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Author, Never Binge Again™

11 Mistakes Even Experienced Coaches Make

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Begin Transcript

SHARON: So, Glenn...

GLENN: So Sharon...

SHARON: How are you today?

GLENN: I'm fine, how are you?

SHARON: Here we are again.

GLENN: Yes Ma'am

SHARON: I like being up here, I, I'm getting to really enjoy these talks.

GLENN: It's turning into a little recording studio.

SHARON: I like it! It's really fun. So today, we're going to be talking about the kind of problems we can get into when we're first starting, the mistakes we might make...

GLENN: Mmhmm...

SHARON: I'm very excited about that because I know that the first interface that you have with a potential client really begins to set the tone and so I'm very interested in hearing, you know, your thoughts about that.

GLENN: Well, thanks. {Laughter} You know, I, I think we've been talking about the importance of your initial communications and your story in your marketing message because people actually start to develop a relationship with you before they have a relationship with you.

SHARON: Right...

GLENN: They have a relationship with you in their head. And, when they listen to the tele-seminars, they read your, your irresistible newsletter they're continuing to bond to you. But, there's a particular moment in the marketing process that's very important and that's when the client decides to pick up the phone and call you.

SHARON: Uh-huh....

GLENN: And, most people, I think, don't have the, they really don't have an understanding of everything that the client goes through at that time. They're at once, simultaneously hopeful and excited that they motivated themselves to make the call and terrified that maybe they'll reveal something to you that they don't want to reveal to you and...

SHARON: Or at least not yet...

GLENN: At least not yet, and wondering if you can actually help them accomplish their goals. If you can be the person, who can help them accomplish the goals that nobody else has helped them accomplish before.

SHARON: Right...

GLENN: They're protecting themselves against that disappointment before they even, you know, hear your voice on the phone and there's a level of depression and anxiety

and I, I'm not talking about these DSM4 depression and anxiety, I'm talking, by the way I think it's DSM5 now. I'm not talking about a diagnosable mental disorder, depression and anxiety; I'm talking about the kind of existential angst that people walk around with everyday from not being listened to. Because, how many people actually have the experience of being focused on and listened to in an empathic and goal oriented way? How many people actually have that experience ever?

SHARON: You know it's very interesting, what you say, and it's reminding me of an interview I did last week with a doctor. I was doing some work for the New England Journal of Medicine and I was interviewing a whole bunch of doctors in New York and Chicago, to get their impressions of you know, different kinds of information sources. And, a woman came in and she was late, she came late, ah, and she's a doctor in Chicago and she was very apologetic about being late and I, for some reason, I think she was nervous about the interview. She was very creative and I took through a whole bunch of guided imagery exercises and creativity exercises that I did with everyone else. She happened to have been an extraordinarily creative person and she said to me, about half way through the interview, you know, nobody ever listens to me. They come in, they ask me for antibiotics, they come in, and they want a diagnosis and they just want a quick solution but nobody ever asks me what I think or what I feel. She said this has been such mind opening experience, I can hardly believe it. I feel like I've been changed by having been here and gone through this interview and it makes me want to do some different things in my life that I've been thinking about. I've been thinking about changing my career and moving from practicing to teaching and, you know, this has been very, very helpful and I should be paying you instead of you paying me for this time. And...

GLENN: Yeah.

SHARON: I was so struck by it, just what you're saying that these people need to be listened to.

GLENN: They, They are living lives of quiet desperation, to quote a famous author. And, I think that at the moment that they're willing to contact us, we have to do everything that we can to show the utmost respect and step up to the plate. Because, they, they certainly are, they certainly are. You know, additionally, there's less of a stigma involved in getting a coach then there is in getting a therapist but people are still concerned about it, its...

SHARON: They're anxious about getting help and saying that I need help.

GLENN: Right.

SHARON: And so, maybe I'm not, you know, enough.

GLENN: Right. Right. And, so, there are a number of things that you can do and the way that you construct your answering machine message, and the way that you manage your voice mail, the way that you actually respond and listen to and manage your voice mail that can immediately bond people to you.

SHARON: Really?

GLENN: Yeah. Yeah. So, why don't I talk about that, is that okay?

SHARON: I would love to hear it.

GLENN: Okay. So, we've been talking about some of the psychological concerns that, the psychological existential concerns that people might have before they call a coach but, there are also some practical concerns. Like, how long is it going to take this person to call me back? And, is this a confidential machine? Is anybody else going to hear the message? And, how long can I speak for, because people become more bonded to you if they can speak to you longer. Does this person really want to hear from me?

SHARON: Uh-huh...

GLENN: All those things are going through their minds so, when you construct your message you want to speak long enough and lovingly enough so that people can connect to your voice and look forward to that next contact they're going to get from you.

SHARON: Right.

GLENN: This is particularly helpful advice for people who might be advertising in a competitive market. In the Stepladder Market, like, like the yellow pages, if you were advertising under counseling in the yellow pages or something like that then...

SHARON: Mmhmm...

GLENN: If your machine is that much different than everybody else's this can really bond people to you but in the Stepladder Marketing process people generally aren't going to be calling a bunch of different life coaches. By the time they are ready to call you, they will have already been bonded to you and pre-qualified through your touch-points, and your newsletters and...

SHARON: Right...

GLENN: All the work that you did to get them here but it's still a very important, very important bonding with them. So, you want to speak long enough and lovingly enough so that people can connect to you and look forward to hearing from you. You want to reinforce your phone number, because people don't always leave a message the first time they call and the people that are starting call you, it starts to train them to know your phone number by heart. So, it bonds your repeat clients to you even more.

SHARON: By repeating your phone number?

GLENN: By repeating your phone number. Yeah.

SHARON: Wow!

GLENN: Yeah.

SHARON: Who would've thought. A little thing like that. It makes sense.

GLENN: Well, I mean, you know that the way that I figured this out is when I started my practice I, you joke with me that you thought I was just lonely. {laughter} But I, I actually got on the phone and I called, this is a psychological practice that I started originally before I did the life coaching, and I called every psychologist in the Nassau County yellow pages just to listen to their answering machine. And, you know, took notes and thought about the differences and ...

SHARON: You kind of put it through your own skin to see how it made you feel?

GLENN: Yeah.

SHARON: Like a potential client?

GLENN: Yeah. Why don't I read you a sample message that worked really well for me in my practice?

SHARON: And then we could talk about the parts and how you put them together?

GLENN: Yeah.

SHARON: Great.

GLENN: Yeah.

SHARON: I'd love to hear it.

GLENN: By the way, I'm using an old phone number because I, unfortunately, can't take coaching clients anymore, this phone number actually won't work but this is just an example. This is Glenn Livingston at 516-367-8619. If you've heard this message before please press one to interrupt at anytime and leave your message. I'm sorry I'm not available to take your call right now, but I do intend to return it quite shortly, most likely within four hours and definitely by the end of the day. It's helpful if you speak slowly and clearly, when you leave your message so please be sure to include your name, phone number and a few good times to reach you. No one will hear this message but myself so you can speak freely, the machine will record for up to two minutes. Please feel free to call back if you need to speak longer. Again, I intend to return your call quite shortly, most likely within 4 hours and definitely by the end of the day. I'm looking forward to speaking with you.

SHARON: That's terrific. And, can you put, you know, can you say point by point what you wanted to accomplish with each part of it?

GLENN: Yeah. This is Glenn Livingston at 516-367-8619. I want them to realize that they've called the right machine.

SHARON: So you're giving them a sense of success immediately. That they, they made the call and they got to the right person.

GLENN: Yeah. And, I want to start to drill my phone number into their head.

SHARON: Okay.

GLENN: Because, you get a lot of hang-ups initially.

SHARON: Mmhmm...

GLENN: People call and their scared.

SHARON: Right.

GLENN: Uhm, I, I always remember this one girl that actually came to the office door, sat outside on the bench and decided not to come in.

SHARON: Uh-huh...

GLENN: And I thought to myself, if that's the person I could kind of see, how many other people are calling the phone, listening to the message and walking away.

SHARON: Right.

GLENN: So, I wanted to get the phone number into their head. And, the second part says if you've heard this message before please press one to interrupt and leave your message at anytime.

SHARON: That's true, cause then you'd be related to your ongoing patients.

GLENN: Yeah, and even some new clients, by the way this is a generic message that would work for either a psychotherapy or a life coaching practice, even some new clients would be impatient to leave a message so you want to make it possible for them to do that. And, most voice mails systems will allow you to press one. By the way, if you don't have a personal voice mail, there's a really cool service for like \$5 month at www.evoice.com.

SHARON: Ah-hah

GLENN: And they'll allow you to record a message and they will, they'll actually send a message to you via email on your computer when it comes in and they'll, you can call in like a regular answering machine and they'll send you a text message if somebody calls.

SHARON: So you need like a microphone for your computer.

GLENN: No. No, no, no....

SHARON: By phone?

GLENN: www.evoice.com is a phone service, I hope they make it, I've been using them, I really like them. They're a phone service think of them off computer to start with.

SHARON: Okay.

GLENN: And, you just set up for a voice mail, you can manage it over the phone, the way that you normally would. So, you call up on the phone and you record your message and you know, receive your messages when you want to call in.

SHARON: So you can do it on the phone or on your computer, to get your messages.

GLENN: Well, when they ad it yeah. So, it's a regular voice mail service, with \$5 a month. And if you don't want to bother with the computer aspects of it then you don't have to. But the nice thing that they also do for you is you can check an option and every time somebody leaves a voice mail, they'll email you a sound file with that voice mail.

SHARON: That's so cool.

GLENN: And, you download a little bit of software from them that. *Smoke* is the software that plays their proprietary sound format.

SHARON: Uh-huh

GLENN: I supposed it's compressed in a certain way, I don't know whether or not they use standard compression but they will notify you whenever you have a message and

they will also, if you've got a cell phone, they will send you a text message to let you know when you have a new one.

SHARON: That's very interesting.

GLENN: So, Yeah. It's a voice mail service, if you are struggling because you're trying to share a phone or something like that then you don't have to do that, you can just go for \$5 a month to www.evoice.com and if for some reason this company doesn't make it cause they're kind of new...

SHARON: Somebody else will.

GLENN: You just go in, go to the internet and type in voice mail services and you'll find one very inexpensively.

SHARON: That's terrific. I know that I've been wanting to do that myself because sometimes I don't want to pick up the phone. I, I want to hear what the message is and have a choice about when and how to call back, think through...

GLENN: Mmhmm....

SHARON: And, would you agree with this that, virtually don't pick up the phone, wait for a message to be left and then have the choice of calling back when it comes to...

GLENN: As a life coach?

SHARON: Yes.

GLENN: Absolutely, yes.

SHARON: Could you say, talk about that a little bit?

GLENN: Well, I think that most everything you do as a life coach has to do with positioning yourself as someone who does what nobody else does in that persons life. And, most people in that persons life, when they present them with a problem or they talk to them about a concern or they verbalize an excitement to them, most people are aren't carefully considering what that persons saying and in the context of clients goals and frustrations and most people are just responding spontaneously.

SHARON: From their own self.

GLENN: From their own self. And, if a client is calling you, particularly if they are calling you between sessions, you need to have, even if you are going to call them right back, an extra 10 second that you have to listen to their message and creatively respond in your own mind, before you respond to them can be the difference between; coming up with a brilliant response that moves them forward in, in their life and saying something impulsively that everybody else is responding to them when they present that need that's holding them back. So, I would agree that it's virtually never a great idea to pick up the phone. If you do pick up the phone and you did get a client on the phone, at that moment that client has to become the most important thing. So, I think that if you decide to pick up your coaching line and you're in the middle of something that you need to drop what you're in the middle of and talk with them before, you know, five minutes or so to ...

SHARON: Or listen to them for five minutes...

GLENN: Yeah, list, listen to them for five minutes or so and help them with whatever they wanted to call you about. But, the down side of that is that you're then training them that you're available to them for urgent needs, you're almost positioning yourself like an emergency room doctor and they won't develop the enhanced frustration tolerance, which will empower them to integrate the work that you've done together. So, part of what you're always doing as a life coach is...

SHARON: Trying to help them grow and deal with their life in a more constructive manner rather than urgent care.

GLENN: Right, you're trying to foster independence.

SHARON: That makes sense.

GLENN: Okay.

SHARON: You know the reason that I say it and I know that you talk about this a lot. I have been thinking about, you know, taking on coaching people, and I'm just starting to think about it and I hadn't decided exactly who I wanted yet. And, one of the women in the office put through a call, caught me off guard and this woman needed couple counseling, I really wasn't prepared, she started talking to me and I sounded like a total idiot, duh huh huh, a yeah, yeah, the relationships are hard aren't they duh huh huh huh...

GLENN: {laughter}

SHARON: I felt so embarrassed. Of course, she never called me back. I was totally thrown off and did not come from my strength at all and it was a very big lesson that it's important to have a grounded place for them to leave a message for me to think about what I want to say to them. Where I can put everything else out of my mind, call the person back and have them talk and see if it's possible to set up an appointment or whatever. But, that was a really, really big lesson because sometimes I can come across very professionally if I'm caught off guard like anybody else I can sound like an idiot.

GLENN: Yeah I, you know I think the other thing that you said there that's really important, I love that you told that story, is that when you do call them back, anytime that you're working with a client it's important to ground yourself first. Which means, if you have to go to the bathroom, you go to the bathroom...

SHARON: Right...

GLENN: That you get yourself a cup of tea, you, you know, whatever you need to do to settle yourself down. Whatever needs taking care of so that ...

SHARON: Stand up and breathe...{Laughter}

GLENN: So that it's possible to come outside of yourself and focus entirely on that person.

SHARON: Right.

GLENN: And if you just pick up the phone, it's almost never possible.

SHARON: Well, particularly in the beginning, it is so exciting when somebody calls you that; Oh my God maybe I have a client and it's really hard to avoid getting involved with your own excitement about...

GLENN: Yeah, I remember that.

SHARON: Oh My God! It's so exciting when somebody called and they want to use you for whatever and particularly if it seems like something that might be important.

GLENN: But, but you'll see they're much more likely to come back if you do this.

SHARON: Absolutely. I've seen that in my business practice as well, that if I'm too excited and I come across too anxious to have them as my client I have a 50-50 chance. Because, I'm good at what I do but I only have a 50-50 chance. Whereas, if I am so confident in myself and I know I can do this they come after me.

GLENN: Well, and there's that whole thing also that we pursue that which retreats from us.

SHARON: Right.

GLENN: Right. So we were in the middle of talking about the answering machine message.

SHARON: Okay.

GLENN: And you had a lot of wonderful side points.

SHARON: Thank you.

GLENN: And, we were talking about the purpose of letting them press one to interrupt and leave a message at anytime.

SHARON: Mmhmm...

GLENN: I'm sorry I'm not available to take your call right now. Might sound trite or, or cliché or simple but this might be the first time they ever asked for help.

SHARON: Right. You want to demonstrate compassion.

GLENN: Yeah. They're really going to be disappointed that answering machine is picking up instead of you picking up. But, I do intend to return your call quite shortly, most likely within four hours and definitely by the end of the day. It says, yeah I want to talk to you, I really do and I'm going to get back to you as soon as I can. It sets a reasonable framework, so that people aren't wondering whether they are going to be waiting forever.

SHARON: Right.

GLENN: It's entirely possible to conform to that framework, because most people understand it, I find, to mean before the end of the business day, if they happen to call you on the weekend usually, they'll give you a little slack

SHARON: Mmhmm...

GLENN: If you don't call them for 24 hours or something like that.

SHARON: Mmhmm...

GLENN: Okay. It's helpful if you speak slowly and clearly when leaving a message and please be sure to include your name, phone number and a few good times to reach you. People are anxious when they call, they forget. Before I had this instruction in the message, I actually lost a lot of opportunities because I couldn't make out the phone number and I didn't know what the people were saying. This also reinforces that I want to hear every word that you're saying. So it sets up the relationship that I'm someone who's really going to be paying attention.

SHARON: Right.

GLENN: Mmhmm. No one will hear this message but myself so you may speak freely. What if the person's calling for help with an affair? What if the person's calling, you know, cause they want to stop gambling? What if the person is...

SHARON: Just embarrassed...

GLENN: What if they're just embarrassed. What if they're struggling with their self-confidence and they aren't able to, to get a date. Reassuring people that it's confidential...

SHARON: I like the way you said it to, like rather than saying confidentiality, say feel free to speak freely, I like that.

GLENN: Right, because on the other side of the spectrum there are people who never would have thought that this message could get anywhere besides to you.

SHARON: Right. You don't want to raise any red flags

GLENN: The word confidential kind of sounds like a legal word and ...and...

SHARON: Yeah.

GLENN: Yeah, so, I'm trying to set an informal parameter of the relationship here and people will often tell you things on the machine when you encourage them like this that will let you prepare for that first...

SHARON: Meeting...

GLENN: Meeting...

SHARON: Yeah...

GLENN: So, if you can really get people to speak slowly and clearly then you can get them to pour out their heart and soul a little bit onto the machine. And by the way, with the Stepladder System this is even more likely.

SHARON: Mmhmm...

GLENN: Then you got those, let's say you've listened to the message and you've got, it works out that you've got a few hours to wait before you can call them back. Then your creative unconscious can work on questions you might want to ask them and what tone of voice you might have and whether you want to do more listening than talking or more talking than listening and you know you can draw upon all your experience and you have that time to prepare. So, that really increases the probability of success. The machine will record for up to two minutes but please feel free to call back if you need to speak

longer. There are people who, if you have one of the machines that will let them record for a half an hour and fill up the whole tape. There are people who will do that.

SHARON: Mmhmm...

GLENN: So I set the machine for two minutes but, by the same token, if they've got more than two minutes of things to say and they're willing to make an active effort to call back and do it then I would hear what they have to say.

SHARON: So, you're setting limits but also letting them know they can call back.

GLENN: Absolutely.

SHARON: And what the parameters are.

GLENN: Absolutely.

SHARON: This is very cool.

GLENN: Yeah. Generally, people won't call back more than two times. Most people don't call back, most people stop after the two minutes.

SHARON: Mmhmm...

GLENN: I had one lady who called 18 times and eventually I had to talk to her about it.

SHARON: My goodness, that's amazing.

GLENN: Then at the end I just reiterate that I'm going to be calling back shortly, most likely within 4 hours and definitely the end of the day and that I'm looking forward to speaking with them and that's just to drive home the main point. In the long talk, people remember what you say first and last most.

SHARON: Mmhmm...

GLENN: What you say in the middle less.

SHARON: Mmhmm...

GLENN: So I put the most important points first and last and reiterate them like that.

SHARON: Mmhmm. That makes sense. So, the most important points are...

GLENN: Well, the most important point is to put yourself in an empathic and loving state before you record your message.

SHARON: Mmhmm...

GLENN: And, even if it takes you, you know, three or four hours to record the right message and you do it over and over again and you're saying, you know; oh I did this wrong, I did that wrong, I did this wrong, I did that wrong, it's okay.

SHARON: Mmhmm...

GLENN: It, it'll pay off. This is the place it really that's really worth going over.

SHARON: I remember it took you a long time to do your message...

GLENN: Remember that day standing downstairs...

SHARON: I remember.

GLENN: Yeah.

SHARON: And deciding whether to say hi or hello or you know how you sounded with the different words and what you thought sounded better.

GLENN: Oh, I actually would change it around to keep track.

SHARON: Right.

GLENN: Yeah. I read it with confidence now but that's just because it took me a long time to put together. If you can come across as empathic and compassionate. And, you want to find some other way of encouraging people leave you a detailed message and you want to manage your practice other than the way that I've described here, you know, different number of hours before you get back to them or whatever's manageable for you and you want to put other things in the message that's okay. The most important thing is that you're empathic and loving and that no one, no one else is going to hear it and you know you're going to get back to them and they know you're going to want to hear from them and ...

SHARON: You sound sincere

GLENN: You sound sincere. So what, selling yourself about it first and make sure that you authentically want to do all this and that ties into what kind of practice that you want to have also.

SHARON: So, if you just had a terrible fight with somebody you might want to leave that time to create a message...

GLENN: Yeah.

SHARON: Good.

GLENN: I wish to say one other thing while we're talking about boundaries and when you call people and when you don't.

SHARON: Mmhmm...

GLENN: And, it has to do with vacations. I've got a kind of controversial view about vacations. I guess the way that I want to introduce it is to ask; does your dog ever need a vacation?

SHARON: Mmhmm...

GLENN: Could you imagine in the wild a wolf going on vacation? Could you imagine a gorilla going on vacation in the wild? If you look at animals in the wild, you'll see what they do for play when they're pups or when they're kittens and what they do for play actually becomes their work later in life.

SHARON: Uh-huh.

GLENN: And, there's a smooth and natural transition between play and work. You know, when a dog is shaking something in it's mouth, you give it a towel and it goes back and forth and it shakes in it's mouth and we think that's so cute, ah, what they are really doing is practicing a kill.

SHARON: uh-huh

GLENN: They're really doing, you know, what they need to do to eat later in their life. When a cat is playing with a ball or you know, dunking it's hand in water under the faucet or something it is practicing fishing.

SHARON: I think they have paws.

GLENN: {laughter} The point is that we're the only species that has this artificial dichotomy between work and play...

SHARON: work and play...

GLENN: And, I think that the reason for that is, that there's a lot of conflicts in the way that society has developed and the type of work that people are put into. There's a Buddhist concept of right lifeing and I think when people are right lifeing, when they're, really found the career for them, the thing that they would pay to do if people weren't paying them.

SHARON: Uh-huh...

GLENN: Then, there's no such talk about vacations. You might want to do something a little different for a week. You might want to travel, you might want to you know, go visit your relatives or something like that but there's not really this burning for a vacation so to speak.

SHARON: To get away from what you doing.

GLENN: And, so I would like people to work more on setting up their practice so that they enjoy and look forward to it everyday. Which means that they don't take patients or clients that make them miserable. Which means that they work hard at their marketing so they have the kind of people coming in the door that allows them to specialize in what they specialize, want to specialize in.

SHARON: Mmhmm...

GLENN: And, the corollary from the client's perspective, when you say I'm going to be on vacation in August, you can't get a hold of me then. What are you really saying to them? You're saying I have to get away from you.

SHARON: Right.

GLENN: I have to get away from you. I would never tell a client that.

SHARON: What would you do instead?

GLENN: If I was going to be traveling?

SHARON: Mmhmm...

GLENN: First of all I tend to like to take more long weekends, four or five day weekends than take a month or six weeks off because, when I would take long periods of time off. I would find it was more disruptive to the practice and you can do it but people aren't as cooperative when you get back and their not as motivated and...

SHARON: They're getting even with you.

GLENN: They get even with you, yeah. So, if I wanted to take a month off, first of all, I would tell people 3 or 4 months in advance that I plan to be traveling in August and I would resume my regular appointment in September. And, that gives them time to talk about it and see what it means to them. And I, in my coaching practice would work with people to set up goals for them during the month of August, I might have them write me during that time and they know they can always get a hold of me.

SHARON: Cause all through your vacation you'd be checking your messages.

GLENN: Yes. Yeah I do.

SHARON: I think that's really a good idea. I do that with my business, with my business clients. I go on vacation, I don't want to give up chances of a large project. I think that makes perfect sense.

GLENN: Yeah.

SHARON: And again I think, you know, what you said, like if you're doing something you really enjoy doing then it's less likely that you're going to want to have a concrete long time away from it.

GLENN: Mmhmm...

SHARON: As a matter of fact, it feels like a loss not to be doing it.

GLENN: You know, the other thing is I don't want to come across like a schoolteacher. You can do whatever you want to.

SHARON: Of course.

GLENN: If you're not getting the results that you want to in your practice this is an area to look at, to consider changing. It's one person's discovery.

SHARON: Right.

GLENN: Of what works exceptionally, well to, to motivate people, so...

SHARON: We're talking about setting boundaries and stuff and I know you have feelings about, you know, client coming late, client coming early, you being late, you being early, can you talk about that? Those, those kind of boundaries.

GLENN: Yeah. Well I think that clients will always call late and they'll always call early and it depends upon their, their structure and I think that we, we always need to accept them for where they are and who they are. But I think for the beginning life coach, the mistake that people frequently make is not understanding the difference between the life coach being a minute late or a minute early.

SHARON: Oh, say more about that.

GLENN: Well, it, it's kind of simple but the difference is who waits for whom. In that 30 seconds, somebody's entire mood and attitude can change.

SHARON: If they have to wait.

GLENN: Yeah. Have you ever been in a situation where your mood changed all of a sudden?

SHARON: {laughter} Many times.

GLENN: Yeah. And particularly in an interpersonal situation. If your client has to wait for you, and, you know, there will be times that they do, but particularly in the beginning if they have to wait for you they flooded with anxiety.

SHARON: Right.

GLENN: They're, they're flooded with a lot of negative feelings and I strongly recommend that people work it up to set themselves up so they can answer the phone a minute early if they need to.

SHARON: That makes total sense. I know like, you know, in a doctors office it makes me out of my mind and I , you know I've interviewed so many patients they go totally crazy having to wait for the doctor to take them.

GLENN: Mmhmm...

SHARON: They just feel so devalued. So, it makes total sense to me.

GLENN: Right. And when you're late with your client, you're teaching them that it's okay to do that with you.

SHARON: Mmhmm, or they'll get even with you for it by being late too.

GLENN: Mmhmm. Of course, it's going to happen but the, the more you can be there for them the more success you're going to have.

SHARON: So, do you have some tips about, you know, how to make sure that that happens?

GLENN: Yes. Sure. Don't schedule clients right on top of each other.

SHARON: So what do you mean by that?

GLENN: I think that you need a half an hour between clients.

SHARON: Half an hour? Wow.

GLENN: I do. I think a half an hour between clients, 15 minutes minimum but, because you probably want to take some notes and you probably need to get a glass of water, might need to return a phone call, you might need to breathe, have a moment for yourself. Then, you consider the appointment to be actually five minutes before it happens, so consider your time to be there to be five minutes before it happens and, you know if clients are late, one of the things I like to do is use that time to journal a little bit about them.

SHARON: Mmhmm...

GLENN: Sometimes I'll review the notes I had written about them, I, I'll review their goals and aspirations and I'll review what's worked before with them, if I've given them any assignments I'll kind of reorient myself to that. So, you can use the time productively for the client, even if the client can't do that for you. And, clients will typically say that they don't believe me if I tell them that's what I do. And I'll say to them; well, I'm here, you know, because I charge for my time. So, I feel that I owe it to them to be working on their goals and, and their goals when they are not able to do that. And, I think that when I first

started my practice, I had an imagination that I was going to be able to spend, for every hour that I worked with clients I was going to be able to spend an hour writing about them and...

SHARON: Oh my God...

GLENN: Yeah. Well, you know, I, I come from a long family of psychotherapists and my Father always told me that when he first started his practice that, that's what he did. He'd have an hour of supervision or an hour of writing about his patients but my father wasn't a marketer and he didn't have the ability to get you know, 65 patients in the door as quickly as I did.

SHARON: Right.

GLENN: So, he had 5 or 10 patients so that meant he would be spending 5 or 10 hours working with people and 5 or 10 hours in supervision or writing about them and that really worked for him. And that's not a bad way to start, it's not a bad way to, if you go back to the marketing module, you'll remember that you could put things on hold.

SHARON: Mmhmm...

GLENN: You can work the marketing system like a faucets so if you do get overwhelmed by ...

SHARON: By too many callers.

GLENN: By too many calls that you, you can slow that down. Another way to do that by the way, and this should have been talked about when we talked about the answering machine, was when you want new clients have your machine answer after one ring.

SHARON: Ahhh

GLENN: When you don't want them, have it answer after five or six rings.

SHARON: Ah-hah

GLENN: And, people get frustrated and they won't call. And, you'll only get calls from your current clients when you have five or six rings so...

SHARON: Talking about timing, can I ask you one other question?

GLENN: Sure.

SHARON: What's the ideal time, for the session? For a life coaching session.

GLENN: Oh, it's kind of arbitrary. It, it depends upon your abilities and your preferences and, and your schedule and your client's schedule. I work with 45-minute sessions and people would always ask me on the phone how long are your sessions, and that was really a value question.

SHARON: Uh-huh.

GLENN: That was really a ...

SHARON: How much am I getting for how much?

GLENN: Yeah, are you sitting and watching the clock while we're working together? Are you going to cut me off right away as soon as 45 minutes are over? And, how much do you really want work with me.

SHARON: Got it.

GLENN: And, so I'll say, well, you know my, my sessions are 45 minutes. I don't have an alarm clock that goes off after 45 minutes.

SHARON: Uh-huh.

GLENN: You know, so if you happen to be talking about something one time and I don't like to stop people. That usually is satisfying to them. Sometimes you'll want to do longer sessions.

SHARON: Mmhmm...

GLENN: There are some people, particularly if they're in crisis that they feel more settled about a longer session. More frequently than not I find because of the way that I work. More frequently, than not I would find that, people would call and ask for a long session and they get through the first half an hour and they would be done. They wouldn't really...

SHARON: Because they didn't realize even though it was a big issue, that talking about the big issue didn't necessarily take more time.

GLENN: Right. Or, or that you know I've seen that big issue 22 times and it was going to be so easy for me to settle them down ...

SHARON: Right.

GLENN: There's some other considerations about length of time.

SHARON: Uh-huh.

GLENN: One has to do with the, the finances. So, if you are wanting to charge a lot. Then it might be that your standard session is \$200 or something and could be possible that people can't afford that on a regular basis. They might want to a half a session with you, and that's perfectly okay. And, as you experiment with different lengths, you will become proficient with those lengths. You, you'll get the rhythm of those times. Some of these people would call between sessions for an additional appointment and you know, so I would charge them for half a session.

SHARON: Mmhmm...

GLENN: And I would find that in the those half sessions, it worked better if I was much more active and asked them some very specific questions about what...

SHARON: the issue...

GLENN: What they were struggling with and why they were calling? What they wanted to accomplish? And then, I would lend them my strength at those times. In the regular sessions, I would either be trying to facilitate peoples ...

SHARON: To talk...

GLENN: Yeah, facilitate them to find the right answers is kind of the cliché way to say it.

SHARON: Mmhmm...

GLENN: Facilitate them to think new thoughts and talk out loud. Because that's really, where the deepest growth will, will come from. But in-between sessions or in shorter sessions it's very often more conducive to zeroing the problem and then lending your strength in problem solving if they wanted a problem solved or the reason that they wanted to call.

SHARON: That's great. So, note taking.

GLENN: Right. So, mistake number 3 is; note taking problems.

SHARON: What do you mean by that?

GLENN: I think the biggest problem is people that don't get notes.

SHARON: Ahhh...

GLENN: I think that's up to you whether or not you take notes in a session or not. Some people like to make notes so they can go back to it while they are talking to people on the phone. The phone is particularly conducive to note taking because people aren't watching you while you are taking notes. At the moment, coaching is not regulated or certified, legally regulated. However, in the event that you should be sued you're progress notes would be the only record of the treatment. And, you are in a much better position, talk to your attorney if you really want to know. But, you're in a much better position if you've documented what your client wanted to accomplish, what they were struggling with, what plan you made with them, any action steps you took with them and two or three sentences about what was discussed every time that they call you.

SHARON: So that's a legal kind of issue, even though it's only life coaching you feel that you need notes.

GLENN: It's legal, but it's also developmental.

SHARON: I want to hear about the developmental part. But in terms of if I want to be a life coach what are my responsibilities.

GLENN: What are your legal responsibilities?

SHARON: Yeah.

GLENN: I'm going to defer most of that conversation for the business logistics module.

SHARON: Mmhmm...

GLENN: At minimum, you need to write three sentences about every session, you write the date that they called.

SHARON: Mmhmm...

GLENN: You probably want to keep track of, of payment.

SHARON: Mmhmm...

GLENN: And, you should have a disclaimer signed and faxed to you.

SHARON: Mmhmm...

GLENN: That the client knows that they're not a psychotherapy patient.

SHARON: Uh-huh.

GLENN: I will include a sample disclaimer in the package and there's also a book, which was written specifically for psychotherapists becoming life coaches called "Therapists as Life Coach" and in that they've got a pretty good disclaimer.

SHARON: Who's the author?

GLENN: Patrick Williams and Debra, I should know Debra's last name because she's a very good friend of a friend but I don't. Patrick Williams "Therapists as Life Coach" and you'll be able to find it.

SHARON: Great. So let's go back to, so that I'm clear now, that there are some legal ramifications but I know that you're a real believer in note taking as part of the process.

GLENN: I'm a believer in that minimum taking notes and if for nothing else, you can chart what was talked about and whether the client came on time next time. And, you'll start to see patterns. And, it will help you to understand what's going on for them and it's something that's worth glancing over from time to time. It's very easy to do. It takes, you know, no more than 2 or 3 minutes to write a couple of sentences.

SHARON: So if I know you, you probably do it after the session.

GLENN: I do, I would do it right after the session. I do, because I want to cleanse my palate and ...

SHARON: And if you know me...

GLENN: You would probably wait for the weekend {laughter}

SHARON: No actually, see maybe you don't, when I'm interviewing...

GLENN: Mmhmm...

SHARON: I take copious notes throughout it.

GLENN: Oh, you do.

SHARON: Always.

GLENN: Okay.

SHARON: Even, if I'm doing a group, if I'm doing a one on one, I'm always taking notes because, I have this belief that you know like through my hand to my brain. That I process, when I write, sometimes I can't even read what I wrote. I write like the wind. But I find that if I write it while the person's talking, and I prep them to let them know that I'm taking notes because that's just the way I work.

GLENN: Mmhmm....

SHARON: And it helps me to, to help them. I find that I remember almost every single thing they say, because I wrote it, so I will look back at it and I will keep a book but I also find that it helps me to process what they're talking about and figure out what to say. It takes me to the next step.

GLENN: That's cool.

SHARON: People do it very differently. There's some people who would never write in the presence of a client, never and I'm just the opposite. I'm always writing. And then there's you, who write right after and some people who might not write until the weekend.

GLENN: Or until the end of the day...

SHARON: Yeah.

GLENN: Something like that. Yeah. I think it's good to get in the habit of doing it because even retrospectively, if what happens in life coaching is anything like what happened to the psychotherapy field, psychology in particular...

SHARON: So with regards to notes, is there anything else we need to know?

GLENN: Yeah, another thing you need to know is that you can have two sets of notes. One, which is more of a formal progress notes that in the event that you were called to the carpet and you had to share it with your client that you could or God forbid you wind up in legal suit that you could use that and another that's kind of your personal diary.

SHARON: Mmhmm...

GLENN: No court has the right to see your personal diaries as far as I understand.

SHARON: Oh, that's cool.

GLENN: In your personal diary, you can write all of your personal thoughts and feelings and reactions and it's a good place to get out the subjective feelings and thoughts that might be interfering with the client's growth.

SHARON: That makes total sense. Talking about being subjective...

GLENN: Mmhmm...

SHARON: What about when you're first starting and you're so excited about taking patients is there a time when you can be too excited?

GLENN: I think its fine to feel excited, I think there's a time when that excitement can lead you to make some mistakes. I think that in the beginning, that that excitement can lead people to schedule sessions whenever people want a session and take anybody on who wants to be taken on and commit to a regular schedule before you really need to commit to a regular schedule and, and...

SHARON: And I know you have ideas about the pacing in the beginning.

GLENN: You know, people have had their whole life without you before they called. And, in their whole life this is probably not the very first time they ever thought that they could use some help.

SHARON: Mmhmm...

GLENN: There are parts of their personality that prevent them from getting the help that they need and those parts are very real and need to be respected. If you're too enthusiastic, and you go along with their enthusiasm in beginning too much, then what happens is you run the risk of bulldozing down those walls. And, if someone had lived

behind the wall their whole life, if all of a sudden that wall isn't there without them having time to get used to the idea that wall is not going to be there you know what they're going to do?

SHARON: Run.

GLENN: Or build another wall.

SHARON: Oh...

GLENN: They'll either run or build another wall and ...

SHARON: I guess that's what I would do.

GLENN: {laughter} So, people really need the time to acclimate to the idea of change. In my experience.

SHARON: Mmhmm...

GLENN: And, there's a number of things that you can do in terms of how you set up the initial consultations and coaching sessions and financial contract, to have people get acclimated and assure a greater possibility of success. So, besides people possibly losing their walls too quickly...

SHARON: Mmhmm...

GLENN: You know, suppose a physical analogy you might have a running coach or someone like that who was so enthusiastic with you that they helped you run up a mountain you hadn't run up before but you don't know how to get down.

SHARON: Ahhh

GLENN: And your legs aren't strong enough to get down.

SHARON: you're weak kneed or something.

GLENN: That you, you're going to suffer because you were just pushed too hard and the other problem that can happen is that because life coaches tend to be very compassionate people, who attach to others fairly quickly.

SHARON: Mmhmm...

GLENN: That the client might correspondingly get very attached, before it's clear that you can help them. And then, it becomes a problem to facilitate their growth and it becomes a problem to help them to work with somebody else or ...

SHARON: If they need somebody else.

GLENN: Yeah. Yeah. What you want to do is, you want to avoid making yourself to available up front.

SHARON: Mmhmm...

GLENN: And this is sometimes perceived controversially, or some people say this is dishonest. And I can understand why they might say that although I respectfully disagree.

SHARON: Mmhmm...

GLENN: Because I think that its in the clients best interest and it's in your best interest that you not make yourself too available as you're starting out *because*, it's kind of like not making yourself too available in the beginning of a romantic relationship. Like if you ran out and slept with someone, before you really knew what the relationship was going to be like, then, that person would wonder; did they just want to sleep with me? Is there more of a relationship here? What am I really going to get out of this? Do I have to get away, you know, is there something perverse going on here? And, those things go through your clients mind whether you think they do or not. Or whether they say them ,or they don't.

SHARON: They wonder whether or not you slept with your clients.

GLENN: {laughter} Well, you, they, they might wonder whether you've slept with your clients because a lot of people do that and ...

SHARON: I know you were exaggerating here but it's like to intense that you don't have limits.

GLENN: Yeah. They're worried that you don't have limits. Who's regularly available to you in your life? Who's available to you every Sunday night? Who's available to you every Tuesday morning?

SHARON: My dog.

GLENN: Your dog?{laughter} Who else?

SHARON: Well, not too many people really, cause, cause even with husbands and wives they're not always there cause they have other things in their lives. I mean that's the closest would be a husband or a wife.

GLENN: Mmhmm...

SHARON: or you know a Mother to a child.

GLENN: Right, exactly. Right.

SHARON: But other than that, other than your dog, not too many people.

GLENN: {laughter} Your dog is always available. It's exactly what you are saying though. The only relationships that people have experienced, with people who are available to them on a regular basis every, every, you know, every week at the same time is you know, mother to her child, sometimes husbands and wives sometimes bosses or co-workers, people that they have very strong feelings about both positive and negative. And what happens is, if you set up a regular appointment early on, you haven't the opportunity to learn about the person in the absence of those very strong feelings. And, those very strong feelings will cloud your ability to assess what's blocking the person from getting where they want to go. What's preventing them from moving forward. The most difficult part of being a life coach is that you wind up trying to be an objective observer when you can't escape the fact that you're intensely part of a personal relationship.

SHARON: Right.

GLENN: So, there's a way you say that in psychology, it says you become the object of transference as well as interpreter of the transference. Transference just means, you

know, some people will generally perceive you when they don't know much about you according to their earlier perceptions of people like you, you know, and those habitual ways of perceiving the world can be one of the things that interferes with them accomplishing their goals. And it's, can be a very deep thing that interferes with them accomplishing their goals and as a life coach I'm not telling you to analyze that, but I'm telling you that that phenomenon will interfere with your ability to see what's really going on with the person. So if...

SHARON: So as an example, if somebody had trouble with their older sister. Their older sister used to beat them up. At some point, when I'm coaching someone if they perceive me like their older sister in some way they're going to be afraid I'm going to beat them up.

GLENN: Right.

SHARON: Even though I might be saying something that's in their best interest it's a little bit hard for them to do they might hear that as abuse.

GLENN: Right. And so, what you want to do with that person before you get to the point that they have those strong feelings about you, is that you understand they're not about their life and how they respond to other people that are trying to give them constructive confrontation.

SHARON: Uh-huh...

GLENN: So that, you will know how to avoid stepping on that button if you want to constructively confront them about something.

SHARON: Right.

GLENN: Right. If you put them in a session every Tuesday night at 7 o'clock right away. Then, what'll happen is even the act of asking about those other people, about their other experiences will bring back those feelings in the moment. And those feelings will interfere with you learning how to communicate to the person in the way that works for them and it, every client needs to be talked to differently, every person. The only formula I have is to tell you that every person really needs very careful study and attention and a loving connection. The reason you don't want to set up a regular relationship quickly is because usually things that are set up quickly are more likely to end quickly...

SHARON: Ah-hah...

GLENN: Because, the intensity of the feelings that are brought into the relationship can cloud your ability to assess what they are really trying to accomplish and why they haven't done is so far and figure how you're going to help them. And because, if you're too available to quickly they're not going to value the time. It's going to make it hard for you to try more, it's going to make it hard for them to work hard, cooperate with you, to, to take requests and suggestions. It's going to interfere...

SHARON: They're going to take you for granted.

GLENN: Take you for granted, yeah. Yeah.

SHARON: Interesting.

GLENN: Yeah. You know, what I recommend people do when somebody calls, is to spend 15 to 20 minutes on the phone with them...

SHARON: Ah-ha

GLENN: So you shouldn't call them back if you don't have 15 or 20 minutes to spend on the phone with them. And find out why they're calling, what they're trying to accomplish, you know, why now at this particular point in their life, what's stopped them, what have they tried before and just kind of get a sense of what's going on with them and, you'll do that in more detail when they actually come in for the appointment...

SHARON: Mmhmm...

GLENN: There's two purposes to that elongated initial conversation. One is, so that the client can get a chance to bond with you, and get over their initial fears and have a chance to voice any concerns they have about coaching. The other purpose is for you to evaluate whether or not you want to work with them.

SHARON: Ah-ha...

GLENN: And, I think it's very important, that coaches choose a client that they feel that they can help, they feel inspired to work with, that they're going to look forward to the phone ringing, because these people become a very integral part of your life. And, if you work with people for any length of time, it's kind of hard to get rid of them. And, one client often ruin your practice because you're going to be sitting there and looking at your appointment on Friday thinking; Oh no I've got to talk to Mary on Friday or got to talk to Harry on Friday, what ever it is and you don't want that. You don't want that. You'll have negative feelings about your clients because you'll have all kinds of feelings about all kinds of people and you're not a normal person if you don't but...

SHARON: If it's predominately a negative one, it's probably not a good idea to be working with this person.

GLENN: Especially in the beginning, especially before you have a lot of experience. Yeah.

SHARON: Because in the beginning of any relationship, when it's going to be a decent one, there's kind of an infatuation period.

GLENN: Mmhmm...

SHARON: Now, I don't mean like your falling in love with them but it's like making a new friend or either you hit it off or you don't. It might be just in the middle, I, I don't know what to do. Like, I've had clients who I feel kind of like blah, you know, not excited, not hating them but not excited. It might go okay but the ones that really go well are where I feel excited about that person.

GLENN: Mmhmm...Some coaches will have a more assertive personality and work very well with angry clients...

SHARON: Mmhmm...

GLENN: Some of them will get excited when somebody is right out there with their anger and I think that no matter what, as a coach you acclimate yourself to people being angry at you at times.

SHARON: Right.

GLENN: Because, another thing that they don't get in their life is somebody who continues to listen to them even though they're expressing their anger at them.

SHARON: Right.

GLENN: So, I wouldn't mean to be Pollyannaish about this and think you're only going to get people that love you.

SHARON: Right.

GLENN: But you need to know is it the kind of person I can help, is it the kind of person that I want to help, do I want to work with him, do I want to spend my with people like this? Because when you do a good job they're going to refer other people and guess what kind of people they're going to refer?

SHARON: Like themselves.

GLENN: Yeah.

SHARON: Right.

GLENN: One of the reasons that I became so intrigued with marketing so early in my life was, because, you know I grew up in a family 17 psychologists, which is now 20 psychologists. And, I saw that most of them were struggling to get enough patients and it seemed like you shouldn't have to do that, it seemed like you should be able to match yourself with the people you are most likely to help and have an enjoyable day doing it. And, I feel that I've succeeded. If you follow my system you'll have a, you should have a strong pipeline. A strong pipeline, which will make it easier for you to choose the people you want to work with.

SHARON: I love it. What's next?

GLENN: Well, I think another mistake that people make is either not having the structure that they're thinking about or when they're coaching or having too many of them in mind at the same time. And, there's a module in this course on the, you know, 25 or 26 different coaching models that are available. It's somewhat of a broad overview then, you can look into more training for any of them that you'd like. And I think you should choose one that you like. I think its important that you choose a model that appeals to you and matches your style.

SHARON: What do you mean by structure?

GLENN: I mean, what are you trying to accomplish in the session?

SHARON: Mmhmm...

GLENN: What are you trying to do as a coach? You know, coaching, psychotherapy; it's one of those things that every body feels that they could do because, I talk to people...

SHARON: Right.

GLENN: People ask me for advice.

SHARON: Right.

GLENN: I'm the one people come to and, out of all my friends when something's bothering them. I've accomplished a lot with my life. I could teach other people how to do it. And, it's different. It's not like when your friends come to you for advice.

SHARON: How's it different?

GLENN: Well, it's harder. {laughter} It, it's harder because you place yourself in a position that says in some ways, I want to be the second or third most important person in your life.

SHARON: Uh-huh...

GLENN: Like if the person is married you don't want to be more important than their spouse but, if the person is really going to, you're gonna really have a facilitative life changing impact on that person, you're going to have to be very important to them, and you're charging for your time. And you're focusing on them they no one else focuses on them so, the intensity of the things that they talk about and the feelings that are in the room so to speak, I'm using room metaphorically but it's on the phone. It's feelings that are between you are more intense than when you are talking to your friends and your loved ones the way that you are accustomed to. It's more focused, it's, and there's more of a promise inherent in it. Even though, you know, people will sign something that says you can't guarantee any particular results and every body kind of comes into with the attitude that they know it's a cooperative venture and all that but, the bottom line is; Hey I'm paying you, I'm taking my time because I want to accomplish these goals where are the goods. You have to be willing to rise to that challenge. And it is a challenge. Life coaching and psychotherapy, they're hard, they're hard, because people are creatures of habit and they're not accomplishing what they want to accomplish in their life because of those habits and you have to interrupt those patterns and ...

SHARON: Invite them to change.

GLENN: Invite them to change, and people are frightened of change and they don't recognize that there is secondary gain. You know if you think in terms of carrots and sticks, you know, like in behavioral psychology. You think about what's reinforcing the behaviors that are keeping them stuck even though they feel very uncomfortable where they are and they want to move forward there's also a lot of factors in their life that keep them comfortable where they are and ...

SHARON: No secondary gains.

GLENN: Yes, so you've got to go up against that in order to move them forward. I think that people need to pick a structure; they need to pick a coaching model and study. Before I give you a very, very rough draft of the coaching model that I use after all these years, I want to say that in the end, if you talk to 5 or 10 very successful life coaches and they're very experienced you'll probably find they are doing much of the same things.

SHARON: Okay.

GLENN: But the route that they took that got, to get there was different. There was different language that they were taught with, different paradigms they were taught to look for and what they all have in common is they all chose one and passionately followed it until they got to something that really worked for them. And, the most important thing about a coaching model that you pick is that it makes sense to you. That it's something you can fall back on when you're confused about what's happening...

SHARON: Uh-huh.

GLENN: And, that you're not overly rigid about sticking to the model. Sharon, you always tell me that when your clients write a discussion guide that it drives you crazy if one of the clients wants you to go point by point through the discussion guide and ask every single question.

SHARON: Right, cause that's not natural.

GLENN: But what it is, is it's something that ensures that they'll be value that comes out of that interview. Because you've got a series of valuable questions...

SHARON: I have a structure.

GLENN: You've got a structure. Right.

SHARON: Right.

GLENN: And, you fall back on that when you're lost in the conversation...

SHARON: Exactly.

GLENN: When you're not sure what's going on.

SHARON: That's right.

GLENN: Okay. You've probably heard me talk about the basics with my structure throughout the conversation we've been having, and it's fairly simple. I'm very goal oriented, I'm a very goal oriented person. So, a goal-oriented structure really appeals to me. And, I like to tune in very closely to what people want to accomplish.

SHARON: Mmhmm...

GLENN: And, get them to delineate that as specifically as possible and then I want to know well, why haven't they accomplished that so far, what's in their way and there are ways of getting at that in particular during the initial consultations. And I call them consultations initially rather than coaching sessions to convey that we're going through a trial and set up period to make sure that we can work together well. And, during the initial consultations, I want to know what's bringing people in.

SHARON: Mmhmm...

GLENN: And, I'll ask people questions about what's bringing people in until it's clear to me what they're trying to accomplish or, you know, where they're trying to go. And then I assume, that the desire to contact a coach and the fact that they actually did it, is a constructive force in their life. So I'm very interested in understanding the constructive forces in their life so, that I'll know how to leverage them later on to help them accomplish what they want to accomplish, and you're definitely going to need these because they're

going to get stuck. Then I want to know what their thoughts and feelings are about coaches and coaching in general. Have they ever been to a coach before? Have they ever been to a psychotherapist before? What was their experience? Did they have friends that have been? What have they read about it?

SHARON: Mmhmm...

GLENN: Because that will tell you how they are perceiving the relationship.

SHARON: What they're expectations are.

GLENN: Yes, what they're expectations are and they'll tell you when you're likely to violate their expectations and, and you in particular want to know if they did work with someone else when they stopped and why they stopped and what could have gone bad.

SHARON: What happened right?

GLENN: And, what could have been better. So, that's all in the vein of what they want to accomplish and what their life had been like so far trying to accomplish that.

SHARON: And isn't there research that shows that when people go to help and have their expectations delivered they're more likely to perceive it as having had value versus they go to help, the person working with them has a different way of being than what their expectations were, they perceive it as not helping.

GLENN: Well, you know it, in all of the psychotherapy research the major factor that predicts satisfactory outcome on the part of the client is, the client's perception of the empathy in the psychotherapist.

SHARON: Interesting.

GLENN: And, by the way, just as an aside since we are talking about that research. Another very interesting finding in that research was that, a very large number of people go to one session and before they did this research, they go to one session and they never come back. And before they did this research, psychotherapists used to assume that the reason was that the client wasn't satisfied, or they were scared or something or something like that. But when they actually asked the clients, what they said was; well I got exactly what I was looking for.

SHARON: Ah-hah.

GLENN: In the vast majority of cases so, you will have...

SHARON: They were cured in the first, in one session.

GLENN: Yeah.

SHARON: Interesting.

GLENN: Yes, there is two implications in that, one is that will happen to you, it will happen to you a lot actually in the beginning. And you might have people that come in for one session and then come back two years later, they hold on to your number, they kept reading your newsletter, they came back two years later. There'll be a large number of people that you positively impact in that initial appointment and that'll be it. And people can change their life in one appointment. They can. Because of what it takes for them to

get to the point where they are willing to have the appointment, that they were really ready to change and you can be the catalyst to facilitate that. If you want to facilitate maximum positive change and you want the opportunity to work with them and develop a practice. Then the other implication of that research is that you will need to, after carefully studying what they, what they present to you, you need to convince them in that first appointment that you can help them accomplish their goals. If you think that you can.

SHARON: Mmhmm

GLENN: If you think that you can. Well, we'll talk about how to do that when I finish the structure. In addition to what, you know, what do you want to accomplish and why now and what. Who've they worked with in the past? And, you know, what in particular prompted their desire in their life that particular week or day or whenever they called and you know the people that they live with and work with, what are their attitudes towards coaching and you want to know what you are up against. What else have they tried to accomplish their goals what helped, what hindered, what's their perception of why they haven't accomplished it so far? You know, there's a fairly famous question called the miracle question.

SHARON: Ah!

GLENN: Have you heard about that?

SHARON: No.

GLENN: Okay, suppose we were to work together and one day you just woke up and everything was exactly the way you wanted it to be. What would it look like? What would that day be? And that helps people to dimensionalize their goals.

SHARON: Oh, I want you to ask me that later. {Laughter}

GLENN: {laughter} I definitely will.

SHARON: Okay.

GLENN: It's a wonderful way to, to become more goal oriented is to ask the miracle question. I think it's real useful to ask in the initial appointments for the client because they'll get an immediate impact out of that. If no one's asked them that before, they'll have immediate impact, because it will bring their goal to life in a way that hasn't been brought to life. And they'll be inspired and also it will paint a picture in your mind and that's one of the things I like to take notes about in particular of where this person wants to go and how you're going to be perceived as successful. Then you want to understand other similar goals that they've struggled with, which if any they've been able to overcome, which haven't they been able to overcome. You want to know who the most constructive people are in their lives with particular respect to these goals. You can ask it more generally also.

SHARON: I love that.

GLENN: Because this is a very goal oriented approach, now I really want to know in particular respect to these goals, who's most constructive or who gets in the way of accomplishing these goals. And then, I want to know about their idols and icons. People that they think have accomplished these goals.

SHARON: Mmhmm...

GLENN: And that could be someone in their personal life, it could be a celebrity or it could be somebody from their past but I want all these icons and then I want them to dimensionalize those icons...

SHARON: Mmhmm...

GLENN: And what ideas they've had themselves in the course of this initial consultation. What it is they had about facilitating growth towards these goals and generally after people have had an opportunity to talk about it in this focused way, they're going to have some ideas.

SHARON: I can see why people want to work with you. It makes me want to have you as my coach even though you're my husband.

GLENN: {laughter}

SHARON: I'm not kidding.

GLENN: You're the one exception; I would definitely coach you if you want. {Laughter}

SHARON: Thanks.

GLENN: Actually, really, I don't think you can do it.

SHARON: I know.

GLENN: I don't think you can do that.

SHARON: I know, but that was very sweet of you to offer.

GLENN: Well, why wouldn't somebody want to work with you if you're whole focus was on what they wanted to accomplish and what was holding them back.

SHARON: Right.

GLENN: Your whole focus is on what they want and you're carefully tuned into that, why wouldn't they want to work with you?

SHARON: Exactly.

GLENN: Then I explain to them toward the end of the first appointment, that what we're going to be doing, the way that I work is to ask people if they have anything in particular on their mind when they came in.

SHARON: Mmhmm...

GLENN: Remind them of the goals that they wanted to accomplish.

SHARON: Mmhmm...

GLENN: Ask them to tell me about some other experiences in the week that might relate to those goals. You know, maybe one experience where they felt that they moved closer and one place where they became pessimistic about it.

SHARON: Mmhmm...

GLENN: Like their caught away, and then I continue to dig, I continue to dig. Now some people draw a deep distinction between psychotherapy and coaching in terms of whether

or not you ask about the past. I think the reason that they do that is that; first of all, it has to be very painful to talk about and people can wallow in the past. If you're asking about the past in the context of specific goals that people want to accomplish...

SHARON: And what might've worked or what got in the way.

GLENN: Yes. This is not for the purpose of you know, figuring out that you wanted to marry your mother and kill your father or something like that. That might be a classical analysis, this is for the purpose of, drawing parallels between what's holding you back now and what held you back, back then. It's one of the more important things that people can talk about in my opinion.

SHARON: Mmhmm...

GLENN: And I've seen people have more breakthroughs when they have an interest and willingness to, not so much delve into the past but to go back and forth drawing analogies to their current struggles.

SHARON: With their history.

GLENN: With their history, so it's an observation and a problem solving process that relates their historical learning's and historical struggles to their contemporary life.

SHARON: You know there's a really interesting technique from Newly Listed Programming they have whole bunch of interesting tools to, to help people grow. But one that you're reminding me of right now is people have some discomfort about having people go into their history, is to have them view it as if they're watching a video rather than being in the moment and that takes away the feel.

GLENN: It's a really wonderful technique. That's not the only thing that's going to help them to observe pattern or even think new thoughts and have new feelings and try new things. You can ask people to talk about a movie, or their favorite TV show. And, if you're grounded in what their goals are and what typically holds them back. Then as they're talking about a movie or a TV show you will analogies and even ask them to talk more about the different characters and what they meant to them. Who would they like to be more like? And, who would they like to let go of? And who demonstrates a trait they'd like to let go of and they can certainly talk about their contemporary life. I find that if you want peoples heart and soul in the, in the work that you do that eventually you're going to help them talk about their finances and their night time dreams at some point. And, you're not going to analyze, as a life coach you're not going to analyze a dream the way you might analyze a dream as a psychologist, although you might cause maybe you have experience with that. But, there are new thoughts in dreams. I like to tell people that thinking is planning for doing and dreams are planning for thinking.

SHARON: Uh-huh...

GLENN: And, when you can get people to talk about dreams even if you don't make any interpretation and most frequently actually, if you don't make an interpretation but you can just get people to keep talking about it, even though they'll be begging you for an interpretation, you'll find that they have new thoughts. I can spend six hours talking about dreams because I wrote my dissertation on dreams.

SHARON: But, I think, don't you think the most important thing about a dream is how the dreamer interprets to himself. And so, just to get them to think about it and to say what it might have meant or what application it might have to this current issue probably gets a lot more than just spoon-feeding a response to them. Because if a person's not ready for your response anyway they're not going to hear it so the best thing is what they think of it and ...

GLENN: Absolutely. Here's the thing about dreams, if someone chooses to tell you a dream then they're choosing to communicate with you symbolically, right?

SHARON: Yes.

GLENN: Why would someone choose to communicate with you symbolically rather than communicating with you directly?

SHARON: Something uncomfortable.

GLENN: Yeah. It's a wall. It's an opportunity to examine the wall and this goes back to the philosophy of not being a bulldozer with people's walls...

SHARON: Mmhmm...

GLENN: So, what I prefer to do with people's walls is support them...

SHARON: Mmhmm...

GLENN: And look at them with them and know what I find is that when I do that people start to have the courage to take a peek around them, and dreams in particular are like that. If you bulldoze through a dream, you see exactly what it means, and you tell them, wrong {laughter}.

SHARON: It's like an invasion.

GLENN: It's kind of invasion, they feel like you're x-raying their soul and they come to have magical expectations of you.

SHARON: Even worse.

GLENN: Yeah. That's in my personal way of working with dreams and understanding them. I think there are Jungian specialists who would say otherwise, are very affective with people otherwise. Can we go onto the next ...

SHARON: Yes.

GLENN: So, the bottom line for the structure that I teach is; goal orientation and examining the reluctance that people have to accomplish their goals and what gets in the way and the people and things that get in the way, and dimensionalizing all that and ongoing the exploring that. And I find that if you do that and you support their walls and examine them with them that people consistently move forward. Every three, 4, 5 months they look back and they're doing things with their life that they aren't doing now.

SHARON: So these are such valuable tools that you are mentioning, I know that when I'm first working with someone that sometimes in my eagerness to be helpful if something comes up where the, the person is very anxious or uncomfortable I talk too much. I'm not sure what to ask them or what to say to them to kind of calm them down if they're a little

agitated or, or what do you do? What do you do? What, what's a good fall back for when you're not sure what to do?

GLENN: That's a really good question, actually because, I think one of the first things that people need to do to settle themselves down as a coach is to develop a fall back position. The answer is really simple. The answer is you can ask some factual questions. And, in psychology, there's a concept of an object-oriented question. It's a fancy word that...

SHARON: What? Why do they say that – object oriented?

GLENN: It contrasts the ego and, basically, what they mean is that it's a question that takes a person outside of themselves.

SHARON: Ahh...

GLENN: It's an easy question, they know they're not going to be judged for the answer and they're not going to get lost in introspection or going deeper inside themselves and...

SHARON: So they can focus outside...

GLENN: So they can...

SHARON: And there's a right answer.

GLENN: They can focus outside and there's a right answer.

SHARON: Got it.

GLENN: Yeah. So, they tend to be things like, you know, what bus did you take to go to that store? What time was it when that happened? And, what did you have for breakfast today? Where did you get that watch? Things like that.

SHARON: You might not ask them what they had for breakfast if they came to you for weight control.

GLENN: Yeah, it's something that they might...

SHARON: {laughter}

GLENN: It's a really, yes, exactly.

SHARON: Cause that would be a loaded question.

GLENN: Right.

SHARON: Or like if they were a shopoholic you might not ask them where they bought the dress?

GLENN: Yes.

Both: {laughter}

GLENN: So the basic format is, is that a factual question, but there's some factual questions that would lead people to think you'll be judging their answer.

SHARON: Right.

GLENN: You want to ask them a question that's very clear that there's nothing to judge.

SHARON: Right.

GLENN: And, when people come in and they're motivated to talk some times all you need to do is ask them a factual question every 5, 10, 15 minutes and they'll keep talking through the whole appointment. And that gives you the opportunity to really sit back and study what they are saying and listen very carefully to what they're saying so that when you have the opportunity to intervene towards the end you can say one or two sentences that are very, very powerful. Much more powerful than if you're having to interact the whole time.

SHARON: What if they're talking about; they just go on and on and on and they're free-associating and it has nothing to do with their coming here to get help with adoption. What if they didn't talk at all about adoption?

GLENN: That's tricky. Because, I think it's your responsibility as the coach, to facilitate their movement towards their goals. And it's your responsibility to do that in spite of them. So on the one hand; you have a responsibility to be moving the conversation towards a productive means. On the other hand, in the model I work from, what you can understand is that there'll be something that they are motivated to talk about that relates to the themes, the constructive and destructive themes that they presented, that they wanted to accomplish and what was stopping them. And, so...

SHARON: So, maybe if they were talking about, you know, all these, you know, their job and blah, blah, blah, blah blah...and all these things happening at work instead of talking about moving towards the adoption thing, they're giving you an indication that, they're worried that their works going to take to much time, they won't have time for the child.

GLENN: Yes. That could definitely be it.

SHARON: And so, what would you do at the end? How would you deal with that? You know, Mrs. Jones, you know, this has been such an interesting session and I really learned a lot, you know, about what's going on there. I'm wondering, and I'm curious whether you think this is an appropriate thing to ask or not, I'm wondering how your feelings about work have to do with the, ah, idea of adopting?

GLENN: Mmhmm, that's definitely one viable approach, it's definitely one viable approach that frequently works. There's another way to understand it. If you were to interrupt them in the middle of that, if they were really driven to talk about work...

SHARON: Mmhmm...

GLENN: And you were to interrupt them in the middle of that and say well, what does this have to with adoption they would probably be insulted.

SHARON: I'm not saying to do it to interrupt them but maybe towards the end of it, tell me what you think.

GLENN: I think that what you presented could be very valuable.

SHARON: I see.

GLENN: You have to make a judgment about, first of all is this person choosing to talk about work when they told you that their most important goal in life was to figure out how to adopt a child...

SHARON: Mmhmm...

GLENN: Are they choosing to talk about that because there's something too painful for them about thinking about adopting a child because they have lost hope, because they can't convince somebody in their life.

SHARON: Mmhmm...

GLENN: You have to ask yourself why do they want to talk about this, rather than talking about adoption directly.

SHARON: Mmhmm...

GLENN: And usually it's because it's too painful.

SHARON: Mmhmm...

GLENN: So, and the second thing you have to ask yourself is; is this person in a space where they would react positively to me directing the conversation back towards adoption. Or do they need to talk on this level and the way that we'll get productivity out of this session is for me to study how those same constructive and destructive themes are playing out in whatever they are talking about. So that on a later time, when they're talking about adoption again, that I can say; well this is fairly similar to what happened to John and Judy at work. You, you know you really wanted something, you didn't quite know how to talk to John and Judy at work just like you don't know how to deal with this question that the adoption agency is asking you so you can draw that analogy. The fact that they want to talk about John and Judy at work instead of talking about adoption...

SHARON: Mmhmm...

GLENN: You could look at that as a wall and whether or not you bring that to their attention, right away and when you do and how you do, has to do with what you know about them already and what they might respond to.

SHARON: The reason I'm bringing it up, one thought that I had, is if the topic, the life-coaching topic is specific, like adoption, like anti-aging, like small business development, like the knitting club. If it's something very specific and they don't address it during the session or during whatever it is, I would be worried, and this is just me, that they might leave a session that I didn't do anything about adoption. So feeling that they didn't move towards their goal, they didn't talk about adoption during the session...

GLENN: Mmhmm...I think that's a good point. I think that's a good point, needs to be addressed...

SHARON: Mmhmm...

GLENN: And there's a variety of ways you could do that. Sometimes it's as simple as saying the more that you talk about the struggle that you're having in all different areas of your life and you know, we study together the places that you made progress then we're

going to be able to apply that to what you really want to accomplish like adopting a child and ...

SHARON: You, your creative expression, whatever it is.

GLENN: Yeah. So, instead of asking them what does it have to do with adoption, cause they might not be able to answer and it might be too painful for them...

SHARON: Mmhmm...

GLENN: You can tell them how what they did will impact their...

SHARON: Moving towards that direction.

GLENN: and that goal.

SHARON: And you can compliment them on how well they did, because the reality is when they take side road, they're showing you all kinds of stuff, which will be helpful in the end.

GLENN: Yeah.

SHARON: So really, it was very, very helpful even though they might not perceive it as being on task.

GLENN: Yes.

SHARON: So you want to reframe it for them to let them know that they really were on task and talking about that.

GLENN: Mmhmm...I love it.

SHARON: Okay.

GLENN: I wonder if you have any other ideas because I think that this is something that you face all the time. You're probably one of the most creative people, Sharon works with groups, and she works with a group of people in front of a one way mirror and she's trying to please a group of people behind the one way mirror.

SHARON: As well as the people in front of the one way mirror.

GLENN: As well as the people in front of the one way mirror, and she's trying to leave everybody happy in doing it and so I know that you're usually presented with a goal before the groups. And you've got a discussion guide that outlines what you're supposed to get at and there are no straight lines in nature...

SHARON: Right.

GLENN: And, very frequently, the best way to get between point A and point B is not as the crow flies but ...

SHARON: Zig zaggy...

GLENN: Zig zaggy, round about exploring an, and but I know that you know, Sharon, you're running \$100,000 projects. And you need to be justifying your value all the time to the client so I'm wondering if you have other ideas about how you can present to someone that a discussion seemed to be entirely off task, how you manage to draw that

parallel to, to help them understand it was on task? Or what value it will have towards the task later one.

SHARON: I basically, what we just said, which is, I mean, I think if I have a good relationship with the person and they seem like really connected and they seem strong...

GLENN: Mmhmm...

SHARON: I might say that was very, very interesting story and we can continue talking about adoption and now we're here and then just pause and let them fill in the gaps.

GLENN: I love it. I love it.

SHARON: Or I might have said how might, would this discussion have been related to what we're doing here today.

GLENN: Mmhmm...

SHARON: It is riskier because you're inviting their Oh My God I made a mistake. I might do that. I would try to draw the parallel, particularly if I've got a client in the back room and you know, we're talking about some kind of a medicine, you know, to treat skin condition. And they're all talking about their Mother In Law and I say you know, I have this belief that what ever we talk about is related to the subject at hand, we were just talking about eczema and then we're talking about your Mother In Law and then pause.

GLENN: And then you pause, I love it.

SHARON: Pause works. Pause works a lot. Edward R. Morrow is very famous for no matter what anybody told him, there's research on this, he would end with a, it didn't matter how deeply they went, they could have shared their guts about every single thing in the whole world, the very end of the interview he'd go and...

GLENN: {laughter}

SHARON: And they were saying something really far reaching, they hadn't said before.

GLENN: Uh-huh

SHARON: Isn't that cool?

GLENN: It's like the research on creativity that said that people come up with the most creative thing after their, after they've exhausted all, what they think are all the possibilities.

SHARON: Right.

GLENN: If you ask people to come up with as many creative things to do with paper clips as possible, and they, you know, give you twenty of them and then they're out. And you say okay give me twenty more, uh, they might not be able to give you twenty more but the two or three they come up with are probably going to be more creative than the first twenty that they thought of.

SHARON: Right.

GLENN: I love that. That was really good. So, object oriented questions are simple factual questions of things you can fall back on. Mistake number 8 is life coaches that give up too soon.

SHARON: What do you mean by that?

GLENN: Well, it's kind of like learning a language. Like learning a way of being and after a while. After you've worked with a few dozen people you get, there's a point where, just like you're learning a language that the syntax starts to make sense so you've got enough vocabulary that you're comfortable communicating. You might not feel fluent but you get and you can hold your own. And, until that point, it can be very overwhelming anytime someone wants to have a conversation with you. It's very much the same way with beginning to life coach.

SHARON: The way that I understand that is when you learn any new kind of thing, even though you thought you really loved doing it, it's hard. It's hard, you're, you're exercising new muscles, I, I'm thinking about, you know, knitting. I've been talking about knitting throughout this whole thing. I started knitting just a few months ago and they said, I might have already said this if I did forgive me, this one book I read said it's going to feel like flossing your teeth with your toes. And that's how it feels holding knitting needles at the very beginning, it's really awkward, you know, you don't know where to put the needle and how to draw the yarn through and oh my God and you see now I'm like a speed demon right and it's only a few months. I think it's the same thing with any new skill. I've seen this in people that I know and friends and stuff and uh, people that I've counseled, they give up before they've had a chance to build their muscles. Whether it's mental muscle or physical muscle...

GLENN: It does feel like flossing your teeth with your toes.

SHARON: {laughter}

GLENN: It does.

SHARON: It's so awkward.

GLENN: And, particularly as a new coach because our expectations are that, you know, we're good interpersonally, we know how to relate to people.

SHARON: It's going to be fun.

GLENN: Yeah. It's all of a sudden if you're in this situation where you feel awkward.

SHARON: And they're not falling in love with you immediately.

GLENN: Yeah. But you'll get it. The most important thing is to do as many appointments as possible early on and you'll get it.

SHARON: See, you want to practice by having lots of people so that you can see, you, you want to get your mistakes out. You have to make your mistakes...

GLENN: Mmhmm...

SHARON: In order to, you know you have to drop a stitch and unwind the piece and start over again sometimes.

GLENN: Right.

SHARON: So...

GLENN: And, the other thing, because this is connected to the Step Ladder Marketing System is that the ethnicity of the Step Ladder Marketing System builds over time. What I mean by that is; remember, you know, we're building this irresistible newsletter and then we're getting at least a few hundred people to sign up for it every month. And from that newsletter, we're trying to drive people to tele-seminars to have contact with other people who're experiencing the same thing and, you know, talk about some of the solutions you can provide and, and demonstrate them. And in the beginning let, lets say the first month you've got 200 people on the list and you send out a note about a tele-seminar, you're probably going to have 1 or 2 people in that tele-seminar. If you do really well, you might have five.

SHARON: Wow.

GLENN: Yeah. So, you're not going to have a lot of people to start with and from those one or two people you, maybe, you're going to get an appointment for a consultation, maybe not. By the end of the year when you've got 2000, 4000, 5000 people on that list then you're going to have 10, 12, 15 and 20 people in and it just grows from there and I'm using very low numbers because it's actually possible to add 1000 people a month to your newsletter. The point is though that the volume that's going through your pipeline builds, and builds and builds and builds. So, even if you're burning through the first dozen people that come through but it's taking you awhile to get them, it feels painful because it took so long to get the first appointment.

SHARON: Right.

GLENN: Even if that's happening the marketing system empowers you so much that you'll have enough flow that you'll get it and when I was a kid I played in a rock n roll band, use to have really long hair and a Bob Dylan type beard and ...

SHARON: You were so cute.

GLENN: {laughter} Thanks. We played with a band, we made the mistake of, our first concert we gave at the town library, everybody in the school came and we sucked.

SHARON: Oh no.

GLENN: We were really, really bad.

SHARON: Oh no.

GLENN: So after that we all decided that if you played again you should open out of town. And in a way it's kind of a good thing that it takes a little while for your marketing list to build because you're going to be so much better by your sixth tele-seminar, by the 12th or 15th session that you do, you don't want to have 20 people on the line the first time that you do it.

SHARON: Right.

GLENN: So, it's a little better because of that. I also think that life coaching is a place where, people talk about the phrase success is a journey and it almost sounds like you

know a hippie 1960ish type of saying. But the truth is that, if should focus on the numbers, if you're too focused on the finances, if you're too focused on, you know, how much, how many sessions you're doing. You're too focused on exactly what people are accomplishing in your practice, then you're going to find that scheduling lots of appointments is a great way to make your life pass you by quickly. And you don't really enjoy the journey as much and the journey of becoming a life coach I found more personally fulfilling and gratifying than the actual growth which was tremendous, I saw in my clients, but the fact that I had all these stories inside of me and...

SHARON: Uh-huh...

GLENN: The fact that when you sit with people who reveal to you the intricacies of every most intimate thoughts and how they problem solve and the way that that empowers you in your own life is more valuable than any thing else that you do in life coaching, in my opinion. And so I think you really need to enjoy that part of the journey.

SHARON: Cause you learn. You learn so much about yourself by helping these other people to see what they're struggles are and you know, the first think well I don't have that struggle and then you think well, maybe I do.

GLENN: Yes! That's true. You come up against struggles that you didn't know that you had. What's also true is that, you take a day-to-day experience, because day-to-day people don't really share with you their most intimate problem solving thoughts and concerns and deepest feelings. You're usually alone with your most intimate problem solving, you know, thoughts and deepest concerns and feelings. And, when you're alone now you don't have the opportunity to observe others, you tend to think that what you experience is what everybody else experiences.

SHARON: Right.

GLENN: And it's freeing to see that, that's not necessarily the case. That there's a whole range of ways that people think and feel and deal and do and problem solve. It's expands you. Makes you a better person I think.

SHARON: It's cool. Right.

GLENN: It really is.

SHARON: I like that too.

GLENN: It really is.

SHARON: And with that, what about having your own coach?

GLENN: I think that almost goes without saying, because in order to successfully convey value as a life coach you have to believe that there is value in life coaching. And how can you authentically convey value, how can you authentically convey that message if you haven't experienced it?

SHARON: I think that's so important. I think that might be something that people say but I don't need a coach.

GLENN: Well, you don't need a coach, remember that's one of the critical differences between coaching and psychotherapy; is psychotherapy might be something that you

need. Psychotherapy might be something that you need to heal psychological problems so to speak. Coaching is something that you do because you want to accomplish more in your life. So, the answer is if you don't need a coach, if you want to accomplish having a very successful coaching practice then you probably...

SHARON: Might be good to be coached by a successful coach.

GLENN: It would be a good idea, especially to be coached by a successful coach in particularly one who has experience coaching or coaches.

SHARON: Right.

GLENN: Uhm...

SHARON: Like train the trainer.

GLENN: Yeah, and I recommend that people have the experience of calling several coaches and understanding how they do an introductory sessions, and how they handle the initial appointments and what they have to offer and ...

SHARON: What are the signs of a good coach? When you are looking for one for yourself?

GLENN: I think the signs of a good coach; is got a structured approach and they can articulate it. There are coaches that work entirely intuitively that can make a tremendous impact.

SHARON: Mmhmm...

GLENN: But, it's harder to learn from them, it's harder to learn how to be a coach from someone who does it entirely intuitively and, and cause they won't know how to teach it.

SHARON: Mmhmm...

GLENN: And, there is more danger of someone being bad or impulsive or emotional as a coach if, they haven't articulated their philosophy of coaching and they don't have a paradigm from which they're working.

SHARON: Mmhmm...

GLENN: There's a lot more danger of them being driven by, not maliciously, you know, at a very benign wish but they can often be confused between what they really want and what you really need. So I tend to shy away from coaches that work entirely intuitively or won't articulate, haven't taken the time to articulate a particular model but they like to work with. There's another important experience of getting coached that is very valuable for you to have which is, to try to be the best coaching client that you can be. And, this isn't...

SHARON: Interesting.

GLENN: Uh-huh. I think this is an unusual philosophy but it's something that's really worked for me, as a coaching client.

SHARON: Uh-huh...

GLENN: Which is that, having been a coach and a therapist and been around coaches and therapists all my life I know what ails coaches and therapists,

SHARON: Uh-huh...

GLENN: I know what their struggles are. And, I, I know when I was at my best, and I would be at my best when people would be interested and cooperative and attentive and would be complimentary in some way. And, it's a little embarrassing to admit that but I'm personally like anybody else and I respond to people who respond to me.

SHARON: Mmhmm...

GLENN: So, what I do with my coaches is, which is not really what I've done with when I've been in therapy, but what I do with my coaches is, I tune myself in finely to their personality. And, I figure out what motivates them, what inspires them to work hard for me.

SHARON: Ah-ha

GLENN: And, I try to give them the feelings and behaviors that I need to perform as a coaching client to inspire them to work as hard as they possibly can for me. Because, if I can be one of their most coach able, best clients, if I can be the person they look forward to seeing every week...

SHARON: Mmhmm...

GLENN: Because, no matter what coaches say, there are clients that are looked forward to seeing more so than others.

SHARON: Mmhmm...

GLENN: Then they are going to work extra hard to make sure I get everything out of it. And, I choose coaches that I'm able to tune into like that that I want to connect to, that I genuinely ...

SHARON: That you want to emulate.

GLENN: That I want to emulate and for who I genuinely attach to, so that I'm capable of doing this authentically and some people would say, well you don't want your coaching clients to be performing for you, you want them to be doing what's in their best interest. That's true, but...

SHARON: But it is in your best interest.

GLENN: It is in your best interest to figure out what makes your coach tick and how to help them to work as hard as they can for you.

SHARON: You can learn their techniques and you can also become really good at what you're being coached in.

GLENN: Yes.

SHARON: The more they have to give you and the more you can do it well, the better chance you have of learning it.

GLENN: Mmhmm...

SHARON: I think that's cool.

GLENN: Mmhmm...

SHARON: So what that reminds me of as you're talking, is how much talking, how much listening?

GLENN: Well that's something that often confuses people. And, the basic idea here is that people have a talk to listen ratio that they're comfortable with.

SHARON: Mmhmm...

GLENN: If you've looked at, in any given dyadic conversation between two people...

SHARON: Mmhmm...

GLENN: And you kind of chart it out, the percentage of time that one person talked versus another...

SHARON: Mmhmm...

GLENN: When you kind of chart it out, the percentage of time that one person talked versus the other, some people are more comfortable talking and some people are more comfortable listening.

SHARON: Right.

GLENN: And, that goes all the way on the continuums and some people who would, you know be comfortable 50/50 and some people would be comfortable, if they talk 1% of the time and you talk 99% of the time and some people who prefer you basically didn't talk at all. And, you need to understand where your client's level of comfort is on that continuum.

SHARON: Mmhmm...

GLENN: In order to facilitate growth, they'll get more growth when they talk than when you talk.

SHARON: Mmhmm...

GLENN: So, generally your job will be to try to get them to talk as much as possible. The exception to that is the person who doesn't even seem to understand that you're there. And, is so wrapped up in themselves that they're almost annoyed if you say anything at all during the session. And the reason that that's an exception and, and you want to start to push that back a little bit, not right away...

SHARON: Mmhmm...

GLENN: The reason that's an exception is that they'll be doing that with other people in their lives and I guarantee you that ...

SHARON: It's hurting them.

GLENN: Yeah. If they don't recognize the presence of other people, that's one of the major reasons they're not able to accomplish what they want to accomplish.

SHARON: Right.

GLENN: So, generally speaking I try to get people to talk as much as possible, with respect for their comfort level. So what that could mean, if I have a person who's a major listener and is very, very uncomfortable talking, it could mean that I do most of the talking for the sessions for the first six months.

SHARON: Ah-hah...

GLENN: It really could mean that. Usually, if you have someone who just can't talk and you talk and talk and talk and talk and you don't put any pressure on them to talk eventually they'll get unwilling to talk.

SHARON: That's interesting.

GLENN: Oh, they will. They will, yeah. Because they kind of know they're not going to get as much out of it if they don't talk. Once remember a couple who came to see me and I asked them what they wanted to talk about today and they said money, and they didn't say anything.

SHARON: {laughter}

GLENN: And I said, well, what did you want to talk about with money and they kind of looked at each other. And I could tell they were completely overwhelmed about money and they were afraid to fight about it. And I just launched into a spiel and I told them the different ways people relate to money and you know, some people it was security and some people it was freedom and some people it was control and talked about the different troubles that people got into with money and I ...

SHARON: Uh-huh...

GLENN: And I just talked and talked and talked and talked and talked and eventually they started laughing and then they said I didn't think you would do that {laughter}

SHARON: Uh-huh...{laughter}

GLENN: You know I don't think you can go to see someone who would just talk and talk and talk and talk about something you didn't want to talk about. And that was my cue to shut up and then they told me what was on their mind.

SHARON: That's funny.

GLENN: Yeah. So, I mean to be able to do that you need to be reading books that you like about a variety of life topics and the more people that you see the more stories you're going to have inside you. That will make it possible for you to deal with the people who don't talk. For me personally, that was harder because even though I've been very talkative throughout this whole module...

SHARON: You're really a listener.

GLENN: I'm really a listener. I'm really a listener. So that the people I would work best with are people who are more talkers. It was very uncomfortable for me when the people would be coming in and not able to talk but I developed it as a skill as a muscle.

SHARON: It's interesting cause you know I'm more of a talker ordinarily but we flipped in this interview but I'm usually more of a talker than a listener.

GLENN: Yes.

SHARON: But, still when I'm working with people, I prefer talkers, so you prefer talkers and I prefer talkers even though I'm a talker and you're a listener. Talkers are easier.

GLENN: For your job, because your job is to get information from them.

SHARON: Right. Even seeing, you know coaching clients I prefer if they talk.

GLENN: Oh really.

SHARON: Yeah. Absolutely. Absolutely.

GLENN: Tell me why.

SHARON: Ah, well, because that's why I'm doing my job.

GLENN: Yeah. Okay.

SHARON: Now if I'm presenting the results of a study to my client, my job is to talk. But if I'm helping someone to tell me about their whatever, whether it's their behavior in certain ways or feelings about something. When I'm doing corporate interviewing or whether I'm helping someone to tell me about what they want to work on I still feel like my job is to listen and that's what I do. And I feel like I'm not doing my job well if the other persons not talking.

GLENN: Sure.

SHARON: I'm also thinking about, you know, I'm still thinking about the example I gave before about person that comes in and the thing they say they want to talk about is adoption and that they don't.

GLENN: Mmhmm...

SHARON: The other thing that could happen, I think, is that in wanting to do my job really well as a coach, I might want to push them to make more progress than they are ready to make.

GLENN: Right.

SHARON: And I was wondering what you thought about that.

GLENN: I think that happens all the time, and I think that happens all the time especially in the beginning because, see if you haven't yet had the experience of seeing someone talk about seemingly tangential or unrelated topics. And then have an insight, which moves them forward, which relates to everything they've been talking about for the last few months...

SHARON: Mmhmm...

GLENN: If you haven't had that experience and perspective then you feel anxious that you're not doing your job.

SHARON: Right.

GLENN: But, the truth is, if people are coming on time, if they're you know calling on time and they're talking and they're paying you on time and they're basically cooperating with you, you almost can't help but make progress towards their goals. They almost can't

help it, because language is the food of the intellect and our intellects exist for the purpose of solving problems and moving towards goals.

SHARON: Mmhmm...

GLENN: And so, the more that they have this opportunity to put their thoughts and feelings into language...

SHARON: Mmhmm...

GLENN: You have to assume they haven't stopped wanting what they want, so it's got to be driving part of what they are saying even if the relationship is not immediately apparent. So if you can keep them talking and you can be studying and grasping for analogies and patterns and, and trying to put it together then even if you don't see it or you can't say it, they'll get there. If they stop paying on time, if they stop calling on time, if they're missing too many sessions, if they're scheduling too many sessions then there's something that they're not talking about that they need to talk about and, and...

SHARON: Mmhmm...

GLENN: You need to figure out how to, how to address that.

SHARON: So, what would you do if they were missing sessions?

GLENN: I would look for an opportunity to ask them if they were aware that they were missing about, you know, let's say they were missing about three out of the last 10 sessions that they were missing about 33% of the work. Did they know that?

SHARON: Mmhmm...

GLENN: And let them talk. Usually it's enough to just bring it to people's awareness and bring the topic into the conversation...

SHARON: Mmhmm...

GLENN: You usually don't have to make a point.

SHARON: What if they say, oh, I've been so busy.

GLENN: Well, that would be great, that'd be great if they say that because what they're telling you is what they tell themselves that moves them away from their goals. So you want to explore that more. What have you been busy with, I really want to know.

SHARON: Oh. You know, my boss made me do this and that and the other thing and so I couldn't make the, and I had to go in my husband wanted me to and then I had to ...

GLENN: Well, you said a bunch of things ...what's going on with your boss?

SHARON: Well, I've agreed to do like two jobs.

GLENN: Really?

SHARON: But he doesn't realize it.

GLENN: Really.

SHARON: Yeah, I mean they fired this one person now I have all her responsibilities. I'm doing two jobs.

GLENN: How'd he get you to do that?

SHARON: Basically said that someone's got to do it and looked at me and I said okay.

GLENN: Interesting. Interesting. That happens to you a lot right?

SHARON: Yeah, I take on more than I can handle often times.

GLENN: Yeah, I understand. Well, we'll do the best we can.

SHARON: Yeah. Thanks.

GLENN: So you see what I did there was I, this hypothetical person at their level of experience feels that they're too busy to work on accomplishing their goals...

SHARON: Mmhmm...

GLENN: And I explored what's making them too busy...

SHARON: Mmhmm...

GLENN: And, I found out that it's because they're acquiescing to the boss' demands and I was able to say that you know, because you're, because you're actually playing a role Sherri, my darling, honey...But if I had a life coach relationship with you I was able to say that happens to you a lot doesn't it?

SHARON: Uh-huh.

GLENN: Now I might not have said that with someone early one in their work with me.

SHARON: Oh really.

GLENN: I might not have because it's drawing attention to a pattern in their personality and they may or not be ready to look at it. But then I said how did he get you to do that?

SHARON: Mmhmm...

GLENN: How did he get you to do that, taking the blame off of her. It's kind of like an anesthesia so that you can explore the destructive part of the personality without as much pain.

SHARON: That's a really cool way of talking, that, when I was saying about having them look at something in their history by observing it, that's a great way of describing, that's another form of anesthesia. That's cool. I really like that.

GLENN: People don't have to talk about things directly to have growth. And, very frequently, it's easier when they don't talk about it directly.

SHARON: That makes perfect sense.

GLENN: And what's painful for people, this is also kind of controversial, what's painful for people is taking responsibility and observing their patterns and making commitment to change and dealing with anxiety and so my approach is generally to support their defenses while we're gathering information.

SHARON: Mmhmm...

GLENN: And, as they have that experience, I become a safer person to be with than anybody else in the world.

SHARON: Got it.

GLENN: And, because that's true we're going to learn more about their...

SHARON: What's getting in their way.

GLENN: What's getting in their way and that will prepare them to get to the goal of taking responsibility and moving forward the way that they need to move forward.

SHARON: I love it.

GLENN: Yeah.

SHARON: That's great.

GLENN: And at the end of that little conversation that we had I said well, we'll do the best that we can.

SHARON: Took the pressure off me.

GLENN: Took the pressure off her, yeah. Said that I don't expect you to resolve this difficulty right away, and you know, we're just going to study ...

SHARON: We'll work with her.

GLENN: Exactly. Okay.

SHARON: I thought that was super.

GLENN: Okay.

SHARON: Now, that really leads into the last piece that I think that we have here which is when you notice something and you have an AHA, let me put it, let me talk for myself. When I examine something and I have an AHA, oh my God, I have to sometimes really keep myself from interpreting like – Oh my God, oh my God, I see that. You really hate your father or you know...

GLENN: {laughter}

SHARON: Whatever and they might not be ready to hear that and I might actually get in the way.

GLENN: Right, so in that last example, I might have said to this hypothetical coaching client, well, that's something that's really interfering with you moving forward with adoption. Because you tend to acquiesce when people give you additional work to do and you did that with your father or you told me you did that with your best friend, you do that your husband. And that's what preventing you from taking the time to do the research and make the trip to Russia and do what you need to do to make the adoption.

SHARON: To get a baby. Yeah that could have blown me away.

GLENN: And that could have blown you away. Right.

SHARON: Like, what do you mean...

GLENN: {laughter}

SHARON: What are you talking about; I'm here because I want to do that.

GLENN: Right. So I think this last mistake is this notion that early coaches and early therapists have that their job is to hold up a mirror to their client. And, if you were to hold up a mirror like that, it can be very painful to look in the mirror.

SHARON: Well, you know, that's such an interesting thing, like someone who's been through a difficult situation, like, if they've been through something difficult physically and during the healing process you turn black and blue, you're swollen, you're red and you really healing, or you're itchy but if you shove a mirror at that point during the healing ...

GLENN: Right.

SHARON: Ewww....

GLENN: Right.

SHARON: Can be really disgusting.

GLENN: It's like, there's this scene in a "As Good As It Gets", where Greg Kinnear gets injured and, and Jack Nicholson, I forget the name of the actress who plays ...

SHARON: Helen Hunt I think.

GLENN: Wasn't Helen Hunt, it was the other comedic shorter woman, anyway, it was a scene where he's recovering from a horrible car accident and he says well how bad do I look? And, they're kind of like trying to smile but they're obviously gritting their teeth and ...

SHARON: Right.

GLENN: And he says, you know, show me and he holds up the mirror and the guy just screams. {Laughter}

SHARON: Right.

GLENN: He screams and looks away.

SHARON: Right, right, right.

GLENN: He would've been better off not seeing that.

SHARON: Right. He didn't need to see himself.

GLENN: Yeah, he, he didn't need to see that in order to heal at that moment.

SHARON: Right.

GLENN: There're times when people do.

SHARON: I mean that's why sometimes you stay bandaged.

GLENN: Mmhmm... It makes me think about how I was mistaken when I first became a psychologist.

SHARON: Mmhmm...

GLENN: When I first became a psychologist, you know, I was 25 years old when I defended my dissertation and you know I was actually seeing patients before that in Graduate School and you know doing treatment of my friends in high school which I shouldn't have been doing but I was.

SHARON: And well.

GLENN: I, I was okay. I was okay. I always joke with everybody that when I turned 16 everybody else wanted a car I wanted to go see a therapist.

SHARON: {laughter}

GLENN: Which was really, because to me therapy had always been presented as a growth model and not a medical model.

SHARON: Right. Right.

GLENN: And, What, what they were really doing, which they didn't know, was life coaching.

SHARON: Exactly.

GLENN: They were really presenting life coaching but we didn't just have those words back then. Anyway, when I first got people into the room and I got my license. And I started you know, working formally, I really thought it was going to be about figuring out the patterns and pointing them out to people like a puzzle and then they would see how the puzzle fit together and they would jump up and down and say...

SHARON: Aha!

GLENN: And say yes and {laughter} you got it Doc, now I'm going to go do it, I'm cured thanks! And, it's not about that. In fact, after you've been doing it for awhile and you know, I think after I saw my 1000th patient I could probably size something up in a session or two and understand what the major difficulties were. And if it worked like that and I could point things out to people I would never need to see some people for more than a session or two because I would just explain it to them and then they would walk away and do it.

SHARON: Right.

GLENN: But it's not about that. It, it's more about getting people to love you enough that they're willing to, to change. I use the word love on purpose actually.

SHARON: Tell me...

GLENN: And, you know, this is all over the telephone and I maintain boundaries with the clients and there are a lot less strict rules for boundaries with coaching clients than there are with psychotherapy clients but I still think it's a more powerful relationship when you don't necessarily socialize outside of the coaching relationship.

SHARON: Mmhmm...

GLENN: But I use love on purpose because trust means well, you're not going to tell anybody else, you're not going to humiliate me, you're not going to use this information to hurt me, consciously to hurt me.

SHARON: Mmhmm...

GLENN: Love means that you become an important enough person in my life that I'm willing to repeatedly risk changing my behavior and my habitual way of thinking in order to accomplish what you've taught me I really can accomplish. At, at the deepest level, it

means being willing to, in Star Wars there's this scene where Luke Skywalker has to go into a cave to face the dark side of the force.

SHARON: Right.

GLENN: And, I think we all have that cave. Jung called it a shadow, Sullivan called it the Not Me, there's part of us that is so frightening to us, even the healthiest person that they're used to pushing it away and that's usually the part of what's preventing them from accomplishing what they want to accomplish in their lives. So, who are they going to go into the cave with? It's not just someone they trust, it's someone that they love.

SHARON: Got it.

GLENN: And that won't happen until you've been there for them consistently and lovingly for usually, many years.

SHARON: Don't you start ...

GLENN: You can see progress all along the way...

SHARON: When you start a life coaching practice, you could be starting a practice where you have the same people working with you for years.

GLENN: You really can, which is one of the reasons that I think it's important to set up a trial period with everybody to start with.

SHARON: Make sure it's somebody you want to do that with.

GLENN: Yeah. Because after someone's working with you for many years it's not necessarily ethical to, to let them go. You know, like 5, 6, 7 years someone's working with you that long and they're making consistent progress in their life, I think once you work with them for 5,6 ,7 years you really owe it to them to be available for them and almost indefinitely. I think in the first couple of months, I don't commit beyond the consultation.

SHARON: Mmhmm...

GLENN: And this is why, by the way, I'll charge for a session rather than charging for the month, during the trial period. Once they've had a couple of consultations and I think that I might like to try helping someone, I'll set up a three or four month trial period. And during that time, they can pay me by the month and life coaches tend to like to be paid by the month because it puts more of a value on the month as a whole rather than session-to-session.

SHARON: Mmhmm...

GLENN: Because sometimes, just for the very reason you were talking about, it's not clear to the client that the conversation was actually on task but as the month, they can look back and see what they accomplished more easily.

SHARON: What if after 3 or 4 months you don't want to work with that person? How do you get rid of them?

GLENN: Well, it's usually obvious to them that it's not working as well as it's obvious to you so it's not usually so much of a problem after 3 or 4 months if you've done this. And, during that 3 or 4 months I don't set up a regular time. I juggle their time a little bit. So, I

tell them I'm working on a regular time to figure out what's going to be best for them and for me. Which is true. Because I don't believe it's in their best interest to have a regular time until I'm totally sure about that, you know, I'm going to be a stellar influence in their life.

SHARON: Mmhmm...

GLENN: Most of the time if I really can't help them, they won't have made it through the three months. It will have become clear and they'll stop coming, they'll stop calling. If they've been calling regularly and cooperating and, and paying and making some progress and I still don't want to work with them then I might ask them how they think it's going, and I would think through very specifically why I, I didn't want to work with them. And, I think through very specifically who would be better off, better match for their pursuit. And I would say that it's not clear to me yet, I want to think about it and I'd like you to think about it also, but it doesn't seem to me that the goals that you have are not necessarily what I specialize in, I don't feel that I am adequately serving you. I don't feel that I'm helping you to accomplish what you want to accomplish, I'm not sure I'm going to be able to. And that...

SHARON: And that'll be true.

GLENN: And if you'd really like to set up another trial period, you know, for another month or two to see if that works then I'd be happy to do that, you know and of course if you didn't want to do that I'd also be happy to take your call. You know you want to talk something over once in awhile that's fine, have a session here or there I can do that, but I, when I look back over the couple of months and I don't think I can help you. I don't think I'm qualified to do this. And you make it entirely about you, entirely about you so they don't attack themselves.

SHARON: Right. What if someone has like really bad stuff and they really know that they're disgusting?

GLENN: {laughter}

SHARON: No, no what if someone like has been rejected by everybody in the whole world and they come to you and ...

GLENN: Well, it could feasibly present an opportunity to fight for it.

SHARON: Aha...

GLENN: At, at that point they become mobilized. I remember a woman that came in and I did not want to work with her, from the moment she came in, she was scowling, and she had a baby with her. She was good with the baby, but she was scowling and she was negative, many 100 pounds over weight and felt no hope of every getting any better and uh, told me that I was not going to be able to help her...

SHARON: Why was she there?

GLENN: She was there because she wanted to get a job, she wanted to lose weight and she wanted to have a boyfriend, she wanted to fix her life. She was, so this was definitely a psychotherapy patient and she just went on the attack as soon as she came in and she told me that I wasn't thin enough...

SHARON: {gasping}

GLENN: {laughing} I wasn't thin enough now, the office wasn't neat enough, and ...

SHARON: Oh my goodness...

GLENN: Now, I wasn't experienced enough when she came in, at this point I probably could have worked with her very well. But at that point I really didn't know what to do and it was very uncomfortable for me and I didn't want to work with her. People think that, you know, they say you attract more flies with honey than you do with vinegar but I don't find that to be true, I find that the more negative I am the more people pay attention to me.

SHARON: Huh...

GLENN: And, I thought oh my God what am I in for. {laughter}

SHARON: Oh my goodness.

GLENN: What I should've done was, I should say good, that's a really good attitude, I think that's really good. You know, kind of thrown her for a loop and let her start attacking me more and I should've, you know, kind of jarred with her but it's not my personality, it's really my personality to do that. And, what I did that was the mistake that got her overly bonded to me...

SHARON: Oh no...

GLENN: She was saying, there's nothing in my life that's any good, I don't know why I don't just kill myself and I said well, okay, one thing you do good, I said you're really a good mother. Because she was standing there rocking this baby and it, this horribly negative miserable person was making this baby feel soothed and, and happy and comforted. The baby would be smiling at her and I said it only takes me 30 seconds and you're a very good mother aren't you. And, she said yeah, I am. And...

SHARON: Wow.

GLENN: But I really didn't want to work with her. And, she pursued me and pursued me and pursued me and I worked with her for a few sessions and then I told her that I didn't specialize but at that juncture I had been too nice to her. That went to her heart and soul. That was a mistake that I made.

SHARON: She fell in love with you right then.

GLENN: She fell in love with me right then.

SHARON: Yeah.

GLENN: And she was devastated that I didn't want to work with her.

SHARON: Aww...

GLENN: And so, you have to be careful with that up front though. If, if you might not want to work with someone you have to be careful about saying something nice to them or something that's going to make a very big difference to them...

SHARON: Because then they're going to want to be with you.

GLENN: Yeah. You're not going to have that option. And you're going to be in that conflict about everything. At that time, she had been referred by someone and she called and made a complaint and it was very, I was very young and those are the kind of things that happen when you're young and inexperienced but...

SHARON: I think that the lesson that had here is first of all that was incredible loving of you, you really, I mean it's probably the reason I fell in love with you myself cause you're really sweet, sweet person and you really try to see the good in people and help them. But I think also what we're saying here is that we are going to make lots of mistakes in the beginning and we're going to learn from them and, and get better and better and better...

GLENN: Yeah.

SHARON: That's a mistake you wouldn't make now.

GLENN: Right.

SHARON: And that's so cool.

GLENN: That's why in life coaching in particular, it's important to connect with a therapist or two or three that can handle the people that come in that you really can't handle, that you're worried about and ...

SHARON: So you have some resources.

GLENN: Yeah. And, the line generally is, is I don't specialize in this, I really don't have enough experience that I tried to help someone with this once before and I failed and I don't want to experiment on you. That kind of thing.

SHARON: It's respectful.

GLENN: Yeah. It's hard. Oh, there's one more thing I wanted to say about the analogy of beginning coaches thinking that its their job to hold up a mirror to the client.

SHARON: Uh-huh...

GLENN: The point at which it became clear to me that wasn't my job was when I had a client come in who said that, I asked him why he came, and he said it was because he couldn't look in the mirror anymore.

SHARON: Aww...

GLENN: And, he wanted to be able to.

SHARON: Aww...

GLENN: And that's when I realized that my job is to make it possible for people to look in the mirror and my job is not to force the mirror in front of their face.

SHARON: Right.

GLENN: Make it possible. That's my job. Make it possible. Figure out why they can't and make it possible.

SHARON: That's very sweet.

GLENN: Those are the 12 most commonly made life-coaching mistakes that I see. Let me just repeat the mistakes again. Mistake number 1 was not knowing how to leverage their voice mail or their answering machine. And there is a sample message and I talked about you needing to be compassionate and make sure that you want to hear from them and that no one else can hear the message and let them know when you are going to call them back and that they can talk about what they want to etc, etc, etc...

SHARON: Mmhmm...

GLENN: And then we also talked about managing your calls and when you call back. Mistake number 2 was misunderstanding the difference between being a minute late and a minute early. And the difference was in who waits for who.

SHARON: Uh-huh...

GLENN: And when you cross that threshold there's a night and day difference on the experience of the client. Next one was not taking any notes. And we talked about how to take some progress notes and the fact that you could have a personal journal that's separate from your regular journal.

SHARON: Mmhmm...And a personal journal is something that is confidential for yourself.

GLENN: Yeah. Personal diary. Mistake number 4 is being too eager, too available, committing too soon. Which means that you avoid setting up a regular appointments to quickly. You avoid setting up a monthly retainer to quickly. You avoid seeing them to frequently too quickly. Even if they have money and they're ready to go. It's kind of like somebody saying but I want to sleep with you already.

SHARON: Uh-huh...

GLENN: It's on the first date and you need to get to know them first.

SHARON: Okay.

GLENN: Mistake number 6, which is really mistake number 5 is not picking a coaching structure and not having some type of paradigm from which to view what's happening so that you can orient yourself when you're lost. And we talked about my goal orientation paradigm, which is not really mine it's something that I learned from my coaches and my mentors.

SHARON: Mmhmm...

GLENN: Mistake number 7 is not having a fall back position. We have to admit as life coaches we're going to be confused and bedazzled a great deal of the time early on. And, by creating a fall back position, which you know you, can always rely upon ...

SHARON: Like factual based questions.

GLENN: Factually based questions and something that takes the person outside of themselves, which will not lead them to feel that they could be judged.

SHARON: Great.

GLENN: Mistake number 8 is giving up too soon.

SHARON: Mmhmm...

GLENN: That they need to recognize that lots of these people come in once and get what they want and never come back or wait several years to come back again. That you have to get a lot of stories inside of you to be successful as a coach. So that you can recognize patterns and see paradigms and also so that, for the people who are not comfortable talking you can say well I knew a guy who was struggling with this and ...

SHARON: Blah, blah, blah...

GLENN: Blah, blah, blah, blah, blah. And of course, you have to guard everybody's confidentiality when you do that.

SHARON: Right.

GLENN: Ah...

SHARON: His name was John Smith...

GLENN: {laughter} The key point of guarding confidentiality by the way is that you can't reveal anything that would allow people to identify that person. You can talk about issues and topics and but you should change it enough of the details that it would be impossible for anybody to identify that person. That's not a law in coaching because coaching is not regulated yet. But, if the coaching industry follows the psychotherapy industry, it will be seeing something like that. There's a tipping point once you got those stories inside of you and you've converted a language and the syntax and the vocabulary all of a sudden it becomes a whole lot easier. And, the other thing to consider in those initial stages is not to take on too many new people at once because if you had 20 of hours of coaching a week but 10 of them were new...

SHARON: Mmhmm...

GLENN: You would be exhausted and overwhelmed.

SHARON: Right.

GLENN: If you had 20 hours of coaching of all people that you've been seeing for 6 months it would be a piece of cake. Well, not a piece of cake but it would be much, much, much easier...

SHARON: Easier.

GLENN: Yeah, yeah. And I was in a situation as a psychologist, you do an internship and all of a sudden they flood you with all these people and you know, I was having the weirdest dreams at night {laughter}and I just didn't have enough processing time. There's just not enough time to do that and

SHARON: Right.

GLENN: You need to leave yourself that processing time.

SHARON: That makes sense.

GLENN: Mistake number 9 is not having your own coach. If you want to authentically convey value and learn to charge high fees then you need to have enough experience so that you believe in the value of coaching when you're client questions it.

SHARON: Right.

GLENN: And, if you haven't had that experience then when your client questions it, you're going to question it also.

SHARON: That makes perfect sense.

GLENN: Mistake number 10 is not understanding your clients talk to listen ratio. Some people are more comfortable talking, some people are more comfortable listening. The more you can get them to talk the more progress they're going to make, but you can only do that in the context of their comfort level and the people that are less comfortable talking you have to pick up the ball and run with other side. Mistake number 11 is being more interested in client's progress than they are.

SHARON: Uh-huh...

GLENN: That's particularly something that people vulnerable to early on because they're not familiar with how things that seem seemingly disjointed and unrelated result in progress later on.

SHARON: Uh-huh...

GLENN: So they tend to jump at that but mistake number 12 is your job is not to force a mirror into the clients face. Your job is to make it possible for them to see the things that will facilitate their goals. Those are the 12 most important mistakes that I came up with when I reviewed my, the notes that I took with coaches I've been supervising and I thought about the family members that have gone into life coaching and that's what I wanted to go over today.

SHARON: Those were wonderful, very, very helpful. Thank you so much.

GLENN: Well, you're very welcome, you were just a doll.

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