern and get things done. They are motivated to find the most efficient way to accomplish their goals and help other to accomplish theirs. They are very task-oriented, and tend to define themselves by their ability to get things done. They prefer to have their information in bullet points, and prefer clear and practical information. They enjoy educating and providing the information and direction necessary to accomplish a particular goal. They love checklists and a way to keep track of their progress. They are very good with managing contacts, organization and follow through.

Centered GREEN – People with strong green personality tendencies are big picture thinkers. They are purpose driven and need to believe in something larger than themselves. People with strong green personality tendencies want to find answers to the world's problems. They are difference-makers who see change as very positive and progressive and this drives and motivates them. They value FAIRNESS and become frustrated by those they feel are motivated by greed and self-consumption.

Centered ORANGE – People with strong orange personality tendencies love to experience life, be the center of attention, and the life of a party. They like fun, excitement, action and taking risks. They are instigators and invite others to join. Socializing and meeting people provides energy for them. They are enthusiastic and optimistic. They are quick witted and usually very good communicators, who enjoy conversations and lively debate. They make friends easily and are inspirational. People with strong orange personality tendencies have a gift for making things fun, are very entertaining, are never described as *boring*.

From your perspective, why is coaching important?

Like any athlete, we train and educate ourselves in our profession to the extent that we know the “plays” forward and backward. Day in and day out, we practice and drill, but we are usually limited to what we can see while on the field. A coach is able to provide guidance from a different perspective and if they're good, they'll be thinking three moves ahead. Utilizing a coach during the inevitable easy AND challenging times, will help you remember why you began your journey and help you stay on track and consistently check your focus.

As I inspire women to grow their businesses by enhancing their exposure both in their communities and online with The Heart Link Women's Network, I help them understand how important networking is to growing their influence and business.

What is the best advice you received when you began coaching?

Because of our mission statement with The Heart Link Women's Network, I teach people to focus more on being truly interested in other people, rather than being interesting yourself.

In other words – be a great listener and genuinely curious and interested in helping others succeed. Zig Ziglar said it best, "You can have everything in life you want, if you will just help enough other people get what they want."

How do your clients define success?

Everyone is different of course, but I have found that most people define success as making a difference in someone's life or in the world. Success is typically disguised as income levels and material things, but in reality, our life's purpose and success is to be a blessing for others and leave a lasting legacy and hope for future generations. I believe in the law of nature, what you give out returns to you multiplied.

What is your personal strategy for achieving the greatest results?

I pray – a lot. I invite God into my life, relationships, and my business endeavors. For me, having a positive attitude and aligning myself with those who are going the same direction as me has been a great help to achieve results. Of course, setting goals (small and large), overcoming challenges by thinking outside the box, and not being afraid of the word "no" has also contributed to my success.

What do you believe to be a coach's most important job?

There are two I believe:

- 1. Helping clients understand the importance of powerful, effective relationships in their lives. We as human beings are relational creatures and the most successful among us realizes that no man or woman achieves great success on their own. We enjoy the greatest personal and professional success when we realize that you are only truly great when you are benefiting not only our lives, but the lives of others as well.*
- 2. Remember that sometimes your client cannot see the forest through the trees; meaning, as a coach, it's your responsibility to keep a high-level aerial view of your clients "why". When your client gets wrapped up in the little things, or challenges, it's your job to share the perspective of an overall picture and encourage them to keep going*

one step in front of the other. Helping the client reach their small goals will ultimately build in to helping them achieve their larger goals as well.

Share a list of things that you believe defines a great coach?

A great coach is gentle, yet firm. Focused, but adaptable. A great coach listens and gives practical advice. A great coach goes the extra mile to understand YOU and your personality instead of attempting to fit you in to a mold that worked with their other clients. A great coach is often considered a coach for a season but becomes a friend for life. A great coach is someone who sets an example that others are inspired to follow. That is what we teach our leaders around the world at The Heart Link Women's Network.

What is your favorite success story?

There have been so many successes I have seen in the past 17 years as an entrepreneur, and especially as the President of The Heart Link Network for the past 6... it's phenomenal! What I love most is seeing someone's self-confidence go up when they have a breakthrough moment. For example, after one of our Heart Link Network Chapter Leaders launches her first networking meeting, and hearing the attendees rave about how much fun it was, how different the meeting felt from others, and how the meeting (and thus the leader) was a catalyst for personal and professional development. Seeing someone have an ah-ha moment in realizing they ARE capable of the things they want most in life is my favorite success "experience".

What interview questions would you recommend for clients to ask when considering hiring a coach?

I would always recommend asking THESE questions, actually, first! It will give you a great idea of the type of person the coach is, and what they're passionate about most.

1. *Why did you become a coach.*
2. *What do you love most about what you do?*
3. *Do you feel fulfilled doing what you are doing?*
4. *If you could do something you loved, without considering making money doing it, what would it be?*

What are your educational, experience, and training qualifications?

I attended college with a focus on psychology. I loved the classes very much! What I found, however, is that my education was a very small piece of my overall experience and training. As a young mother and military wife,

I became an out-of-the-box thinker at a very young age. Growing up with a single mom (my dad passed away when I was 4 and she never remarried), I watched my mom work 2 jobs to make ends meet. I learned most of my work ethic from her, but I also know that she wished she could be home more with me growing up. When we had our first child, I knew I wanted to be a stay at home mom, but I also knew that I wanted to contribute to our household finances. I knew that to have the best of both worlds, I needed to create my personal brand, but do it from the comfort of my home, online, and around my family's schedule. I have been an entrepreneur for 17 years, and for the past 6 years as President of one of the largest professional networking organizations for women – The Heart Link Network. I have received more “training” through my daily experiences interacting and learning alongside other entrepreneurs than I could have ever learned in a classroom.

What makes you unique and what are the benefits of working with you as a coach?

I have a strong work ethic, a gentle heart, an open ear, and a strong will to be above-average in everything I put my mind to. Those experiences have allowed me to lead a team of thousands of entrepreneurs, each with their own goals, dreams, and personal challenges. I lead from the heart, and living my life by example. If you would love help growing your business by utilizing our enhanced networking and relationship building system, I would love to help you. Contact me at: laura@theheartlinknetwork.com

As President of The Heart Link Network, Laura has helped bring The Heart Link Network to more than 150 markets world-wide, leading The Heart Link Network to be known as one of the most reputable and prestigious networking organizations for female professionals. In 2011, Laura was selected as International Women's Day's Outstanding Leadership Award winner, for her service as a support to women in business over the last 15 years.

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Below enjoy links to information that we think you will find very interesting.

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Advanced Personality Training available online and at the Executive Training Resort.

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When you join our Personality Experts you will receive a wealth of information to share with your clients, join an elite group of personality professionals, gain greater online advertising and exposure. We would love to answer your questions. email:

ChristaSutton@Personality-Experts.com

There is a no obligation when receiving information.

We will also send you a free gift

What's Frustrating About Your Personality?

Learn what frustrates you about other color personality tendencies and how your personality tendencies might frustrate others.



What's Frustrating About Your Personality?

RED Personality	Things that Frustrate Reds: Laziness Not Following their orders Disrespect Lack of drive & motivation	How Reds Frustrate Others: Being bossy and controlling Being abrupt and demanding My way or highway attitude Being overly competitive
PURPLE Personality	Things that Frustrate Purples: Disorganization Breaking rules Inefficiency Ineffectiveness	How Purples Frustrate Others: Working all the time Obsessed with completing tasks Too many rules Over planning and organizing
BLUE Personality	Things that Frustrate Blues: Disorder Lying Incompetence Not doing things the right way	How Blues Frustrate Others: By Being Unsocial By Being Judgmental By Being Perfectionistic By Procrastinating
GREEN Personality	Things that Frustrate Greens: Unfairness Un-level playing fields Environmental irresponsibility War and disharmony	How Greens Frustrate Others: Cannot see the trees for the forest Extreme social justice orientation Can become militant Too wordy and symbolic
ORANGE Personality	Things that Frustrate Oranges: Routine maintenance tasks Details and paperwork Lack of FUN and adventure Too much structure	How Oranges Frustrate Others: Being irresponsible Impulsive tendencies Too much talking & entertaining Being undisciplined
YELLOW Personality	Things that Frustrate Yellows: Lack of Appreciation Personal Rejection People who take advantage of others People who are unkind to each other	How Yellows Frustrate Others: Avoiding conflict Being overly generous Being too sensitive Being passive-aggressive