

How to accelerate growth in coaching

Transcript of interview with Karen Foy

Nadine

So I'm delighted today, Saturday morning, nine o'clock. I think it's the first time I'm doing a podcast recording on a Saturday. And I'm delighted to welcome you, Karen, very good morning to you.

Karen

Thank you. And good morning to you, Nadine, and everybody else. Lovely to be here.

Nadine

I am delighted to have you as my special guest on a Saturday morning. We met not long ago via Tracy Sinclair. I was doing the training for my accreditation, and you were part of the team, the mentor coach team that was helping us out. You and I had a one to one, on analyzing my coaching conversation with a client. I just loved our work and I said I've got to have Karen with me on my podcast. Now, Karen, you're a coaching psychologist, and you have a degree in Psychology. When I looked at your profile on LinkedIn, I saw Newcastle and I saw Sheffield and I always connect the dots with people because I always think we have things in common. I used to live in Sheffield and I used to live in Newcastle. So there we are. You're also a lecturer in coaching behavior change with the Henley Business School. I feel like asking is there anything you haven't done? Because you're a coach psychologist and you're a lecturer. Is there anything else that you would like to add?

Karen

I'd just like to add, noting that I'm very old. That's why I've done quite a lot of things.

Nadine

You have a great profile and great experience. For people like me, I'm still learning, and I think it brings a lot of value to the conversations that we're having. I'm very grateful I learned from you. I know that you've done a lot in your career. I know that you have also contributed to a book. We'll talk about it because I'm really keen to know. Karen, you specialize in coaching psychology. And I'm fascinated by Psychology, I'm about to embark on a PhD with the Psychology department of the University of Kent. Could you tell us more about coaching psychology?

Karen

I'll try. And one thing I'll say is I don't actually identify as a coaching psychologist. I feel I don't deserve that title. I did a Psychology degree at Sheffield, as you say. And then I did a Master's in Psychology and Coaching Psychology at the University of East London. So I have the extra bits in there. It says being psychologically minded when coaching and just wanting to make sure that whatever I was using in coaching was evidence-based. There's part of me that's existing in between for me. There's part of me wants to be really evidence-based and part of me wants to be intuitive. I've always got those not battles, because it doesn't feel like a battle. But those tensions inside of me working with that. Coaching psychology is very much based on taking the evidence from behavior change, and applying that to coaching. But I like to think that I do that in a very light touch way.

Nadine

It's interesting. You mentioned the word evidence and the word intuition. We could argue that they're totally opposite words. How do you balance the evidence although allowing your intuition to come in?

Karen

It's a bit like you were saying, Nadine, it's because I'm fascinated with psychology and what what makes people tick, what makes me tick, because that's part of the conversation in coaching. I've read a lot, worked a lot in it, studied a lot around it. I think the intuition is more a remembering of all of the things that I've already learnt that come up at the right moment. I know there are some coaches who identify as maybe cognitive behavioral coaches, humanistic coaches, or whatever. And that's all great because that's their way of doing it. I just think mine's a bit more of a magpie approach. I think the intuition comes from doing all the work beforehand, and then that's sitting there. The right thing seems to pop in at the right moment that somebody presents with something, if that makes sense.

Nadine

Yes. I'm going to put you on the spot here because you love reading psychology. What is your number one book in psychology?

Karen

I don't think my number one book is a psychology book actually. I love reading Anthony Grant stuff. Jonathan Passmore is really great. But I think the books that I come back to take psychology and strip it right back to basics. My favorite books are Claire Pedrick's *Simplifying Coaching*, Blakey and Day when they talk about *Challenging Coaching*. Sometimes my favorite books that help with coaching are nothing to do with coaching psychology, they might be theology, they may be literature. Quite a mix there. I'm not your typical 'this is the book I go to'. I've got all of the coaching psychology books, but it's more taking that magpie approach of everything, and at the moment, I'm reading a wonderful book by somebody who I really rate and that's Father Richard Rohr, who was a Franciscan priest. He talks about falling upward, it's about the two stages of life. I'm mulling over a book that does the same with coaching that looks at the two stages of coaching, and maybe more, but looking at that, you need to get fundamentals and then you get to that beautiful intuitive coaching. I'm not sure that's answering your question the way you want it, but that's my magpie mind.

Nadine

No, I think it's great, because you've given us a few books to think about. And interesting me, Claire is coming on to my podcast. You introduced me to Claire, in our one-to-one. I contacted Claire, and she's coming to my podcast on the 11th of February. She's amazing. I've bought her book as well which I'm in the process of reading along with Tracy's book.

Karen

That is a great one Tracy and Jonathan's, because what that does is take some of the psychology and adds that to the ICF competencies in a lovely way. It's a great resource book for anybody that yes,

Nadine

Yes. What I like about Tracy's book from the beginning is that she's sharing with us definitions of what coaching is. When people talk to me and say 'Oh, you're a coach, so it means you just ask questions'. It's a very simple summary of what we're doing. I like the fact that she has explored different definitions to share with people and to make people understand that coaching isn't just about asking questions.

Karen

Absolutely. It's lovely, because right at the back of Claire's book, it's almost the last thing that she says in her book, it's when you're in coaching take off your shoes, you're on holy ground. I just love that because it is. Like Carl Jung says, you forget, once you've learned all your techniques and tools and models, you're just a human soul across from another human soul. It just brings us back to what's basic in us rather than what we've learned.

Nadine

When I read Claire's, I also like the simplicity of her language, she makes it easy to understand. Some books are quite complex, and you have to think about it a lot more. But I like Claire's simplicity and some of the models. I was on LinkedIn and I've seen quite a few posts on clean language in coaching. Sometimes we've got jazzy words and names and this one appeared. What could you say about clean language? What does

that mean for you in in coaching?

Karen

Clean language. There are lots of people who are specialists in clean language and they'll be very focused on the way to use clean language, so absolutely using the words and phrases that someone's used in a particular way. Like you say, sometimes that can be put up as the holy grail or the silver bullet or whatever, it's fantastic. I like to think of it as another way just to start to see into the world of somebody else, the words that they use. If we were looking at it in ICF competencies, it would be that active listening about exploring the words. I'm not great at doing very highfalutin words. For me, when I'm talking to coaches about this, it's less about the actual way to look for clean language. I'll talk to people about active listening and saying, listen out for the powerful words. I use the analogy of Harry Potter. If you've read Harry Potter, or seen any of the films, there are things called portals, and it might be a Wellington boot or something, that if you hold on to it, it wishes you to another place. I always use that image to say, those are the portals or the real port keys, they're called in Harry Potter, those are the port keys, that will take you so much deeper. Listening out for the words and phrases that somebody uses, just exploring them. Probably clean language would be more just reflecting back those words or using those words. Both are great. There are a whole lot of people who teach you clean language, or you can take the spirit of clean language and think when I'm curious, that was an odd word to use there. I wonder what that was, and reflecting that back, I think it does the job, it takes you to another dimension.

Nadine

I have a particular interest in the meaning of words, because I'm bilingual. I juggle between two languages in my brain. I'm really interested when I have a coaching conversation, to explore the choice of words. I dive deep into the choice of words, because it can explain, and it can also clarify a lot of things in a conversation. That's one particular field of interest that I have in a coaching conversation. I was wondering if it was due to the fact when I started coaching, I was perhaps a bit naive, maybe I'm quite fussy about that because I'm a linguist, because I'm bilingual. Yesterday, when I talked to Tracy Sinclair, we talked about styles of coaching, the danger of having a style of coaching. This is why we go for different accreditations, and we keep learning because you don't want to be set in a style of coaching. Otherwise, it's very predictable and it's not very creative. You're not helping the client, you're just yourself, still, a statue. What do you think about styles of coaching? How can we prevent people from developing a particular style of coaching?

Karen

I think that's a beautiful skill you've got with the words, and I think that's just going to serve you so well. Because if we can pick out and get curious about the words, I absolutely agree with you, we say words, and don't realize as we're saying them, that they've got that deeper meaning. I just wanted to recognize that. Style of coaching is a really odd one. People talk about getting a niche and the style and how they approach. I've been through those processes of trying to think about what my style is, and all of that. And then just the same as I work with coaches, and maybe this is my style, I've got a great belief that we've all got our own inner wisdom. The biggest thing we need to do as coaches is to get out of the way. I was just reading something recently and it was about when we talk as coaches that we need to create a safe space. Some people who are not in coaching would think what's that mean? Create a safe space? What do I do? Some of the reading I was doing was about the, the center of something is really the important thing to think about a vase, it's not the pottery around it, it's the space inside that's important. A room is not the walls, it's the walls give you the space. It's the space that's important. In a style of coaching, the biggest thing we need to do is forget about our style, and be with, and get out of the way and just have the space to be in there. I'm just thinking this through. If I start to put a style in, I want to bring an agenda in and it interferes with the coaching. I'm not sure whether a style helps us very much.

Nadine

I agree. You said something else that I want to pick up on. You talked about niching. There's lots of business coaches who are saying you've got to niche, it's got to be specific, you've got to have an avatar for your client. I tried, you start a business, you think if I'm told to do that. It was very refreshing yesterday, when Tracy and I, we had a conversation about niching, and I want to have the same conversation with you, Karen. Tracy said to me, I don't niche, never have niched, never will niche. I thought Hallelujah, this is great,

because I don't want to say that's my ideal client and I will only work with those people. In a coaching conversation, you don't really know what people are going to bring to the table. Even if there's been a goal agreed with three people for the contracting part of the coaching, things change and evolve. What's your view on niching?

Karen

It's fascinating, because, like you said, at the beginning, I was thinking of what is my niche? What is it and I really worked hard to think about what it was. Now I hear newer coaches asking me the same thing. I have never niched, never found a niche and never will. Not now. I think it's back to we are human to human, wherever we are. There was a point when I was thinking, Well, I think I'm more of a heart to heart kind of coach, and I'm not really interested in performance, how to get from here to here. I'm going in and doing executive coaching. It took a while for me to just tease out that actually, with another human, yes, they may be executives, yes, they may be very powerful in very high-ranking positions. But there's still a human who has got the same issues as anybody else. I do remember, a long time ago, I went on a short coaching program with a guy called Michael Neal, I don't know if you've heard of Michael Neal. I really liked a lot of what Michael Neal talked about. Somebody asked him the question about marketing, and he said, market excellence. He explained that he was saying, just get excellent at what you do and the marketing will take care of itself. It's a bit of a paradox, because he's very good at marketing. But that's the bit that stuck with me, I just want to get better at what I do. And not get too worried about do I fit in this? Or do I fit in that? I'll with anybody, like you say. A lot of us, as women, want to work with women leaders, and that's absolutely fantastic. Lots of women leaders appreciate that. But why cut out all of those men leaders who have got the same issues or similar issues? Being a human, in an environment in a system that they're struggling in.

Nadine

It's also having the confidence to say, I don't niche. Since yesterday, I have to say, I feel free now. I feel free because I'm thinking well, if Tracy and now Karen, are saying we're not niching and you're both very successful, recognized in the ICF world of coaching. There's what we hear of, you've got to do this and that to be very successful. The reality is that this particular rule that somebody has invented doesn't have to work for everybody. It's quite nice to be to be different and to be authentic, to be who you want to be as a coach.

Karen

I think that's the key. You've nailed it there, because if we try and niche and say, Oh, I'm that sort of coach, I do that sort of work, I try to be like somebody else. I'm a second-rate somebody else. Viktor Frankl talks about acceptance being the point of transformation. Once I accept this is who I am as a coach, it's amazing that the people you attract are exactly the people that need you. I know I'm not the right coach for a lot of people. I know I'm absolutely the right coach for others. I don't know who they are, they know better than me. It's absolutely the same with the people we work with. If we can encourage people and work with people to be themselves, they have all the wisdom they need to succeed just the way we do. It's living and walking that. I'm really glad you're liberated into that.

Nadine

Yes, I feel really good about it. I've talked quite a bit about Tracy. You've worked with Tracy, you're working with her on her mentor coaching program. What are you learning from doing this?

Karen

It's really interesting, because I don't like working in any way unless I'm trying to do it. I always want to go off and learn about it. I was starting to get interested in mentoring. I went off and did a mentoring certificate with Tracy and Hilary Oliver. It's a few years ago now. I love their approach. I love the absolute knowledge of the ICF competencies. Obviously those were the older competencies, the last ones. I did the program with them, which was fantastic if anybody's thinking about becoming a mentor-coach. Then Hilary and Tracy both contacted me and said, would I like to be one of the mentors on the program. Every now and again, I'll do some mentoring for them. But I think the bigger learning is beyond just working with Hilary and Tracy. I remember saying to Hilary, at the time, when she was talking about me doing the mentoring, I was saying, it's something I fall into with this mentoring, I'm not a musician, but it's like listening to music

and just noticing a note that's a bit out of place. That's what it feels like listening to the coaching when people are sending recordings to me. I found I loved it and it fit in with my move to Henley Business School. It's my gift to myself now. I do still coach, I still have coaching clients, but I'm more interested in supporting the next generation of coaches. That's where my interest has taken me. I absolutely adore the work that I do at Henley. I hope I get plenty more years that I can work so that I can keep doing that because watching emerging coaches and watching them go from the first stage of coaching, and then learn to actually be in a coaching session, that's the bit that I'm learning from Tracy. Interestingly, I'm not sure whether you knew, but Tracy was briefly working with us at Henley as well. We've worked together there as well. It's been that broader sense of supporting the next generation of coaches in the mentoring. Every time I mentor somebody, I learn something.

Nadine

I was going to ask you about the Henley Business School. How did you come to work there?

Karen

It's been a little dream of mine for a long time about being in a coaching school, but the academic. I am a bit of a geek, I like the academic side. When I did my masters, Jonathan Passmore was my dissertation supervisor when I did my research. We knew each other and we've done some work after that together. Then I was volunteering as a Board Director for ICF UK. Jonathan contacted me and asked me if I would put out this advert to all of the coaches, he was looking for ICF coaches to come and be a lecturer at Henley. I jokingly said to him, that's my dream job. Henley is on the Thames, out near London, and I live in Yorkshire. It all seemed an impossible dream. But he encouraged me to apply for the job. There was every barrier that there could be. I live 300 miles away from it. My age is not great for starting a new job. I was very busy. I've got grown up children and grandchildren. It all seemed impossible. Have you ever been to that place where it seemed so impossible? And it seems like so what you want to do? I went to the interview and was offered the job. It's the best thing I've ever done, I absolutely adore it. It's amazing working with people who are so passionate about coaching, both the tutors, but also the students. Such a lot of them are high level execs who decide I want to either have a new career or I want to bring this into my leadership, working with them who are so eager to learn, it's fantastic.

Nadine

That's great. During COVID, how do you work at the Henley Business School? Is everything done remotely?

Karen

It is at the moment. Last March, we suddenly had to go from being at Henley and teaching to we need to get everything online straightaway. We brought the regular program online. We've been in the process of bringing in a virtual, a slightly different but a virtual program, it wouldn't be the one that we were teaching in the classroom. We're in the process of doing that. We had to design it and get it up there and sorted very quickly. It's been amazing. We're getting some fantastic feedback. I'm sure you were the same, everybody's the same. When this all started we were asking ourselves, how are we going to do this on Zoom. We've done coaching, obviously, we've all done coaching on Zoom, but not to the extent we're doing. We're coaching and teaching. It's a very psychologically-informed program. We would teach both the theory and the practice. When we were thinking about bringing this online, it was how are we going to do 'empty chair' online on Zoom? How are we going to demonstrate that? How are we going to get people to practise it? It's just been amazing how things have translated. The classes are a lot smaller when we're doing virtual. We only have about eight or nine people. We thought the big thing is, if you come to Henley, I don't know whether you've been to Henley Business School, but it's the most beautiful surroundings, most beautiful environment to be learning in, another reason I love it. People really enjoy it. We are pampered, there's a hotel on site. It's beautiful. You always put a stone on at least when you've been on a program. We thought how are we going to recreate that beautiful environment and that safety and everything online? But it seems to work.

Nadine

That's wonderful. I want to ask you a question. We talked about not niching. There is a topic that I'm very interested in and which will be part of my PhD, which is managing difficult conversations. I'm looking at emotions, particularly hope when we are managing difficult conversations. How is coaching, in your view,

helping executives manage difficult conversations? We've all had clients coming to us and saying, Well, I'm going to have to have some tough conversations. I don't think I can do that. I don't know how to go about it. We're not mentors, we're coaches. How can coaching help them manage difficult conversations?

Karen

The first thing we can do as coaches is role model. We have to have difficult conversations sometimes with our coachees. It's bringing to light maybe something that's in the background. We role model. It's something I talk to when I'm working at Henley and I'll use the expression and I think I stole it from somebody, I don't know even remember who, but it was, as a coach, we're not here to comfort the afflicted, we're here to afflict the comfortable to help people to see something that may be quite hard to see. It's a really interesting question. My business partner and I, Suzanne Hayes-Jones, that's the Laid Bare Company, we developed, and we're still developing and still honing it down, we developed a process for exactly that, difficult conversations. We look at it as standing on the shoulders of giants, because we're looking at things like, you can see it on our website, it's in a heart, and it's concentric circles, but in a heart if you like, looking at all of the C's that go through. First it's got to be they need clarity, what is the conversation that they need to have? What is it you're trying to get to, so clarity. But the thing that we also wanted to pick up on was about compassion. Nobody comes to work to do a bad job. Nobody intentionally is doing anything. If we have compassion, and we think about – people like Rene Brown come into that quite a lot – having compassion for where people are right at that moment. Maya Angelou says that we do the best we can, with what we know, when we know better, we'll do better. So encouraging people to have some compassion for people. Then some curiosity, what is happening, really, without the assumptions? Because we make a lot of assumptions, what's the truth? You can think about people like Nancy Klein or Byron Katie, about what is the truth rather than what you believe in and what assumptions you're making? Then the other C is about courage, have the courage to have that conversation. What do you need to say that you're holding back? I encourage coaches to say that as well. I'm sure Claire Pedrick will say the same to you, because we've talked about it, about not leaving a coaching conversation without saying what's in your mind? Because it is not our information. So having the courage to say what you're seeing or what you're feeling or what you're noticing.

Nadine

When I am in my PhD, when I have to interview people, and I do my quantitative research, I'm going to come to you because I'm going to be interviewing you on this.

Karen

Suzanne and I were away in Ireland when we developed this model, we went away to think about it. We were walking around and thinking, what is it when you're having a difficult conversation? What is it that you need? We looked at that, and this is not just for coaching, this is difficult conversations that you might have with your teenagers, with your parents or anybody. You need all of those things present.

Nadine

That's totally awesome. Now I can think of you for my PhD even better. We're talking a lot about many books, but let's talk about you as an author, because you've contributed to Jonathan Passmore, you've contributed a chapter on contracting in coaching. Talk to me and talk to the world about it, because contracting is so critical in coaching. And yet, I don't think some people realize that it is critical. Talk to us, share with us.

Karen

You're absolutely right, people don't see the importance of contracting. Even the word puts us off. When I look back, and I mentioned about Blake and Dayes' book, *Challenging Coaching*, and I love that they say that contracting in coaching is a covenant. It's a sacred promise. How we're going to work together. As soon as we say contracting, people think about legal documents and suing each other and all of that stuff. But I like that it's a sacred promise. When we start contracting, we're just saying, What's the work that we need to do together and how are we going to do it? Some people see it, as I'll do contracting, and then I'll get onto coaching. Whereas I think, coach contracting, or the beginning, establishing the agreement, whatever you want to call it, is how we start coaching. We're coaching the minute anybody rings us and says, I'd really liked some coaching, can I talk about it? We're already coaching at that point, because my first thought

there is what brought you to coach and what makes you think coaching is a fit, and why me? I think it's really important to get this beginning. Another colleague of ours at Henley, Allison Hardingham, she wrote *The Coach's Coach*, she talks about, and I think she got this quote from somewhere else, but I'm not sure where: well begun is half done. Well begun in what are we going to do together? That really is going to make a difference here. It's seeing coaching in a much more, dare I say, magical way that if you can really have a look, what is it we need to do? How are we going to do that? Suzanne and I were talking about this, and I know a lot of people have used this kind of metaphor, but it's a bit like a flight, that before you set out on a flight, there's all the checks that happen, you get your seatbelt, but also the pilots doing all sorts of checks with the crew, you're setting yourself up for a good flight, you know where you want to go, you know how you're going to get there, you get up in the air, and especially if it's a regional flight, you might get up in the air and just be up there for 10 or 15 minutes. Then you're starting to come down again, you've got to do your checks again. Where are you? And what have you wanted to do? There's that idea that in a flight, you're never actually on target, you're always readjusting. There's something about being really grounded at the beginning, that's important. But it's about using our coaching skills to really understand what's at the heart of people. Coming back to Claire Pedrick, I quote Claire in the chapter because she uses the STOKeRS process, which really helps people to be clear about what they need to get out of this session, and how will they know they've got it. What is it? It goes back to what you were saying about the words that they use, being really clear. What do you mean by that? How do you know you'll have that? It's less important for us as coaches to know what we'll get out of it. But for them, what will they get out of it? What I really love and I think we've probably adapted this from Claire's STOKeRS, I look at that as the essence: what's really at the heart of this, what's really going on here? That can change in that point, which is why it's important that you've seen this as coaching right at the beginning, you're really getting to know what people want. There's a difference. In the book, in the chapter, I talk about the difference between contracting for the relationship and contracting for the session. So separate those out. Suzanne and I did a model, it's more of an aide memoire for the relationship. It's called promises, something I've been thinking about the promises from Challenging Coaching. The promises model just reminds people of all the things you want to go through in the relationship before you get to the session and then STOKeRS for the session. Then the other part of the chapter – this was more Suzanne than me – developing the end of the session which we called dowse. That was how you bring it down to a lovely ending. You know where you are. The chapter is bringing those three together and setting the scene for why it's important. I love that you said as an author, and I thought I don't think I'm an author.

Nadine

You have contributed, you have written a chapter.

Karen

It was very exciting to do it. Next step a book.

Nadine

You've put some seeds, it's like when you're planting something. A few months ago, you and I didn't know each other at all. Here is me now you are on my podcast, I'm reading your chapter, and you're having a massive influence on me. So when you say, Well, I'm not sure I'm an author, actually, you've made a difference. First in my life, and I'm sure in many other people's life. They might be coaches, they might be clients, they might be potential clients, or just people who happen to have an interest in coaching and will have read the book. What I'm trying to say is, you're an influencer.

Karen

It's very kind of, you know, and it shows your coaching skills. Thank you. I feel so much more inspired.

Nadine

Thank you. I want to move on now to the world in which we're living at the moment. We're in COVID-19 and we've been in it for a year now. You and I, we've kept coaching, a lot of executives, a lot of clients. The leaders that you are coaching, how are they challenged by COVID-19?

Karen

I think challenged in their own life anyway, everybody had that, camaraderie, the first lockdown of we can

do this, and there was all that sense. Now people are getting tired and anxious until that's coming through for themselves. It's coming through in becoming less tolerant for other people who are probably going through that as well. There's that perfect storm coming. I'm also working with people who are on the front line of this, with clinicians and leaders there, who are just needing some decompression time to talk about how they're feeling, and to understand what's going off with them. And to remember, coaching is about who we are, remembering the skills that they've got. It's for all leaders, whether they're in the frontline of COVID or not, there's something about remembering that they've got these skills and seeing what's getting in the way, seeing that the anxiety is getting in the way. Coaching is letting them decompress, and lose some of that covering over who they really are in leadership. A while back, when the last regular report came out, they were talking about where is coaching going in the future. They were saying for leaders or for organizational coaching, a lot more people would be going to internal coaches. The external coaches would need to be more specialized because the leaders would need more work on the resilience side, more work on wellbeing. That's the place that coaches are adding value now. We need to get away from worrying about do we know this and do we know that just stay are people who are in crisis. We are people in crisis. It's about us getting back to remembering who we are, for them what they need to be in wellbeing. If we look from a humanistic point of view, the theory of change behind that, people will right themselves, given the right conditions. What we can offer is the right conditions to help them right themselves and be in a good place, go back out there.

Nadine

We don't niche wellbeing or we don't niche resilience. We as coaches can have a conversation around resilience, mental strength, courage. I see a lot of leaders who have become even more busy than before. People tell me, I don't commute, but I've replaced that with lots of meetings. I've got meetings all day, no lunch and those people are expected to make some very high-level decisions, some very strategic decisions for the organization still at seven o'clock in the evening.

Karen

Absolutely. There isn't that commute. It's actually taking something away, that boundary where they have the decompression time being in the car or on the tube or on the train, whatever. That's gone now. What that reminds me of is another book that you might be interested in from a psychological point of view. It's Dr. Sarah Hill who talks about coaching the childhood story in the executive. The key about that is in high-stake environments – what could be more high-stake than COVID – in high-stake environments, some of our behaviors start to appear again. She looks particularly at executives. Sarah's approach is really interesting for coaches. I know a lot of the coaches and particularly at Henley, when people are learning, there's this worry about have I gone into the boundary of therapy, so that book is a really great book for getting people to think about how these behaviors appear. I often think it's the same as a toddler in a supermarket, when he's bored, hungry, tired, fractious, and they start playing out their same behaviors. That four-year-old, three-year-old, whatever, grows up, is in a boardroom, is tired and bored, and fractious and hungry, those same behaviors will appear. It's how you manage that as a coach. That's a really interesting read for anybody. Because we have a coaching center at Henley, any coach can join. Through that, you can get free webinars over the year. Interestingly, Sarah's doing a webinar for us on the 23rd of February this year. She'll be talking about this, because that was her PhD. It's fascinating work. Anybody that's interested in that they can log into Henley Coaching Center, and join us.

Nadine

I'll be there. I'm making a note. Karen, as a final message for the many people who are going to be listening to what we've spoken about today, what would be your message of hope? Hope for the world as human beings?

Karen

That's a fabulous question. I absolutely think that we've all got an inner wisdom. I'm going to make a mess of it, because I can't remember it fully, but a Jane Austen quote: we would all have a better guide inside us if we would only attend to it. We would all get ourselves out of all sorts of messes, and the world would get itself out of a mess if we stopped and just listened to what's inside of us.

Nadine

I love that. Thank you very much for that, Karen. It's been a joy to have you here on a Saturday morning talking to me. I could listen to you for hours. I could speak with you for hours. Thank you so much. If people who are listening, if they're keen to get in touch with you, how do they go about it?

Karen

The best way is through The Laidback Coaching Company. Contact Suzanne and myself at The Laidback Coaching Company.

Nadine

And you're on LinkedIn, as well.

Karen

I'm on LinkedIn. And of course Henley Business School. You could always contact me there as well.

Nadine

Great, Karen, thanks so much for being with me this morning. It's been a privilege.

Karen

It's been a great experience. Thank you.

Nadine

Thank you very much Karen.