



One-to-one coaching with Dr Rob Yeung

for professional and personal development

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What is coaching?

Coaching is a technique for helping people to succeed by looking for practical, effective solutions that they can apply quickly.

People seek coaching to tackle issues and opportunities including:

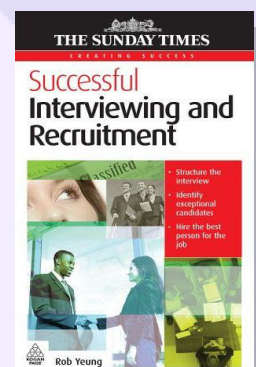
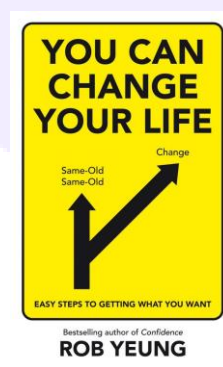
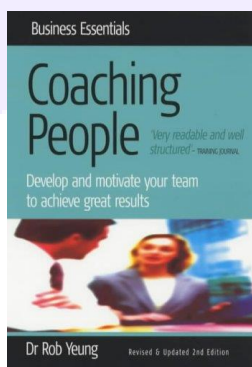
- Moving into a new and/or more senior role at work
- Looking for a new job or career change
- Becoming more confident socially or professionally
- Changing personal habits and establishing healthier, more productive patterns of behaviour
- Developing their leadership skills
- Growing their business
- Enhancing their influence, persuasiveness, and lobbying skills

Coaching involves creating a safe space so that you can talk about your issues and goals without fear of judgement. You will get practical advice for moving forwards whatever your situation and needs.

Who is your coach?

Psychologist Dr Rob Yeung works with organisations, teams, and individuals to achieve their goals. He has a PhD in psychology (from King's College London) and is a chartered psychologist of the British Psychological Society. He formerly worked for top-flight management consultants The Boston Consulting Group. Now, as a director at Talentspace leadership consulting, he is known for his work with clients on careers, leadership and change.

He is a frequent contributor to media including BBC, CNBC and CNN news, BBC Radio 2, and the national press, e.g. the *Financial Times* and *Guardian*. He has written over 20 books on psychological topics including:



You can see a longer list of his books and read more about Dr Rob at:
www.robyeung.com

What do clients say about coaching with Dr Rob?

'Rob is a great coach! He really helped me to focus on and achieve my goals by a combination of empathy, intellect and concentration on the end goal. I would recommend him to anyone wanting to achieve more.'

- Margaret Gildea, Director, Organisational Change Solutions.

'Having casually picked up Rob's book at an airport, I quickly found myself engrossed in his concepts and exercises. Engrossed quickly turned to inspired, energised and empowered. Meeting him in the flesh amplified all of the above. I'm not sure he quite realises (if he does, he's far too modest to mention it), but Rob is a miracle-worker. And I don't use that term lightly.'

- Malcolm Green, Head of Creative Development,
Naked Communications.

'Rob has provided me with some great techniques that will undoubtedly give me that polished finish. Especially in these tricky and competitive times, it pays to have the edge that makes you stand above the rest, and I'm grateful to Rob for helping me do that.'

- Peter Staples, Head of IT, Towers Perrin.

'I find Rob's coaching approach consistently practical, analytical, challenging and impartial. I unreservedly commend him to anyone serious about personal performance improvement.'

- Max Blumberg, CEO, Blumberg Partnership.

'Rob Yeung's coaching is empowering, builds confidence and gets results. Rob has helped to guide me through how to network confidently and effectively to gain customers – essential to business. This coaching has given me a head start and kept me one step ahead of the crowd.'

- Rebecca Mallery, owner of a consulting business.

'I wanted to say thank you for all your help and that today I am now a director of communications for the world's largest bioenergy organisation. I can say, without doubt, that without your help I would not be where I am today. Thank you.'

- Andrew Potter, Director of Communications, World Bioenergy Association.

What will we talk about during coaching?

In advance of the coaching session, you will be asked to answer some questions by email describing what you want to get out of coaching. You will then be asked to share a little of your background and situation.

During the coaching session, you and your coach will discuss your goals more fully. Then, you will together map out a series of practical steps for moving forwards. At the end of each coaching session, you and your coach will agree on practical work that you will do in your own time between coaching sessions.

As a chartered psychologist of the British Psychological Society, your coach is bound by a code of ethics which includes total confidentiality about whatever you choose to discuss. So please be assured that you can raise both professional and personal issues in a supportive and confidential environment.

How many coaching sessions will I need?

Most people feel that they make significant progress on their issues within a single coaching session. Few people feel they need more than three to four coaching sessions before they feel equipped to move forwards on their own.

Dr Rob also works with a small number of clients on an ongoing basis, having supported them in their long-term career development over a number of years. These people may, for example, want to work on their leadership skills or develop the right skills and experience for a major career move.

Where are coaching sessions held?

Coaching can take place at your office or via Skype. If you prefer to meet away from your workplace, sessions can be held at a variety of locations in central London – for example the quiet, comfortable 5th View lounge, on the fifth floor of Waterstone's Piccadilly: www.5thview.co.uk

How do I make an appointment for a coaching session?

Please discuss dates and times for your coaching session directly with Rob. Once you have agreed on a time and date, you will be sent an invoice for the fee, which is payable in full in advance of the session to guarantee your appointment.

Please allow for your coaching session to last up to 1 hour and 30 minutes.

Yeung@heart

Dr Rob Yeung is a director and executive coach at leadership consulting firm Talentspace. He is the author of over a dozen career and management books including *Confidence* (Prentice Hall Life) and *Successful Interviewing and Recruitment* (part of *The Sunday Times Creating Success* series, Kogan Page)



Love the job you're with?

Ever think about the future? Sure you do. But ever think about your death? Maybe not.

Jim Collins, author of business blockbuster *Good to Great* suggests the following exercise. Imagine you wake up tomorrow morning and receive two phone calls. The first caller tells you that you've inherited \$20m (£13.7m), with no strings attached. Even with sterling's recent slump, that's still quite a lot of money. The second caller explains that you have no more than 10 years to live – you have a totally incurable, terminal disease.

What would you do differently? What would you start doing? And what would you stop doing?

In my latest book, *Confidence*, I use a variant of Collins' 20-10 test called 'The Tombstone Test'. What would you like inscribed on your tombstone when you die? You can only choose one phrase. If you extrapolate your life forwards as it is now, would your epitaph in all honesty be positive and upbeat? Something along the lines of 'He loved his family and career in equal measure' or 'She was passionate in everything she did'? Or would it be something more mundane like 'He advanced through the ranks of management because his friends seemed to be doing the same' or 'She didn't enjoy

her job a lot of the time but put up with it because it paid her too much for her to give up'?

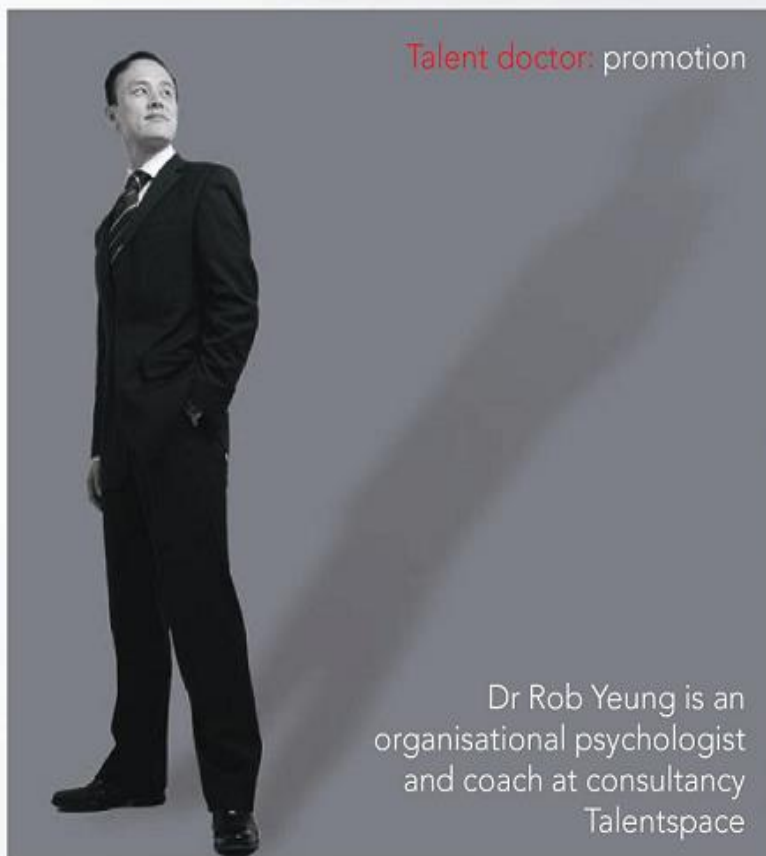
It's a cliché to say that no one on their deathbed ever said 'I wish I'd spent more time at the office' or 'At least I hit my targets'. But this is more than a philosophical debate about what might make you happy because happiness is highly underrated. Many people see it as a nice-to-have. That happiness is something that can be deferred until you've achieved certain career goals or earned enough to do what you really enjoy.

The fact is that study after study, whether done by business school professors, consultants, or researchers such as Jim Collins, point to the fact that the most successful people in life are happy in their work. High achievers have total passion and love for what they do. They can immerse themselves in their work and lose all track of time. They don't put up with it because it's a secure job or grit their teeth through it because it pays a lot or gives them respect among their peers.

So the simple truth is this. If you want to succeed in life, you need to be passionate about what you do. So, are you passionate about what you do? If not, find something else to do, because you will never be able to compete with the people who truly love the work.

Career boost

Moving swiftly up the promotion ladder demands more than simply doing a good job, says our talent doctor Rob Yeung; plus the perfect etiquette for requesting a pay rise



Talent doctor: promotion

Dr Rob Yeung is an
organisational psychologist
and coach at consultancy
Talentspace

I recently gave a presentation at a conference and met someone I'll call James, an accountant who became finance director of a mid-sized tech company before he turned 30.

Why do such individuals get promoted so quickly while others languish in their careers? From my experience, I offer three observations.

Move up or move on. James has worked in five different companies over the course of his 10-year career to date – in consumer goods, pharmaceuticals, fund management, retail and now technology. He has been aggressive in his career moves. However, I recommend to clients as a general principle that they should be moving up the ranks or on to a different

employer every two to three years.

Once you have learnt enough about a role or industry, push for further responsibility with that employer. Or at least move on to a new part of the business or a different client group.

Don't allow your career to stagnate if your current employer is unable to give you the development that you want. Speak to recruiters. Network to find other opportunities. Apply for other roles and move on.

Don't assume that simply doing a good job will get you promoted. It won't. Doing what is required of you is just the baseline, the minimum requirement for any role.

To get noticed, aim to work on projects that make a bigger impact. Look around

you at the projects the people who have the next job you want are doing. Then make a plan to get involved and grow your skills.


For example, I work with a young lawyer who makes a career plan every New Year for the six months to June. Then she reviews her progress and formulates a plan to the end of the year.

Build your social capital. No doubt you have read about the importance of networking and heard the adage that success is more about who you know than what you know. Or you may have felt bruised when promotions seem to go to colleagues who play office politics.

All these observations point to the fact that relationships really matter. If you know more people within your own organisation, you will hear about exciting projects or worrying developments more quickly. If you meet with more people outside your organisation, you will discover new techniques or technologies too.

So make it a priority to build your social capital – your ability to ask for advice and favours from others. Spend at least a couple of hours every week meeting someone new or reinforcing a relationship. Set up breakfast or lunch meetings. Invite acquaintances to attend conferences and workshops with you. Remember that people can be more of an asset to your career than the knowledge you have in your head. ■

Get a leg up

 Watch Dr Rob Yeung expand on these themes at bit.ly/ACCA-Yeung6

For more information:

talentspace.co.uk

@robyeung



'I'm going back to work, but I feel nervous about selling myself'

MARTINE ABRAHAMAS, 38, is a chiropodist. She is married with two children under six.

MY PROBLEM: "After a six-year career break to have children, I'm about to set up my own chiropody clinic. I'm very nervous and worried about finding clients and tackling new challenges, such as how to sell myself."

THE SOLUTION: Martine had a one-to-one session with psychologist and executive coach Dr Rob Yeung, who is an expert for *BBC Breakfast*, *Working Lunch* and Channel 4's *Big Brother*.

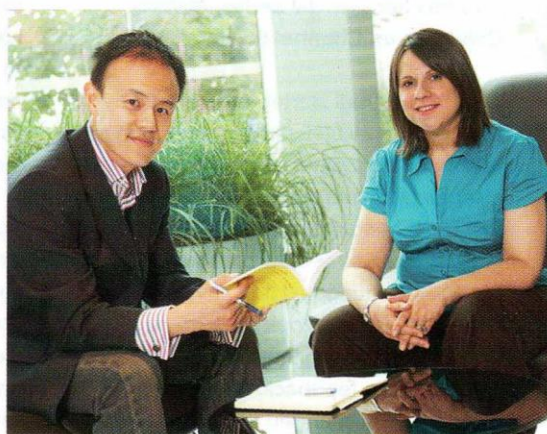
MARTINE SAYS: "Rob started by getting me to list all my skills and career achievements to date. I realised that I'd achieved much more than I thought – this was a confidence boost in itself. Working on my own, I want to be able to say how brilliant my skills are, without feeling as if I'm bragging. Rob got me to imagine conversations with people – what I would say, what they would say, negotiating prices. I practised in front of the mirror, which felt a bit silly, but it does work. Rob made me see that one of the keys to confidence is to be yourself and know your worth – don't pretend to be something you're not. He also emphasised how important listening is in communicating confidently. We practised open-ended questions: 'How do you feel about that?' and 'What else can we do for you?' Confident, assertive people aren't afraid of silences in conversation, and state quietly but very clearly what they want. I practised with Rob how to be firm while keeping my tone of voice warm and empathetic, and emphasising the quality and flexibility of my treatments and products. Rob made me realise that I have a lot to offer, both personally and professionally, which made me feel super-confident. I can't wait to get the clinic up and running."

ROB'S VERDICT: "Martine came across as warm and personable but rather hesitant. Being at home with children has made her anxious

about dealing with adults again. I reminded her of past achievements and I've given her practical tools to prepare to meet new clients. She now feels confident to pursue her new business venture."

Rob's top tips for getting what you want

- + For an instant confidence boost, make a list of all of your achievements, no matter how big or small. Reminding yourself of what you've achieved will make future challenges seem smaller.
 - + Stop discounting yourself – ban phrases like "Anyone can do what I do..." They can't. You are unique.
 - + Get around nerve-racking situations by preparing for them; mentally rehearse how you'd respond.
 - + If you're not clear about what you want to say in a meeting, ask the person if you can get back to them later. Never feel pressured into giving an answer straightaway.
 - + When dealing with difficult people, try to make the situation "win win" so both of you get what you need.
 - + Find someone whose confidence you admire and analyse their qualities. Are there tips you can take from them?
 - + Choose your language carefully. Say "I feel..." rather than "You always..." when dealing with confrontation. Confident people take responsibility, not blame.
- Rob is author of Confidence: The Art Of Getting Whatever You Want (Prentice Hall Life, £10.99). >>*



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Dr Rob Yeung is a director and executive coach at leadership consulting firm Talentspace. He is the author of over a dozen career and management books including *Should I Tell the Truth?* (Marshall Cavendish)



Play to your strengths

No one, however talented, is perfectly well-rounded. We all have unique strengths and weaknesses – weaknesses of which we are mostly well aware. How often have you been criticised or given feedback on the same shortcomings? How many times have you sat in performance appraisals and been reminded of the same old development needs?

Fortunately, a growing movement argues that you should quit working on what you're not good at. There's no evidence that everyone can be good at everything, even given plenty of training and development.

I am currently working with a professional services firm to revamp the criteria and processes they use to promote senior managers into the partnership. A few years ago, they had adopted an approach that required all of their senior managers to pass an assessment centre that promoted only managers who did not have any major weaknesses across a set of key skills. But the firm had recently noticed that their tick-box exercise was creating a business filled with effective managers rather than exceptional leaders. While the new partners tended to be reasonable at everything, they were not particularly brilliant at anything either.

An increasing number of businesses are coming round to the idea that people are

most productive when they focus on their strengths rather than try to correct their weaknesses. But even if your organisation has yet to follow the trend, you can still use the strengths-based approach to manage your own career.

If you want to be happy and successful in your work, look for ways to use more of your strengths. Talk to your boss and pursue projects that play to your strengths rather than ones that try to rectify your weaknesses. Or change your ways of working to allow you to focus on what you're good at. Say you're good with strategy but poor with detail, see if you can find a colleague to partner with who has the opposite skill set to you. If you're good with the numbers but struggle with managing people, hire a chief of staff to shoulder your people management responsibilities. If you're a boss trying to develop your team, you will get more joy from changing the nature of someone's role to play to their strengths than by sending them on a training course to try to shore up their development areas.

The more you can play to your strengths, the more you will enjoy and be successful at what you do. It sounds so obvious when you see it written down – but then why do so few people look for further ways to apply their strengths rather than try to shore up their shortcomings? Discover and develop what you're good at; don't sweat the rest.