

How high-quality coaching supports positive social impact and social progress

Transcript of interview with Tracy Sinclair

Nadine

Good morning, everybody. I'm Nadine Powrie. I'm an Executive and Leadership Coach. I'm delighted today to welcome a very special guest, Tracy Sinclair. Good morning, Tracy.

Tracy

Good morning. And good morning, everyone else.

Nadine

Tracy, I'm really delighted to have you as my guest today because I was looking at my emails and our journey started back in 2017. I remember talking at that point to my own coach, Linley Rose. I left my headship at that point and I said to Linley, I want to train to become a coach, and she referred me to you. That's back in 2017. Since then, you've traveled with me, you've made me who I am today, and you've shaped me. I want to start this conversation by really thanking you for all the amazing work that you are doing in the world of coaching.

Tracy

Thank you very much. That's very kind of you to say, and I'm a firm believer that we create these things together. I know that sounds like a terrible cliché, but I think it's true, it's not a one-way process. I think when people connect and support each other's development, then good things happen.

Nadine

Thank you, Tracy. You're a corporate executive coach, you are a mentor, you are a supervisor, you sit on the ICF board. You've written a book, *Becoming a Coach*, which is a great book. You say, 'I love to work with individuals, organizations and teams, who want to be at their best, and who want to reach their fullest potential'. I love that. And we're going to talk about it. But I think it's a nice way to talk about high quality coaching, because straightaway, you're pitching it very high. And that's who Tracy Sinclair is. That's what I love.

Tracy

Thank you.

Nadine

What else would you like to share with us about you?

Tracy

I guess as you can tell, by what you've just shared regarding the type of work I do, coaching figures quite a lot in it. I think that is because I am truly passionate about the impact that coaching can have in many settings. I think part of why I do the work I do is because I believe so passionately in it, and I therefore love it, it is almost a labor of love in a way. But I also have a life outside of coaching as well. One might not always think so. But I do have a life outside of coaching. I've got young, well, not young children now. They're 17. that still seems young compared to me, but I have twins who are 17. And going through all of the challenges that young people are experiencing at the moment, so there's a lot of my energy on that. Can I say enjoying lockdown? Not too sure about that, but getting through this experience, probably like most of the rest of the

world.

Nadine

Okay. I want to start talking about this book, right? And what made you decide to co-author and to write this book, because this is a huge achievement, about 330 pages. It takes a long time to write something like that. So what was the beginning of the story of writing this book?

Tracy

The beginning was Jonathan Passmore, who is a great and prolific author, having authored many papers and articles and books associated with coaching. I met Jonathan when I had the privilege to be the chair of the global ICF board and I was at a at the Henley Regatta, where I was able to give Henley Business School their ICF accredited certificate for their training program. I got talking with Jonathan and after that he asked me if I would co-author the book with him. I'm particularly focused on the area of the ICF core competencies and that was really where it started. There is that saying that everyone's got a book in them. And that happened to be mine. It just went from there really.

Nadine

And how long did it take you to write this book?

Tracy

Too long, a long, long time. I actually wrote it almost twice, because I started to write it in alignment with the previous or the current core competency model. But knowing then that the updated model was in the pipeline, there seemed little point in bringing a book to market that would effectively have a very limited interest and shelf life. And so we put things on hold for a little while. Then I got very busy rewriting and reconfiguring and re-researching to produce a new book. A long time. And it's not just the writing, as anyone who's ever written a book will know, the editing process is often longer than the writing process. I dare not count how many hours.

Nadine

I've watched some interviews and some posts on LinkedIn. I know that you feel very strongly about the world of coaching in that there are a lot of people who are calling themselves a coach without the qualification. There is a search of those people on different platforms. You feel very strongly about ICF and do need to go through proper qualification, proper training, because people seem to think that coaching is just about asking questions.

Tracy

Absolutely. I guess this idea stems from the fact that coaching is still largely an unregulated profession, or self-regulated is probably a better term. There are good things and bad things about that. The good thing about it is that because it's a young profession, relatively speaking, once you regulate something, you tend to baseline it or fix it. And that probably would impact or limit the creativity, that the whole concept of coaching is still going through. But at the same time, the downside is that you can get literally anyone printing business cards and saying, I'm a coach, and perhaps charging significant money for that. So I do think there is something about the need, therefore, for professionalism and integrity, standards and ethics and all of those things, I think it's hugely important. I do believe that a lot of that is market driven. And that's where part of the self-regulation comes, I think, in that the buyers and the users of coaching are now so much more informed and are starting to have an expectation of a certain level of things like professionalism, etc. So I think that the role of professional bodies in in the profession is very, very important. Personally, of course, I'm aligned to the ICF. But other professional bodies are also seeking to do great work and to play a really important role. So I think it's about choosing the right professional body for you. I happen to be very embedded in the ICF. Because I believe in in what they're doing and love the fact that they're truly global, very wide reaching. I do think it's very important, and I would encourage anyone, especially with the way things are going now in the world, where a lot of people are retraining, perhaps transitioning out of jobs, either voluntarily or not, and thinking of coaching, which is wonderful. I think it is important to seek good training, accredited training and get some kind of formal qualification in order to be perceived as credible, and be credible, not just be perceived as credible, but be credible.

Nadine

It's interesting what you say, because recently I was talking to potential clients who asked me about my qualifications. Whereas in the past, they wouldn't necessarily ask, but recently I've had two clients saying, so what are your qualifications? And when did you take your qualifications? It's good that we're being asked good questions. I was really pleased to be asked. Tracy, you mentioned ICF. Do you want to talk to us briefly about your influence and how you are shaping the world of coaching with ICF? What's your role in ICF?

Tracy

I don't know quite how much I'm shaping and influencing. But of course, all of us who are volunteers for the ICF are trying to contribute to that in some way. I've been volunteering for the ICF as it is a membership body, everyone, apart from our staff team who are wonderful, based around the world, everyone is a volunteer. I've been volunteering for over 10 years now. And I've taken on all sorts of different roles, because I think the variety is great. I started out with the UK chapter, which is a great chapter, very well established, offering really good value in the UK community and beyond. And then I've also worked in some EMEA [Europe, the Middle East and Africa] groups and things like that. Since 2016, I've been on the global board. So currently, I'm sitting as a director at large on the ICF GE, which is in effect that the overarching global board. We're trying to influence in several ways really, first of all, influence the profession by establishing really high standards for qualifications, and credentials, for coaches, also high standards for coach training programs, and high standards around professionalism and ethics. One of the things that the ICF is well-known for is that gold standard. That's something that we're proud of, very proud of, and seeking to maintain, so that anyone that goes through that time and energy and financial investment into becoming a coach can actually be proud of the credential that they have. There's a lot of work in looking at how can coaching have the most positive impact? The ICF vision is that coaching is an integral part of a thriving society. The world isn't exactly thriving at the moment. It's really looking at how can we have the farthest reach to impact everyone through coaching, not just those who have easy access to it. We're really looking at all of these strategies for how to bring coaching into organizations, how to have social impact, how to maintain standards. And also how to be innovative. So we have a thought leadership institute as well to look at what's next, very exciting, where will coaching and the marketplace or the environment for coaching go next.

Nadine

I was looking at the website recently, and particularly the thought leadership, and I was wondering where is coaching going next, with artificial intelligence. We might just not exist at some point anymore. It might just be machines. But that's an interesting, an interesting way to explore what the future is going to be like for coaching, and also how the pandemic will shape the kind of coach that we become ourselves because I think the pandemic has thrown so many, so many things to us as coaches that we've not been used to necessarily deal with. Emotions are very high. Sometimes in conversations, certainly with mine, I hear new things that I've not heard in the past, for which it's not a question of training, but it's the experience, isn't it? How is the world of coaching going to deal with that? Do you feel that as well? Do you see that?

Tracy

Yes, definitely. Absolutely. Just staying with the ICF for a moment in case of interested people, the ICF has been doing some research with PwC, for a long time, but particularly around COVID. There's another touch point, there was a piece of research done when COVID first hit last year. And there's another repeat touch point to really look at specifically what you're saying around what is the impact of a pandemic on coaches coaching and people who maybe would benefit from coaching. I think it's a mixed a mixed bag. On the one hand, there's a sense of the market being hit a little bit, because people either don't have the finances at the moment to pay for coaching, because they've lost their jobs or whatever, or don't have the time, because they are so up against what they're trying to do. But on the flip side, there's a huge opportunity, because probably coaching is more needed now than ever before. Within every dark cloud, if you like, there's got to be some gem of opportunity. I think that the profession of coaching's opportunity is to say, Well, this is something that the world needs on all levels. I think it's a question of how do we tap into that opportunity to really bring coaching and the benefits of coaching to as many people as possible so that we can meet that way, in simple terms, help people to maintain and build back resilience, and sustainability of what they're trying to do.

Nadine

ICF has sent a survey recently, a personalized survey to help ICF gather evidence from us. I think it's really important that we ask our members to complete that survey, because the more the better, and the more reliable the findings will be. We talk a lot about niching in coaching, and I remember starting my career and being told by everybody, particularly business mentors, not business coaches, but business mentors, you've got to niche, you've got to be specific about who is your ideal client. I've struggled a little bit with that, because sometimes clients have all kinds of backgrounds and issues that they want to bring to the table. So I was wondering what your thoughts were on niching?

Tracy

It's an interesting question. I can't stand here and claim to be a marketing specialist. So a marketing specialist might give different advice here. But I've got interesting views on that. For me, the niche is, you're working with a human being, that's the niche. Whether that human being works in the financial sector, or is a young parent, or a single mother, or someone transitioning into retirement or whatever context they have, or are in, they are a human being. I see the niche as we're working with people to bring an element of our coaching capability in service of supporting that human being. It's back to that idea of potential again. I think this idea of niching is perhaps more of a marketing lens, and I'm not undermining the importance or significance of that, because what we do need to have is some kind of differentiator, what, why would someone hire you or I over someone else over there? I try to think about what does someone get when they work with me? What's my way of working? Personally, I've never niched, I've worked with all sorts of different sizes of organizations, different industries, different sectors, different age groups. I just like working with people. I try to bring that sense of Okay, here's a human being, and what's their context? Because they will also be niched, won't they, they will be completely different from the next client. Maybe a little bit of a curveball idea, but I don't tend to think of it in that way.

Nadine

I'm pleased that you say that because when I was looking at niching I was struggling because clients are very different. They come with their own story, their own background and context, in their own culture at times. When I was looking at my clients, I wouldn't say I'm niching, I'm like you, I'm working with individuals of all ages, from all over the world, so different cultures, from all industries. I'm not niching with a particular industry. I guess what's important for me is the impact that we are having as a coach, isn't it? Ultimately, we're here to make a difference, aren't we? Because we want to get the best out of people? And that's the gift of how we do it.

Tracy

Absolutely, I couldn't agree with you more. What was just occurring to me, this is probably even more contentious, but in some ways this idea of niching is almost putting limitations on something, of specializing, and potentially the risk with that I think is that you go into this place of perhaps starting to become or think you're becoming a bit of a subject matter expert in that niche. I just work with young female leaders or something, whatever you decide your niche to be. Could that get us into the risk of going to that place of knowing, you've got that place of assuming, going to that place of having perspectives, views, biases, which of course, we're taught, hopefully not to have? I just noticed myself resisting the idea.

Nadine

At the beginning of my official qualified career as a coach, I remember feeling quite torn between being a coach and a mentor, and the more unique you are, the more you're at risk of being drawn into becoming a mentor.

Tracy

Definitely. Navigating those hats, which many of us do, if we wear both of those hats, potentially, it's an important thing to do, isn't it? Both ways of working add enormous value, potentially. But it's important to have that clarity, so that you're working in a way that is congruent with what your client needs. Niching, to me, says, I have subject matter expertise in this area, that's how I equate to it. I'm not challenging anyone that does that, because we have to go where our energy goes, we have to work with, want to work with people or communities, groups, etc., where we feel drawn to completely understand that. We then need to take care of, am I staying as open as possible? Or is this putting some kind of a limitation on me and how I

work and who I work with?

Nadine

When we were analyzing one of my coaching conversations as part of my ACC, I remember us talking about a style of coaching, that to some extent we will develop a style of coaching. But for me, the danger as well is to be stuck in a specific style. I think it's really important to constantly challenge yourself, to not be stuck in a coaching style as you are stuck in a teaching style, for example, or a working style. Would you agree with that, when you talk about having an open mind?

Tracy

Oh, completely. You've only got to look at the competency model, it's there in almost every competency, if you look at words like client, centered, open, flexible, adaptable, comfortable with not knowing, it's this message of keeping ourselves open to our own learning, to what's possible, to the impact of our context on ourselves and others. It's there over and over again. It's an interesting balance isn't it between on the one hand, we do talk about boundaries in coaching which of course are really important, but at the same time having this openness, so there's quite a lot of paradoxes in coaching that we have to somehow hold. I guess that's the skill, isn't it, that we're trying to develop?

Nadine

I want to ask you a question about optimal human condition, because this is something that you talk about, you're passionate about exploring and understanding optimal human condition. What's the optimal human condition? How did you find that?

Tracy

The way I would first define it is by saying what it isn't, which is it's not perfectionism. As a recovering perfectionist, I want to be quite clear about that. When I first started learning and training as a coach, I was really struck by a very simple concept by Tim Gallwey in his book, *The Inner Game of Tennis*, with this idea of $p = p - i$, performance equals potential minus interference. Of all the different models and theories that I've learned since, I love that one, it's just really has engaged me. My very first coaching business was called 'discover your potential'. So this idea of potential has always been there with me even before I joined the ICF, and potential is in the ICF definition of coaching, clients can maximize their personal and professional potential. For me, the optimal human condition is about supporting someone to tap into their best potential in that moment, knowing that our performance is influenced by the interference that undermines our potential. Can we almost be interference consultants, how could we work with people to look at, if you go with Tim Gallwey's presumption that our potential is always at 100%, then how can we find a way in that day, in that moment, around that topic, to tap into that, and somehow clear the mist of what's getting in the way? And actually find it? Because it's there. We work with that belief, don't we, that our clients are creative, resourceful, and whole? So the question is, we know it's there. We just need to find it. That's what it's about for me, the optimal human condition. Can I learn ways to more effectively tap into my best self more often, knowing that we're not perfect? And some days we will. And some days we won't.

Nadine

So it's the aha moment of a coaching conversation, where the coachee gets something, you see it in their in the way they look at you, in what they say, it's that illuminating moment where they get it?

Tracy

Absolutely, and which, of course, is a joy, isn't it, a joy to witness. What I'm also reminded of as well is that sometimes we don't see that aha moment, because the client has it later on. I remember a great lesson taught by one of my teachers of coaching years ago was that the real work happens in between. It's back to us being comfortable with not knowing again, isn't it? How do we trust that our client is doing that work, that that process is happening? Because that aha moment might happen in the shower the next morning or something rather than when we're with them. I think that is about those insights, isn't it?

Nadine

Yeah, that moment. You say that 'transformational positive change and learning is achieved through a conversation that results in thinking and acting differently. I will have that conversation with you'. That's

what you put on your on your website. What are the ingredients for a conversation to be transformational?

Tracy

There's a few things come to mind. But first of all, one of the most important things is the environment. There's this concept of trust and safety, and if we look back to psychological theories and coaching psychology, there's this idea of the conditions, the optimal conditions for the client to do their work. First and foremost, that's got to be a foundational element, how do we create this environment that is safe, that is open, that is exploratory so that the person can actually have half a chance to tap into that. That's the first thing. That comes with links, then, with this belief that our clients are creative, resourceful, and whole, that they have what some psychologists call a self-correcting reflex, that we are able usually to work most things out. We just need the time and the space, and a little bit of safety, and maybe a little bit of thought provocation. That's where I think this idea of all coaches do is ask questions comes in, but well-placed questions, thought-provoking questions. But also the time, if we go back to sort of lovely work, like Time to Think, by Nancy Klein, is linked to this optimal environment piece. Our work is light touch, we don't try to add too much value, we actually respect and trust that this person can do this work with a bit of light touch. It's around the safety of the environment, the conditions for success, the time and the space for them to actually do what they need to do with a light touch from the coach that really is just inviting and invoking. We talk about invoking awareness, to invoke that next layer of thinking. That's where the transformational question takes me.

Nadine

You and I worked on the new ICF competencies. You trained me on those. What are your thoughts on these new ICF competencies?

Tracy

I really like the new model. I think it's excellent. It's a big improvement on the previous one. Not in terms of the actual content, because the research indicated that the concepts in the previous model, still stand, so fundamentally the issue here is that the competencies have not changed, it's not that we've suddenly realized that coaching competencies are different to what we thought they were, they're very fundamentally the same. What I really like about the new version of the model is that it's articulated in a much clearer, cohesive and consistent way, the way the competencies are clustered and structured reads better. It's articulated in a much better way, bearing in mind also that it is being translated into many different languages. It's not about words, it's about the meaning of words, which I think is a conversation you and I might have had before. It has a lot in it, it is a reflection of the status of coaching today. Going back to what we said about coaching being a new and still evolving profession, how coaching is utilized, and therefore the competencies with coaching are also evolving. This updated model really does give us a snapshot of what skills are needed for coaching today. It's introduced a new competency, competency to bodies, a coaching mindset, which I think is a wonderful addition, hugely important, for many reasons. I could talk for ages about that. But it's also introduced other concepts. The idea of client context is much more underscored and inclusivity, diversity, being client-centered, depth of contracting. There are just some lovely new pieces that have been highlighted or underscored more. All in all, I'm really happy with it. And so are most people I've worked with. I've done quite a lot of webinars around the new model and worked with people on it, training now with it, etc. Most people are very happy with it. Sometimes there are a few pieces that people were very attached to. But they're often around turns of phrase, where the meaning is still embedded in there, but just the phraseology has changed a little bit.

Nadine

What I like about training as a coach is constantly checking how I am doing as a coach in terms of the competencies. One of the exercises that we do when we train as a coach, which probably many people don't realize, is that we have to analyze some conversations, 30-minute conversations and check in with the competencies. Many people won't know what we do behind the scenes, the work I've done with you, where we analyze the 30-minute conversations and we check against core competencies and how we're doing, and we are specializing in a competence, or are we ticking them all? Do we have to tick them all? I have found that to be such a great exercise to reflect on where I am as a coach, and where perhaps I need to be. It has been such a powerful mentoring session, when I've worked with you when we've done that, because it's been a great check in for me. And I think as a coach, it's important to constantly reflect on what we do to do

even better.

Tracy

Definitely. This new competency too embodies a coaching mindset, specifically says in there that coaches really need to develop an ongoing reflective practice. Of course, mentor coaching is a form of reflective practice, a really valuable form. I smile, because I do such a lot of mentoring. Consistently people come into that process a little bit nervous, a bit hesitant about it, because of the fact that we're going to be listening to a recording. Who likes listening to themselves on a recording, we just don't do it. But once you get over that, I can almost say categorically, I don't know that I've ever had anyone finish their mentoring process, and then not say, that was actually really good to do that. I love it, I think it's great to be able to listen to your work and not just talk about it in theory, but to really listen to the work with the best of positive intentions, look at what's there, what's not there, what could there be more of, less of, or differently. I think it really does help, which, obviously, is the purpose to deepen our understanding of those competencies, and how we coach to them. The one 'handle with care' label I would put on it, which I say to all coaches when they're doing their mentoring is, during our mentoring process, we get really nitty gritty and technical and pore over those competencies and the markers. However, when we are in front of our clients, we need to completely pull away. Because otherwise, sometimes coaches can have that running in their head, they're in a dialogue, I need to do more competency six, or have I contracted enough and of course that's not going to be helpful. So it's that challenging thing of really focusing on it when you're doing the mentoring and then when you're with your client, completely letting it go and trusting.

Nadine

I've thoroughly enjoyed having those discussions with you about my own recorded conversations because you always have a perspective that I don't necessarily have on what I do. You will see things in a conversation that perhaps I don't see because I'm in it at the time. When we do that analysis, you always start by, so what do you think you've done well and where are the things that we could improve? It's quite interesting actually, at times where you or I think I need to improve on something. And then you might say, Oh, actually, I do think you've done it. So it's also important that coaches constantly understand it, use those competencies to understand them even better, because there's quite a lot of them. We need to make sure that we constantly understand them, so that our conversations reflect that but without becoming prisoner of those competencies when we talk to our clients, because it's easy to say, oh, I've not done competency three, I've got to do something about it now. So let's just change the conversation and bring that back, which is not at all where we want coaching to be. It's about becoming organic, and knowing what they are, but the work of training is done separately than when we have those coaching conversations. Tracy, I want to talk about the type of conflicts because I have a passion, people may think it's sad. But I'm very interested in conflict management and difficult conversations. I've actually got a talk later on with a potential PhD supervisor, you know that I'm keen to do my PhD. So today is hopefully the day when we're going to agree on the title, hopefully. I do want to bring the element of coaching in the conversation, my PhD is probably going to look at the role of emotions, on the impact of managing a difficult conversation. So particularly looking at emotions, like the role of hope, because a difficult conversation might be doomed from the beginning, depending on the emotions that you have. I've got some hypotheses in my head. Because I want to use coaching in my PhD, I think there is a lot I could tap into. How do you think that coaching is, could possibly impact positively on difficult conversations?

Tracy

First of all, your PhD sounds fascinating, Nadine, so wishing you lots of success with that.

Nadine

Thank you.

Tracy

I think coaching plays a great role in terms of managing conflict or difficult situations. The first things that come to mind is, is self-awareness, so we talk a lot about being non-judgmental when you're contracting with each other in a group, let's not be judgmental. And of course, we know that, as human beings, we're wired to be judgmental. So it's not about not being judgmental, it's about being aware of the judgments that we might make, and are they helpful. Self-awareness already immediately comes into my mind, that through

coaching, we become more self-aware, a little bit like you were just saying, with the debriefing process for a recording in mentor coaching, that together we step back and we reflect, we notice things that we didn't notice in the moment. I think with coaching, it's the same invitation to the client, it's reflective practice for them. So self-awareness, I think, is really important in managing difficult conversations, because then I can be more aware, hopefully, if we think of, I don't know, something like Johari window, my blind spot, hopefully gets reduced a little bit, and what's open is increased. And with that, with that self-awareness comes more options, more choice or variety of perspectives. But then the other part of coaching is, we invite through these powerful questions. We invite clients to consider other perspectives than their own: what would this be like in someone else's shoes? Or what would this be like if you were a fly on the wall? Or what would this be like in six months' time? We're inviting people out of the confines that they're putting around that particular situation. Unlike you, I'm not a specialist as such in conflict management and those kinds of conversations. But one of the things that I think contribute to those conversations is those emotions that you're saying and some of those emotional responses are coming from thoughts, values, beliefs, biases, opinions, that are triggering an emotional response that is then taken into that conversation. Coaching has got to be helpful for that, to actually step back and say, what's really going on here? And going back to the optimal human condition, what would be the optimal emotion or optimal mindset that I could take into that conversation so that it's less difficult?

Nadine

I love that. I could talk to you for four hours. Tracy, I want to ask you a question about Marshall Goldsmith, because you're one of the Leading Global Coaches winners of the Thinking 50 Marshall Goldsmith Awards 2019. What does that mean for yourself, for your clients? Because that's quite amazing.

Tracy

Thank you. I'm very honored, very honored to have been identified as one of those coaches and to receive that award. I don't resist it, because I'm very honored to have that. But I'm not one of these people that seeks to collect awards. It's more about just doing trying to do the work that we're doing, but it's given me access to a fabulous group of people, because there are 50 of these people and more in that community. And Marshall Goldsmith does some fantastic work around the world in new ways. So it's wonderful to have access to colleagues and potential colleagues and some great professionals who are doing things around the world that I could perhaps be part of, that I could contribute to, that we're in a community where you can exchange resources and ideas. That's the bit that I find is most useful. One of the things that coaches often report they struggle with is a sense of some even say isolation, but that sense of we're Lone Ranger's out there in the wild, trying to do our thing. And of course, we're plugged into different groups and organizations and things. But if you can be part of something that you feel is a movement towards making a difference, that's a good place to be, it's hard to fight those battles on your own, hard to change the world on your own. But collectively, we can.

Nadine

Do you have a final message for this LinkedIn Live to leave with, the 706 million users of LinkedIn?

Tracy

Wouldn't it be cool if they were all listening? Okay, people of the world? Well, there's a little story that I like to tell and I know it sounds a little bit evangelical, but I'm going to tell it anyway, because it is what drives me. And it's that when I first got into coaching, it was because I'd gone to a conference, because I'd just had my children. I've got twins, and I was looking to refresh my business offering when I came back into my business after taking some time out for them. I happened to be at a conference and a gentleman was talking about coaching and I thought, oh, okay, what's this thing all about? He basically said that coaching was not created in a coffee shop one day, by a few bored people scratching their heads, wondering what to invent or do next. He said that he believed that coaching evolved, and emerged to meet a human need in the world. I was just so hooked by that. I thought, wow, that's big. And that was it. I was off looking for my coach training program. Over time, and especially more than ever before with what we've got going on in our world, and not just with COVID – it's very easy to hang everything on COVID and there are many other things – I think coaching has a really, really useful role to play.

Nadine

Beautiful. Thank you very much, Tracy, if our 706 million users of LinkedIn want to connect with you, where can they find you?

Tracy

I'm on LinkedIn, Tracy Sinclair, and my business is Tracy Sinclair Limited, it's very easy. It's on LinkedIn. And my website is tracysinclair.com. I'd love to hear from anyone who wants to do something with coaching.

Nadine

That's great. I can vouch that you're an amazing person to work with. And I continue to work with you and to learn so much from you. Thank you for that, Tracy. Thank you very much for being my great guest today. I love talking to you. I could go on for hours, but I know that we've got to move on today. But thank you, Tracy, really, thank you very much.

Tracy

Thank you. It's been such a such a delight. Really enjoyed our conversation. Thanks a lot.