



Glenn Livingston, Ph.D.

"The Rock Solid Structure Everyone Should Know to Get to the Next Level"

(An Interview with Dr. Glenn Livingston and Dr. Janice Seward)

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Janice Seward, Psy. D.

Author, Never Binge Again

Glenn's companies have sold over \$30,000,000 in consulting and/or coaching services. He's worked with over 1,000 coaching clients and directly supervised many coaches and psychotherapists. His companies' previous work and theories have also appeared in dozens of major media like The New York Times, The Los Angeles Times, Crain's NY Business, The Milwaukee Business Journal, The Indiana Star Ledger, CBS Radio, ABC Radio, American Demographics, and many, many more.

Glenn co-founded, built and sold a 21 person online advertising agency, run a publishing business including dozens of coaching and psychological topics, and was raised in a family of over 17 helping professionals (*psychologists, social workers, counselors, therapists, etc*) it's in his blood!



Dr. Seward is clinical psychologist, and currently Clinical Professor of Psychology and Medicine at the College of Naturopathic Medicine at the University of Bridgeport, Connecticut, where she coordinates the Health Psychology and Counseling curriculum. Jan has also served on the faculty and executive team of the New York College for Allied Health on Long Island, NY). Jan's the former co-producer and co-host of the award-winning "Radio2Women" on WBCR 97.7 FM in Great Barrington, MA, where she and her co-host (*Serene Mastrianni*) interviewed hundreds of guests on topics about health care, politics, education, and the arts. Dr. Seward particularly enjoys educating women about financial "self-defense", and has worked to improve financial thinking and financial literacy with her well-attended seminars "Nice Girls Can Get Rich" and "Ready for Anything: Talk for Tough Economic Times". With over 25 years of experience, she has helped entrepreneurs, CEO's and professionals from all walks of life to fulfill their potential and realize their dreams.

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BEGIN TRANSCRIPT

GLENN: Hi everyone, this is Dr. Glenn Livingston and I'm here with Dr. Janice Stefannacci. (Editor's Note: Now Dr. Janice Seward). Hi Janice.

JANICE: Hi Glenn.

GLENN: How are you today?

JANICE: I'm well, thanks.

GLENN: Janice is the Director of clinics and Head psychologist for the New York College of Allied Health and the course of doing that has supervised literally dozens of coaches and psychotherapists and has come to think of herself as a "coach's coach." So I thought she'd be a particularly interesting person to interview about her experience in life coaching and what she has observed about the struggles that new life coaches go through and what an experienced life coaches goes through because of her unique experience and training and I know Janice's level of dedication and passion for the field, so I thought she'd be terrific and I think we are very lucky to have her here.

JANICE: Thank you Glenn. That's a lovely introduction.

GLENN: {laughter} why don't you tell me how you first got started in life coaching. When did it first come to your attention? And I mean, I know you were a psychologist before you were a life coach and ...

JANICE: Yes that's true, and, thinking about coming to the path of life coaching I can't say so much that I chose it as that it chose me. As people were working with me and we were working in my practice... people's needs and growth orientation really started to dictate that we start looking at life management issues, business management issues, finance management issues, things that are very growth oriented and very practical. Which, when I began to look at it really was bringing me farther and farther outside the bounds of what might be considered traditional psychotherapy.

GLENN: Sure.

JANICE: And when we began to do that, and as my patients got "weller". A word that I like to use in my practice, is they got "weller". These are the issues that continued to come up. Their symptoms would get better and instead of working on a particular psycho diagnostic

symptom, we were now working on growth. And that's really when I embraced the coaching model.

GLENN:

So, it has more to do with with moving away from psychopathology and trying to restore normality, like you might do with in the medical model and you became more enamored with getting people as "well" as they could be. And I think, if I understand what you are saying by that, that you, when you say the word "weller", I think you mean to bring people to an above level of wellness, do you?

JANICE:

Yes, that is what I mean. That all of us try to cope with life. And we sort of see that life can be extremely challenging. But when we master a particular skill set in coping with life and the stresses, the regular stresses and struggles that life is going to present, master those and ruling out any kind of current catastrophic life circumstances, then there's this realm of being able to have really mastery in the world. That goes beyond just sort of reacting to what life throws you and being very proactive about how you want to go out and encounter life. And that's, I think, where the realm of coaching comes into play.

The other thing I wanted to mention, Glenn, you had mentioned my background. When I worked at the New York College, I was working with many, many professionals at the college. These were nurses, professionals in their field. Acupuncture's, Chiropractors, educators, as well as students who were coming to the program to learn various fields of allied health. And these folks were coming to me with very specific questions and concerns about how to run their own practices. How to run their lives and f own practices and I very naturally became involved in counseling them and coaching them about how to set up some very basic parameters of coaching of their own practice. Things like fee setting, and boundary issues, and managing the practice relationship and all of those things also became kind of a natural forum for ongoing work as a coach.

GLENN:

Would it be okay if we went into those in a little more detail and some of the experiences. Because I think it would be interesting to my listeners to understand the ways that fee setting and boundaries issues and some of those practice management concerns were presented to you.

JANICE:

Great. And I think again, Glenn, this is, especially for your listeners who have some psychotherapy background. We all understand how important it is to create a secure environment. All of us are looking to

feel that we are able to trust who we are working with and that we have some security about the parameters of the relationship. That's very important, no matter who we're working with. A lot of times these things aren't spoken, or they're not identified but we all know they are important. It has to do with the give and take of a relationship, what we might consider the "contract" of the relationship. So, the kinds of things I would see time and time again, people would be struggling with - time and time again were some very basic contractual or structural parameters of the client/practitioner relationship. And that might be - How do I establish a consistent schedule? A consistent time frame that will work for the client and myself. How do I establish some basic rules? About, does the client have to show up? And if they're not going to show up, do they have to call me and cancel, when do they need to do that. Some very basic things. Do they have to pay? One of the things I ran into, and I think we can all understand, is that we are helping professionals. We want to help, so when people come to us and want to be helped we do that quite naturally and money is not always, probably not often...

GLENN: The first concern.

JANICE: The first concern, and yet we have to pay the bills! And we don't live in a society, I used to like to say, we don't live in a society where people are going to drop off a chicken on our doorstep. If we help them, that the electric company is going to send us a bill and our rent is going to come due, so we have to, we must collect fees. And that the client can feel very settled and secure if they understand what the expectations are, what they are expected to do regarding fees. If they are given instructions about how to do that, if it's set up in a way that's very safe and yet very clear and then you can move on from that.

And also, you know, basic things like phone policies. How can the client get a hold of me, when is okay for them to call, do I have it set up so that they can call all the time and I can just...they have an understanding of when I am going to be calling them back. Those very basic things, and then from there ... that's your very stable platform or foundation on which you can build the rest of the coaching relationship.

GLENN: I think is so important about what you're saying is that...I've heard many people new to the field approach these issues with a sense of guilt. As if they feel that, they wish that they, (maybe because we are helping professionals) that they wish that they didn't have to charge,

they didn't have to set these boundaries and phone policies and what I really like about the way that you are saying it is that it makes it clear that these are part of what creates a secure environment for the client.

JANICE: Exactly, they're essential. And often what will happen when mix ups come up down the road and again, in terms of issues of liability, malpractice, I mean again those are hot topics in psychotherapy. I don't believe so much in the coaching...

GLENN: People are concerned.

JANICE: Okay, so when you think about what makes people want to sue you, it's usually because the relationship has in some way, has gone sour. In some way there has been a miscommunication, a lack of communication where a person feels injured, misunderstood, somehow miss communicated with and all of those things are extremely important, again for creating a stable working environment where you're really are building in risk management as well.

GLENN: Gotcha.

JANICE: The other thing that I want to say, Glenn, that came to mind, is that people really do believe that you get what you pay for. We really do believe it. In fact, I was thinking in getting ready for our talk today, some of the common mistakes I made, the mistakes that I think knew coaches make and that is in undervaluing their service - and, going beyond that, in not really understanding the marketing process.

Psychology dictates about how they value services that they pay for. We really do believe that we get what we pay for so if we tend to undervalue or discount our services our clients might expect they are getting something less than professional.

GLENN: Yes, absolutely. What can also happen is that if you're in the range that people might spend on a simple dinner out or going to the movies or something like that then they don't take it as seriously so even if they..., they might like a movie that they went to but they're not going to put a lot of time in preparing for that movie, processing the movie afterwards and thinking about how that movie will impact their life.

JANICE: That's exactly right.

GLENN: I think that's why J. Abraham, who is one of my favorite marketing mentors said that he wouldn't necessarily charge \$5,000 an hour if people would actually do what he said at a lower price, ... but he decided to position himself as the worlds most expensive marketing consultant because people took him very seriously.

JANICE: That's exactly it.

GLENN: It becomes an event in their life, in their week. I'm switching back to the coaching model now. It becomes an event that they prepare for and allow it to have an impact on them and works out in everyone's best interest.

JANICE: Glenn, there's...that's exactly right and that brought up another thought which is that as we begin to develop our clients...we mentor them, we are their mentors. And they look to us for example. And what we know from psychology is that people learn best from models. They learn best from the people that they see doing what it is that they want to do. So as coaches, if we value ourselves appropriately we are teaching in a very direct way to our clients how to value themselves. Out in the world there is no better teacher than that.

GLENN: Totally agree...Let me throw you a curve ball about that though, if you don't mind.

JANICE: Okay.

GLENN: Just kind of a paradox and a balance that I think that I am always trying to achieve as I talk to a coach to try to help them work this out with their fee, that, in the beginning for a new coach, it has always seemed to me that there is no substitute for experience.

The more clients that they have, the more sessions that they can do the more stories get inside of them, the more they feel confident in any situation. And sometimes they don't have the skills up front to go in and charge \$200 for a session, ... and it can prevent them from getting the experience that they need to develop those skills yet if they were to establish a lower fee then they run the risk of people not taking them as seriously and I'd be curious, if you don't mind, how you might recommend how people work that out.

JANICE: That's a very important area, Glenn, because as you said, people have to get a certain number of stories inside of themselves as an experience base, a sort of data file inside of themselves so that they

can go back to that and rely on that in these situations and that builds confidence as a professional. And also, we do kind of understand, the public kind of understands and we understand that with professionals there's a learning curve, there's an entry level into a profession and then there's a master level in a profession.

I kind of like to say, that you're going to end up kissing a lot of frogs as you develop your practice. You are going to have a lot of experiences where you are paying your dues so to speak so...I certainly started out this way, the best coaches that I know started out this way and it's one of the things I recommend a new life coach to do immediately if they want to get started in the business ... which is to give away some of your service, volunteer some of your service, offer to do what you're going to do at an entry level fee or sometimes a first consultation for no fee...

GLENN: Just so that you have the experience.

JANICE: Just so you can have the experience, exactly.

GLENN: But what you really need to avoid is setting up a contact where that person is going to expect that that fee will continue for a long period of time.

JANICE: That's exactly it.

GLENN: There's a big difference between having a sample session or a half a dozen sessions at a very very low fee, and there will be a proportion of people who might come in who were reluctant to work with you, but because you are offering them, you know, \$50 or \$25 or what ever, they'll give it a shot but you make it clear up front that your normal fee is \$200 or whatever your normal fee is.

JANICE: Yes, that's right...and to know what's reasonable in the field and what other people are charging and are being paid. Absolutely.

GLENN: I think the other aspect of that is making an assessment of your client on a client by client basis because I think that there always needs to be a perceived value to payment ratio so that the client feels that they are getting something more than they are actually paying for. So it's been very important in your experience to help new coaches set up a secure contract ... to provide a safe environment for the client. Do you remember in your early experience, ... and I guess your early experience was more with psychotherapy patients than with life

coaching client ... Do you remember the difficulties that you went through in learning how to set that up yourself?

JANICE: Oh sure. Feeling very isolated, feeling that it was me and my patients in a room and that I was suddenly, you know ... remember the feeling of driving a car for the first when you've gotten your license but you're not a very experienced driver?

GLENN: Sure.

JANICE: That is the feeling. I can remember the first time I drove by myself and I can remember those early sessions when it was myself and the patient at that time in the room. So much of those early days were caught up in really paying more attention to myself and my anxiety level or how did I feel. Did I feel comfortable, was I feeling like I was doing okay. And I wasn't able to, all that well, focus on the person I was sitting in the room with. So, that's another good reason why you need to try and get as much experience as you can, but of course, the mistake I made at that time is -- I thought that I was alone, and what I did, as soon as I could kind of organize myself, was get a supervisor.

GLENN: Sure.

JANICE: And that made all the difference.

GLENN: Helped you step outside yourself right?

JANICE: Yes. You have some great questions Glenn.

GLENN: Thank you. One of the most frustrating experiences I think, for not only new coaches but throughout the experience continuum is when someone believes they are doing a good job with a client and they're enjoying their work and the client is actually making progress ... then the client wants to leave.

And ... people say dirty words about coaches and psychotherapists, it seems that no matter what we do that at some point we come up against some place that the client doesn't really want to go. In my experience, part of what distinguishes a really good coach from an adequate coach is their ability to help the client to move forward despite themselves.

So I'm wondering if you might talk a little bit about the various situations that you've observed coaches to go through with their clients when they're trying to take the clients to the next level. Some people that have lost those clients, some people that have kept those clients and what you think the difference is.

JANICE: Okay, I'll try and speak to that.

I think that as you, said in psychotherapy, we might be a little bit more prepared for the fact of it, I don't know that we're all that better able to deal with it unless we are really well trained. But, we sort of expect that people will reach a point in their treatment where they're not going to want to go forward, as you said.

In coaching, it's a little more challenging because, especially if we've been helpful, people might really feel like they're doing pretty well, they're doing well enough or they reach an area where they get a surprise, they weren't expecting to come up again. What we would call in psychotherapy – a resistance – if they weren't expecting to come up against a particular obstacle - but here it is, and they don't necessarily want to forward.

So for example, if someone's got a real fear of public speaking, a real fear of public speaking, which we know is pretty common, so, in order for them to go forward they are going to have to speak in public in some way. That can be as simple as networking. It can be as simple as getting on the phone and making a few calls and talking to people about what they do, ... it could be getting up and making a presentation in front of their corporation.

The scare that they may feel inside of them may be enough to say that's as far as I can go.

Or, part of them needing to work well and go forward might mean encountering work with other people that makes them extremely uncomfortable and yet in order to go forward they're going to have to get along with these other people or at least try and understand them.

So part of what a really good coach needs to do is normalize the experience. I think people, the strongest feeling a person has when they're having one of these reluctances, is that it's something inside of them, there's something wrong with them, there's something abnormal. And that in and of itself, the embarrassment about that or what comes up for them about that is that they don't want to go

forward they feel that is something unusual itself. The coach can normalize it, help the person understand that these are very, very normal, rational feelings to a situation. Again, one of the things that we know about psychotherapy is that it tends to pathologize a lot of things and coaching as a growth model really helps people to understand what's adaptive about their behavior.

GLENN: So what would it look like to normalize someone who was frightened of public speaking? Normalize his feelings.

JANICE: Well, you help to understand that there are really good reasons inside all of us that we don't necessarily want to be exposed. That just like it makes sense, in many ways, to feel afraid of being in an airplane or being afraid of being in a confined space, it makes sense to not want to be exposed. That makes perfect sense. That there's a logical and rational reason for that and that in addition to what ever else there might be from the person's individual history.

There's lots of good reasons to not want to do that and feel anxious about it or uncomfortable. One of the things again I like to use as much as possible when I work in coaching is to present approachable or easily identifiable models that people can relate to. So if I can let a person know that somebody they really admire has a tremendous fear about public speaking or what ever it is that they happen to be afraid of.

GLENN: I see.

JANICE: That, I think, makes them feel much more settled. That if this person can do it who they understand or especially even myself, I think something that coaching allows us to do that psychotherapy doesn't permit us much is the use of personal experience and personal revelation to our clients. That if I struggle with something and they've already seen that I can go out there and do it...

GLENN: You can tell a story...

JANICE: I can tell a story about it. And I can also tell them what I use to help me negotiate it, to get over it. There've been wonderful coaches and, psychotherapists who were also very much coaches who use that all the time. Milton Erickson is someone who comes to mind.

GLENN: Gotcha, now I feel more normal about it.

Both: laughter

JANICE: You're a wonderful coaching client Glenn!

GLENN: Thank you. Thank you.

JANICE: Oh, the other thing Glenn, in terms of overcoming these obstacles and hurdles I find that if I tell a client that something that they are really struggling with, it's easy for me to help them with – not that it was easy for me to conquer – but that it's easy for me to help them with. Instilling the confidence in the client that I can help them, that I have helped other people, that I've been there, done it, helped people, that I've got a fantastic success rate. I find that often pushes someone right into the next level. That they've been worrying, not only not only are they unusual but that they can't be helped.

GLENN: And it's also so antithetical to the stereotype coaches and psychotherapists in meeting the public. People think that we are all about, you know, "covering our butts". "I don't really know, what do you think?" and "What would your Mother say?" That kind of thing.

JANICE: Exactly.

GLENN: And when we respond with confidence and security, that we've got the broader perspective and we know where that can lead to. And I think that that is one of the things that can really move people beyond where they've been before.

JANICE: I agree.

GLENN: Jan, I observe, that one of the hardest things.... One of the absolute hardest things for people new in the field is that they're not really prepared for the concept of induced feelings or the fact that feelings are so contagious when you spend time concentrating and talking intimately with people, ... and they don't realize that sometimes when they feel their worst they are actually doing the best because they are helping their clients to think and feel things that they have never thought and felt before and that they might not be comfortable with. And that if they're going to make an empathic connection with the client at this time, that they have to feel that also. And I'm wondering if you've experienced similar things ... where you're coaching supervisees having suffered crisis of self confidence or self esteem because they've miss identified that and maybe you can give some dimension to that or if you feel otherwise...

JANICE: Yes, no I absolutely agree on what you are saying. I think it's absolutely so. And I'm thinking again about my practitioners who I was also coaching, and they would very frequently present ...And what's so interesting Glenn, I think it's also the nature of our profession, the nature of our personalities that drives this profession that we are usually presenting people that we're struggling with when we present in our coaching supervision and our therapy supervision. We are always presenting the people who we're having the hardest times with.

So, the people that we are doing really well with, I've actually had remind my supervisees, my coaching supervisees, let's look at all your success stories first. Let's look at what's going really well here before we get into the harder issues, the clients who are making us feel, possibly bad about ourselves or inadequate in some way.

What we would need to look at first and foremost is a very basic concept. And this is a concept that we became labeled in psychotherapy and became really well studied and researched in psychotherapy but it's a concept that goes across every discipline, everybody's familiar with it and everybody's aware of it.

And it's called transfer of learning. Now in psychotherapy it's called transference but when I teach about it, when I teach coaches about it, I call it transfer of learning. And it's a very basic, hard wired, human function. Which, is that, you can't see me but, I'm going to hold up a pen right now okay?

GLENN: Okay.

JANICE: Holding up a pen, and we all know what a pen looks like, and right now I've got a metal tipped liquid gel ink pen. I love these pens.

GLENN: Okay.

JANICE: They're Uniball and they're very affordable I have to say. So, I've got this Uniball pen and you know it looks like a pen that all of us might expect. If you pull on the top of it the top comes off, it's got kind of a point to it and so I would expect that if I just walked into a room saw this on a table I would really expect that the first time that I saw it I could pull off the top as I am doing, turn it over so that the pointier part is facing down and if I a piece of something in front of me that's appropriate (or if I were my 3 year old daughter the table would be just fine), I would start moving my hand and I would expect that I

could write. I would expect that marks would come out on the paper and I could use this instrument to write with. And the beauty of that is called transfer of learning and that we're hard wired to do it. The beauty of that is that every time that I see, I don't have to keep relearning that anything that looks like this, whether it's red or blue or grey or wide or narrow...you get the idea, anything that looks like this is still going to function as a pen then I've saved a whole lot of time, I don't have to keep relearning. What we call reinventing the wheel. The same thing with a chair or table or all of the basic things that are objects in our environment.

GLENN: Sure.

JANICE: Elegant, and it's beautiful, adaptive and thank goodness can do that. The problem is that we also do that with people. We have a transfer of learning affect with people, so, if I walk into a room and I see a person who looks a particular way. Let's say they look like my first grade teacher and I had a great experience with my first grade teacher and everybody who, you know reminds me of my first grade teacher I feel very positively towards. Then we call that a really positive transfer of learning or a positive transference and if I'm, let's say, I'm a coach now and someone is walking in and I just happen to remind them of very positive figure in their environment, I've hit the jackpot. I'm way ahead of the game because that person coming into me is predisposed to like me.

GLENN: And to cooperate with you.

JANICE: And to cooperate. Exactly. However, it's not always that simple as we can remember. We didn't all have the best first grade teachers. If they have a negative experience, they are also going to "transfer learning" and it's much less likely they are going to feel open to cooperation. And, then we can call this transfer of learning.

Another way to think about it is the blueprint. And, unfortunately, our minds are the most plastic and receptive to these blueprints when we are very, very little. When we're pre-3 years old. Which is when we have the most plasticity. The people who make the biggest impact on us also are the people with a lot of power, Mom and Dad, our earliest teachers and caregivers. People like that in the community, doctors, you can think of all those applications.

GLENN: Of course.

JANICE: So, when, now in our grown up days, even though people are walking into our office and look a lot like grown ups, we still know that they have a lot of child-like feelings inside and predispositions because of this transfer of learning. A pen, is a pen, is a pen. To see people in this same kind of way, so part of what we are going to have to undo at some point with people that we coach are to realize that transfer of learning are with us. That's where we end up getting a lot of feelings put inside of us that don't necessarily belong to us.

And one of the hallmarks of that, ... like a person I'm supervising says you know I'm a really nice person, but this person always makes me feel like a real - you know creep,

That's when I have to educate them that these are feelings that are being put inside of you, that's not you. It's being put inside of you by the person you are coaching. We have to try and understand that. What that represents to them. In these ways, Glenn, that's where an experienced supervisor is essential. Because, by the very nature of the relationship we can't stand outside and observe it all.

GLENN: Right, right.

JANICE: So, someone who is outside the situation can help us to reflect on what's going on. It's a very challenging area yet also very exciting because if you can understand what your client can transfer onto you, you can use that as leverage. That becomes your leverage for cooperation, and you can use that very dynamically by understanding who the most positive influences in their lives were, and also the most negative.

GLENN: Jan, by the way, I have to say that this is if not the best, it is one of the best explanations of transference in a very clear and sharp analogy.

JANICE: Thank you.

GLENN: I think that anybody can relate to it. I mean that, it's very good. I'd like to add something to that if I could.

JANICE: Please.

GLENN: And, what I wanted to add was,... that when people think about transfer of learning or transferring, it probably conjures up an image of Sigmund Freud sitting behind on a couch and interpreting to

people, “well the reason you do this is because your mother said this and your father had a beard and you know, you wanted to marry your mother and kill your father”.

JANICE: Yeah.

GLENN: And, that’s not really what you are talking about.

JANICE: That’s right.

GLENN: The difference between the professional coaching environment or even the professional psychology environment and what people get in their every day life is people are transferring their learning all over the place. The difference is that as professionals we hold those transfers of learning, and we consider them, and think about the best way and the best time to use that information and sometimes its direct and more often not direct. That’s one of the most, in my opinion, one of the most facilitative aspects of a professional relationship. That’s what they get that they don’t get anywhere else.

JANICE: Exactly.

GLENN: It’s also why, as a coach, you wind up with that, that confusion, and the intense feelings that you don’t know where they came from ... because you’re not doing what you would do in your every day life, ...which is to react and get those feelings out of you. Because there’s no reason for you to hold all these negative aspects of it anyway.

JANICE: Exactly.

GLENN: And it’s the negative transfer of learning that’s more destructive and prevents people from accomplishing what they really want to accomplish with their life.

JANICE: Yes. There are clients who, in a very funny way, because you’d like to say look you know you’re paying me, I didn’t call you to be coached by me. They really try and undo your efforts. That’s the most confusing picture of all. Someone who’s coming to us to try to do better in their lives and they are very systematically sabotaging themselves or sabotaging the work.

GLENN: Your particular vehicle for helping coaches get through that is to explore the feelings that were induced in them in the sessions that they had? Why don’t you say what, a little more for what your

process for helping coaches deal with the things that are transferred to them.

JANICE:

Well, I very much try to get them to say what was going on for them as best they can. Again, as a lot of this is difficult to articulate, but as best they can, what is going on for them - what feelings are being induced. What are they feeling in the session? Do they, are they taking this client with them - are they thinking about the client a lot of the time?

Are they working really, really hard for the client and the client doesn't seem to be working as hard. You know there are some typical markers or red flags about when feelings are really being strongly induced in a coach. So, first of all there's an educational component. How to teach our coaches about induced feelings and why they are uncomfortable and identifying ways in which they are uncomfortable. Because, a lot of times coaches don't know that it's not appropriate, necessarily to bring a client home with them and really, really, really spend a lot of time on trying to do the right thing for this particular client.

So part of it is helping the coach to identify if in deed they are having one of these struggles, or are these "transfers of learning". If the coach knows they're uncomfortable, part of it is exploring the ways in which they are uncomfortable and also encouraging. You know coaches are extremely creative, motivated people.

So, a lot of the time they have some ideas how this relates to their own history, their own experiences. Maybe they always have to be a pleasing person. Maybe they always had to try the hardest in their family. Maybe they never felt good enough. You know, those kind of things can be easily identifiable with people who are really motivated, as I find coaches to be.

We try and identify the common theme and then we look at strategies, very direct strategies and how to confront certain induced feelings situations, how to confront them and how to transition from where ever people are stuck through to a new place. I don't know if that's very clear.

GLENN:

No, No, No. Sure. Sure it is.

JANICE:

And, I find in that way that, again, there's the educational component and looking at the themes that come up and then looking at how to

directly, and I think there, although we did talk about working indirectly, I think there are lots of very direct avenues as well to work with these common experiences.

GLENN: Would it help you if I gave you an experience from my VERY years as a psychotherapist?

JANICE: Sure.

GLENN: So that you could maybe give some more specific examples of what you would have been doing with me.

JANICE: Yes.

GLENN: Okay, when you were talking about the negative transference of learning and describing the difficulty that most people experience with that the first person that popped into my head, I'm going to disguise some of these details, you know, change the name to protect the innocent. But, basically when I was an intern, one of the first people assigned to me was a 400 pound Hells Angels type person.

JANICE: Oh boy.

GLENN: Who came riding up to the hospital in a

JANICE: Good thing you're very tall Glenn.

GLENN: {laughter} Good thing I'm very tall. He still weighed twice as much as me! But he came riding up to the hospital on a motorcycle and when I brought him into the office, I closed the door and he sat down and I said, "so what brings you"

And he looks at me and says "well college boy, I like to hurt people with my head".

And I said, "okay, we can talk about that". I said "you mean you like to play head games with people?" and he says "No".

Both: {laughter}

GLENN: And he pulls back the hair on his head and he's got scars all across his head. He says "No I like to beat up people with my head and I'm really good at it. And I beat up several police officers a few weeks ago and they just let me out and they insisted that I come here".

JANICE: Uh-huh {laughter}

GLENN: He says “As a matter of fact I’d like to beat you up with my head right now, college boy!”

JANICE: Uh-huh, uh-huh.

GLENN: And um, that was probably my first and most representative experience with the negative transference. People won’t be experiencing that for the most part in coaching practice.

JANICE: Very direct. Although you will have coaches who are, working for larger companies and going into do consultations for people who don’t necessarily want to be coached. I could consider that that would be a possibility under some circumstances.

GLENN: Yeah.

JANICE: That’s a great example, but unfortunate that you had to go through it, number one. But a great example of how it’s very important to be able to screen for the appropriateness of the candidates. And not everyone is going to be a coaching candidate. Let’s face it.

GLENN: Absolutely.

JANICE: Not everyone who comes to us is not going to be a coaching candidate. We can certainly say that this guy was not really a great therapy candidate. Not necessarily lending himself to a whole lot of insight. So part of the experience for me, if you were my intern at that time, and certainly if a coach ever presented something in a similar vain, I would help them understand that this person is not a great candidate for the work that the coach is there to do.

GLENN: Sure.

JANICE: And that really leads us into the idea of helping a coach to understand exactly what it is that they want to do, who they want to do it with, and in what situations.

Because the joyful thing about working as a coach is that we are really trying to help people to become extremely self-actualized in their life. In a position of great autonomy. To be able to do what we want to do.

So, unless we really know what it is and feel okay about that, that its alright for us to identify who we want to work with and what we want to get paid for it, what we want our lives to look like and then we can go and achieve that. That's really the wonderful, exciting thing about coaching.

I think that helps us to attract individuals who we are more likely to do better with and who we're going to want to work with over time.

GLENN: So, your focus is on, really helping your coach supervisee to self actualize in their practice.

JANICE: Yes.

GLENN: So, that they'll be able to help their clients to self actualize in their lives.

JANICE: In their lives, yes. Exactly, well said.

GLENN: Okay, and I suppose the other element of that is knowing when they are in over their head. When to refer to a psychotherapist, a psychiatrist.

JANICE: Yes.

GLENN: Do you want to say a little bit about that?

JANICE: Yes, that I think that this is a little, one of the risks when, especially a field like coaching gets a lot of "emigrants", we might say, from the psychotherapy profession.

As a coach, suddenly we are comfortable enough sitting in a room with someone who may have a clinical depression, may be experiencing symptoms of anxiety. May have other things going on. Maybe even physical conditions that lead to organic mental health kinds of issues.

And, because maybe we've come from a psychotherapy perspective we're kind of comfortable with it.

And we might be comfortable with identifying or possibly exploring it but we're not, because we're working as a coach, we're not really there to treat it.

So that's when it becomes exceptionally important to refer to someone.

But again, I want to say, that it's certainly very important in the psychotherapy psychiatric realm. But there are going to be -- there's a hole, you know, there's a virtual universe of areas where we won't have the expertise and the client at any particular moment is going to need someone with that expertise.

So, it's as important to identify when a patient really requires a psychiatric referral as it is when they need a referral to a good attorney. When they need a referral to a wonderful financial advisor or a consultant that we must keep it as part of our tools.

GLENN: And I think that's important because when you put yourself in the position of life helper people will accord you a great importance and if you are not careful about it you can start to feel like you are the grand wizard.

JANICE: Yes, yes, yes. True.

GLENN: {laughter}

JANICE: It reminds me of the Wizard of Oz, you know, he says pay no attention to the man behind the curtain.

GLENN: And that's what it would be if you took that position of the grand wizard.

JANICE: Right, exactly, because we can only be who we are. Which is as many times very fallible individuals. And, somebody once told me, the difference between the, I was rehearsing for a radio program and I was using a supervisor to coach me about doing the radio program and he said you know the only difference between the amateurs and the professionals is that when the professionals make a mistake they just keep going right on. So, we all are going to make mistakes, but the key is to understand that we are going to make them and know how to go on with mistakes and make the appropriate referral.

GLENN: Jan, as we're starting to wind down, if you could give coaches three pieces of advice. New coaches, not necessarily psychotherapists becoming coaches, but LIFE coaches three pieces of advice that you

wish that someone would have told you when you were starting out. What would they be?

JANICE: The first one is to take a good marketing course Glenn. Because, what I find, and I'm still doing this and in fact this is one of the things I'm studying right now is that it's not that we don't work very hard. We work very, very hard but most of us have not come from a sales background, a sales and marketing background and we really want to help people ... but unless people know what our product is we're not going to be able to use it. No one's going to know what we do. We can have the best product in the world but if people don't know about it, or aren't made to be curious about it, don't want to try it or don't know how to try it... we're going to be sitting home, lonely coaches. So...

GLENN: I appreciate you saying that because that's the reason I am putting this all together.

JANICE: {laughter} I think it's very important.

GLENN: Thank you for the plug.

JANICE: Very important Glenn, and it's really the truth. Because, I've worked now in the field for 20+ years and I am only beginning to really realize power of effective marketing. And, from whatever that comes from in my history, not necessarily knowing how to do it, feeling confident about doing it, feeling confident about myself. It's really helped to leap frog me over many, many levels.

GLENN: Jan, can I say something about that.

JANICE: Yes.

GLENN: Because I think that people tend to think of it as a personal failing that they're not involved in marketing and I don't see it like that. I think that it's positioned in the culture. Marketing and sales are positioned in the culture as if you are trying to convince people to buy something in your best interest against their best interest.

JANICE: Yes, that's true.

GLENN:

Like a used car salesman and ... virtually everybody strays away from it. First everyone strays away from it. The helping professions in particular.

I don't know if it's something in your history or just that you're kind of emerging from the cultural biases that we all live with about marketing, but the way that I think about it -- that really helped me overcome those biases in myself and, you know, I come from a long family of psychologists and I'm married to a marketing person and so I could confront this very early on.

And the way that I think about is, you know, psychotherapy, ... life coaching ... are attempts to get people to act in their best interests using words and communication.

Really, if you are engaged in ethical marketing which means that you've got a product or service that is truly delivering value and more value than you're charging for it, ... then you're marketing communication is actually an attempt to influence people in their best interest using words also. So, it's kind of like doing coaching or psychotherapy in a broader scale to get your message out to the largest, most well matched group of people.

And the last thing I'll say about is that if you DO have a valuable set of skills, if you're able to impact people's lives, then I actually think that the moral obligation is a reverse of what most people think. Whereas the cultural bias says that, you know, marketing is kind of evil and kind of car salesman like but if you've got a valuable product then you accept and an obligation to get out there - because people will suffer if they don't know about it. It's not just that your practice will suffer, you won't make as much money as everybody else or as you should but the world will suffer. But, society won't benefit in the way that society should benefit from your efforts, so...

JANICE:

Glenn, that's so well said. It makes me feel much better and I think you're exactly right. That we've really been told a very different story, especially in the helping professions about letting people know who we're all about. That, that's terrific.

GLENN:

Well, thank you. So back to you. What are the other two pieces of advise that you might have new coaches.

JANICE:

As I said before, one of them would be to do as much to get yourself out there as much as you possibly can. To take speaking

engagements, to look for those opportunities, you know, give time away in order to let people know what you do. You know, network, network, network. Write a column, something like that. Get yourself out there. I've gotten clients and patients from all of those venues that I've mentioned. Speaking, from giving away service, from writing, I've gotten clients in every way.

And the third thing I would say is hire a good coach. Hire someone who has been there before who can give you some techniques, help you to understand some of the tricks of the trade and to help you feel settled. It's also a great referral source when you're working with a mentor and they have clients that they can't work with and they are very happy to pass them on. And, it's a wonderful community of support - so join an organization or get a coach yourself.

GLENN: Well, I would recommend that they consider calling YOU if you have time available.

JANICE: {laughter} Thank you Glenn. Thank you very much.

GLENN: Jan would it be alright to give out your number in case they have interest?

JANICE: Absolutely. You want me to do that now. Sure. It's 413-644-9827. 413-644-9827. And, if anybody is calling in they can leave a message at any time.

GLENN: Terrific. Is there anything that I forgot to ask you, that you wanted to add to the discussion?

JANICE: Glenn, I think, I think you were very thorough. I think we've covered a lot of bases.

GLENN: All right, I want to thank you very much for taking the time to do this. I find it very valuable and actually learned a bunch of things myself.

JANICE: Glenn, it's always, a great experience talking with you.

GLENN: Thank you.

Woops ...we're back ... there is one other very important topic that I wanted to talk to her about that had to do with the transition from working a full time job to being a life coach and when do you make the jump and give up your income and how do you go about that...

and I know Jan has some very specific thoughts about that so I wanted to come back on and give her the opportunity to say that.

JANICE:

Thanks Glenn, I was thinking about that and my experience with this was I think one that other people can take a look at, might be instructive in that I really had to be very creative in making the bridge. First of all being confident that I could do it, and, for people out there who are just starting their coaching practices, I really want to encourage you and stress to you to listen to positive optimistic people who have also done this. Those are the people to pay attention to!

Because I certainly found that there were many people who said you'll never have a private practice, who does that anymore, you know, you're gonna hear...very much nay sayers, but those are the people that don't tend to...they have a lot of negative transfers of learning in their life and they don't tend to make great coaching client's either.

But it IS possible to do.

And, one of the things you may have to deal with is that your secure job might actually provide a stepping stones into your work as a coach. So, that will provide some of the material for your early supervisory experiences. You know, conflicts of interest, making sure that you're not in any conflict of interest with your day job while you're cultivating your coaching practice.

But, that being said, beginning to cultivate a clientele, be very creative with times that you have available. What I did at the beginning was I had used, -and I did -I saved my vacation time, I saved personal time, I saved flex time and towards the end when I KNEW I was transitioning I even took a regular half day off each week of personal time prearranged in order to see clients that couldn't be seen at night or on the weekend.

At the beginning it definitely requires a greater deal of sacrifice away from your family and things like that, but, if you feel comfortable and confident, technology is so great now. When I was starting out the internet was nothing, it didn't exist. Certainly there weren't web cams and web based technology that enabled you to be directly in contact with the client and without having to sit in a room with them. Working with international clients, you could be on different time zones and all of that works out very nicely.

And being comfortable working on the phone.

So, you certainly can take time out of, kind of carve time out of other times at the beginning.

And how I knew if I was ready? It was when supply and demand, the scale for supply and demand just tipped and I had a regular consistent clientele and not enough time to see them. So that's just some thoughts.

GLENN: Yeah. That's really good, that's really good. You know I don't if everybody's aware that there's a technology that allows you to have telephone conversations over your computer. (Skype) You can actually have conversations overseas over your computer for no cost what so ever.

JANICE: Amazing.

GLENN: One thing that you can do using the internet to target your clients is to target telephone clients in another time zone so that if you need a few hours after work and these people want to speak at a different time that you can, it can be a different time where they are and work out for both of you.

JANICE: This is why I say to everyone who is listening, Glenn Livingston is one smart guy.

GLENN: {laughter}

JANICE: One smart guy, and if you can work with him, if you can grab up everything he's got to offer do it. Do it, Do it's - It's worth twice as much as he's going to charge for it.

GLENN: Well, thank you very much for your recommendation.

JANICE: Unsolicited.

GLENN: Thank you very much.

JANICE: You're welcome.

Dr. Livingston: The last thing I wanted to say about that is that, I do have some information about this in the audio newsletter and the system that I'm presenting. That it's worth charting, There are points in every

coaches client pattern where the clients become more stable, and I find that it's different from coach to coach. I know that if I have a client that came for more than 7 sessions they were very likely to come for at least a year. I know that when I had clients who'd be willing to work on a telephone they're more likely to stick.

JANICE: That's great. Very powerful.

GLENN: I also know that approximately 50% of the people will come for the first session especially early on, later on when I had more experience those numbers got better but, I would not get repeat sessions for about 50% of the people that would come for their first session and I'll show you how to chart that.

JANICE: That's a great tool and I'm going to use it. Terrific tool.

GLENN: You got it. Jan say your number one last time as we get off the phone please.

JANICE: 413-644-9827.

GLENN: Okay, thanks Jan.

JANICE: Thanks Glenn.

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