

Feedback – How to Give and Receive

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Monthly Meditation

Meditation Using Positive Affirmations. As soon as you wake up, have these three thoughts:

1. I am a radiant person of positive energy.
2. Everyday in every way I am getting better and better.
3. I am a radiant being of light and spiritual love.

When we can be the master of our own mind and control the thoughts in our mind, we can create our own reality based on the continuous positive thoughts flowing within our mind.

With this awareness, other people's thoughts will not affect us adversely; instead our thoughts will become a positive inspiration for those around us.

You have unlimited positive potential which I would like to assist you to activate.

www.freemeditations.com

Coaching Top Tip - Receiving Performance Feedback in Challenging Situations

This can be a very challenging situation and can often create a degree of anxiety when you receive it. There will always be some degree of shock when you receive feedback that is not consistent with your self-image.

Once you have passed the stage of shock and anger, consider the feedback and then act. The following questions may support you to move forward:

- Is the feedback about a behaviour I can change or adjust?
- What will happen if I do/do not act on the feedback?
- Do I accept the feedback? You can choose to accept all, some, or none.
- What actions will I take to move forward?

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ECI's
Coaching Blog

Editor's Letter

Hello Everyone

Welcome to the April Newsletter, which is focusing on how to give and receive feedback – such a fundamental topic. It sometimes gets lost as being a “work” only issue; however it is an essential everyday subject, regardless of whether you are in a work environment or not.

Everyone gives and receives feedback constantly – your child, your friend, your partner, and so on. It can be written, spoken or even gesticulatory and can be very influential. If understood and applied suitably the benefits are endless.

Some feedback is harder to receive. No one likes to receive challenging feedback, but if delivered in an appropriate manner, which respects each individual, it can be a powerful tool for growth and development.

On another note, The ECI Coaching Achievement Awards are now open and will be awarded in November, 2008 at the inaugural ECI Australasian Coaching Conference in Sydney. For further information [click here](#).

Feedback is the breakfast of champions.” Ken Blanchard



Anna.

Anna Cairo, Assoc
[Newsletter Editor](#)

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How important is it for coaches to continually market their own coaching practice? The Coach Referral Service provides each Accredited Coach with the opportunity to promote themselves as part of their membership.

To enter your details on the Coach Referral Service, it's a simple process. Login to the members area (<http://www.europeancoachinginstitute.org/members/>) and select the following members options:

- Training – enter your training course details using this menu option.
- Workshops – this gives you a chance to enter all the workshops that you have attended.
- Accreditation – your ECI accreditation details will be displayed. Don't forget to enter any other accreditations that you may have.
- Business Details – select the types of business that your coaching practice encompasses.
- Organisation Memberships – enter all the business organisations for which you are a member. For example, Chamber of Commerce.
- Insurance – this allows you to display your Professional Indemnity Insurance policy details.
- Edit Details – to enter the languages you coach in, your coaching speciality, short description, approach to coaching, a few words from the coach and a number of your testimonials.

Once you've updated all your details, **select the Display option.**

Selecting 'yes' will display your information on the ECI's Coach Referral Service web-pages

http://www.europeancoachinginstitute.org/coach_referral_service/search.php

and also on the International Coaching Register

http://www.internationalcoachingregister.org/icr_content/icr_alphabetic_display.php.

Don't forget to check that the details you've entered are those you want displayed.

An important point to note is that to protect you from spam emails but to allow you to be contacted, anyone wishing to contact you directly can do by clicking on the 'I wish to contact ...' button. This will send you an email to your registered email address.

We look forward to seeing you included in the Coach Referral Service.

So you are asking yourself, how can I become an Accredited Coach? To apply for an internationally recognised coaching standard, the ECI's coach accreditation process can be found by selecting the Members Upgrade option, which takes you through to the following web-page - http://www.europeancoachinginstitute.org/accreditation/accred_upgrade.php.

As a coach who has trained on an accredited training course, please remember that there is a simplified process for achieving your accreditation.

Any questions or concerns about becoming an accredited coach just [email](mailto:) the ECI's Intl. Head of Accreditation – Cherry Claus.

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How To Improve Performance With Constructive Feedback

Paddy Spruce

Learning is the key to individual and organisational excellence. Without learning we stand still and in a moving world, standing still is a poor strategic choice if we are pursuing excellence.

F for Fact

Establish the facts and ensure that the other person accepts the factual basis for the feedback. For example... *'I noticed that you did not finish your last project on time.'* *'I see that you are still not using spell check on your letters.'* *'I thought we agreed to meet weekly.'* *'Your reports have been on time every month.'*

To move to the second F you need the person to agree to the facts. They will probably want to rationalise or explain their behaviour. Listen to their explanation before moving to the second F.

'Yes we did agree to meet weekly but....'

F for Feelings

Tell the person how you feel about the fact. *'I am disappointed that you have not kept our agreement.'* *'I am not happy that you have not finished on time.'* *'I am delighted with your extra effort.'*

Again you will get a response. Listen to the response.

Definition of Feedback

noun

1 information given in response to a product, performance etc., used as a basis for improvement.

2 the modification or control of a process or system by its results or effects.

<http://www.askoxford.com>

Inspirational Quotation

"A wise man learns by the mistakes of others, a fool by his own."

Latin Proverb

We learn more by looking for the answer to a question and not finding it than we do from learning the answer itself.

Lloyd Alexander

Readers Feedback

We would appreciate your feedback on any aspect on the newsletter.

Email the [editor](#)!

Please don't forget to promote the ECI to like-minded friends and clients by forwarding them a copy.

F for Future

Tell the person what you want to happen in the future. 'In future, I want you to tell me if you can't keep an agreement'. 'I would like you to take more responsibility.' 'I want you to keep up your good work in the area of...'

If you are on the receiving end of feedback, it is your responsibility to listen and clarify the information you are getting. Be thankful that you are getting any feedback at all. The person is giving you a gift that will help you improve. Don't interrupt. Just ask questions to clarify and paraphrase to confirm. 'So you are saying that I don't spend enough time with you'.

Post mortem

After the feedback session, go over the information quickly and ask how the session went. 'Is there anything else I can do to assist you?' 'Are you happy with the way this session went?'

It will help if you believe the feedback is given with the intention of helping you to improve. The positive may be easier to receive but often the negative is more useful.

Be grateful at the end of the session. You only improve with feedback. Improve your skills by taking every opportunity to give feedback whenever you can - in restaurants, service stations, shops, at home and at work.

Any child playing a video game knows that standing still leads to being zapped from behind. Without feedback you can't learn. Without an effective feedback process you are destined to fall short of your potential. So if you need to give and receive feedback how can you deliver a message that will improve performance in a way that is acceptable and constructive? As a manager, parent, partner and peer, we have an obligation to give and receive feedback. We need each other and we need feedback from each other to improve.

The three F's formula. Try this formula when giving feedback.

Paddy Spruce

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Accredited Training Courses and Workshops

Full Coach Training Courses

- Diploma in Life & Business Coaching
Mindstream
info@mindstream.ie
- *Diploma in LifeSkills Development & Life Coaching*
Life & Executive Coaching Institute
accreditation applied for
- *Diploma in Management and Executive Coaching*
International Coaching and Training Institute
accreditation applied for
- Diploma in Personal and Executive Coaching
Executive Coaching Solutions Limited
info@ecsl.eu
- LCH Diploma in Life Coaching (The)
Achievement Specialists
enquiries@achievementspecialists.co.uk
- Life & Executive Practitioner Coach Diploma (DipNMC)
Noble Manhattan Coaching
info@noble-manhattan.com
- Life & Executive Practitioner Senior Diploma (SNMC)
Noble Manhattan Coaching
info@noble-manhattan.com
- Life & Executive Master Coach (MNMC)
Noble Manhattan Coaching
info@noble-manhattan.com



Positive Daily Actions

Feedback is a great learning tool. You receive it everyday both formally and informally.

Next time you receive feedback do the following:

- Listen openly
- Don't take it personally
- Detach yourself emotionally from the situation
- Ask questions
- Thank the person who gives you the feedback
- Take one action to do something differently

Offers & Useful Information

Keep up to date with the [ECI Coaching blog](#).

Tips and techniques to help you remember & to improve your memory

If you are like many people, you will often find yourself forgetting something. In an age of computers, PDA's, and many other devices forgetting is easy. To increase your ability to memorise things try these creative ways to improve your long and short term memory:

Use your Senses & Be Aware

Practice creating vivid images/concepts in your head - using all of your senses. Analyse your surroundings by sound, sight, smell, taste, and touch. Being aware all of your senses will give your mind more ways to associate (and thus to remember) when it is time to recall something.

Humour

If you need to memorise something specific try using humour as a memory aid. Make a nasty or funny limerick about something that needs to be remembered and you'll have a hard time forgetting. (Great tip for students).

Don't worry, be Mindful

There has been a lot said about the power of positive thinking. Negative thoughts fog your minds, but clearing out the negative and focusing on the positive also improves memory & concentration.

For more useful information on how to improve memory try:
<http://www.blifaloo.com>

- Professional Certified Power Coach® Program
Coaching and Leadership Intl. Inc.
Betska@CoachingAndLeadership.com

Further details on all these courses and workshops can be found at
http://www.europeancoachinginstitute.org/coach_training/programme.php?Level=CTECI

Short Course Training Courses

- Coaching Skills for Managers
Reed Learning plc
Eleanor.Maimane@reed.co.uk
- Putting Ageing into Perspective
Mowat Research Ltd
accreditation applied for
- Quantum Goal Achievement
Noble Manhattan Coaching
info@noble-manhattan.com



Further details on all these courses and workshops can be found at
http://www.europeancoachinginstitute.org/coach_training/programme.php?Level=SCECI

Workshops

- Results Coaching
Noble Manhattan Coaching
info@noble-manhattan.com



Further details on all these courses and workshops can be found at
http://www.europeancoachinginstitute.org/coach_training/programme.php?Level=WSECI

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ECI Benefits for our Members

Professional Indemnity Insurance – [Click here for more details](#)

TAXCafe® - [Click here for more details](#)

Coaching Hours Log – [Click here for access to the log](#)

C.P.D. (continuous professional development) Log – [Click here for access to the log](#)

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Top Tips

1. Clarity - Be clear about what you want to say and write it down if you feel that would help
2. Emphasise the positive – people respond much better to this
3. Be specific - Avoid general comments
4. Focus on behaviour rather than the person
5. Refer to behaviour that can be changed and provide specific examples
6. Avoid historical references. Present information on the "here and now" as opposed to "there and then"
7. Be descriptive rather than evaluative
8. Own the feedback - Use 'I feel that...' statements
9. Describe, don't accuse
10. Avoid undue emotion - Talk when you are calm and objective, don't lose your cool

Members Offers

Build a Booming Business – Betska K-Burr, MECI – [Click here for more details](#)

Get Known Fast – Tessa Stowe, Assoc – [Click here for more details](#)

Your 'Get Known Fast' programme was super value for money and I want to thank you so much for changing my life in many ways Tessa! – [click here](#) for the testimonial written by a member of the ECI

The Science of Getting Rich – Barbara J. Dalpra, FECI – [Click here for more details](#)

**How would you benefit if you were to promote your own business offers to the ECI's membership?
[Become a member today.](#)**

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What the Media is saying

Work Life Balance
- How to Get it Right

[The Times, 11 March 2008](#)

Who saw [Sarah Hue-Williams](#)
in The Sun Herald diary on 23
March, 2008?

Ice Breakers

Describe it!

This is an exercise which demonstrates the importance of feedback in communication.

Ask a volunteer to sit facing away from the other participants and to describe a drawing that has a number of touching rectangles. The other participants attempt to draw the arrangement of rectangles without giving any feedback or asking any questions.

Repeat the exercise with another drawing. This time the participants are allowed to ask questions and to give feedback. Discuss feelings, emotions, results and effects.

www.mwls.co.uk/icebreak.htm

Great Questions

Learning from feedback:

- How can I get the most out of this feedback?"
- What really serves my interests best
- What is one action I can take that moves me forward?

ECI Sponsored Workshops

The ECI offers their Members with the opportunity to promote their own workshops and short courses. It is important to note that these short courses and workshops are *not verified* by the ECI, and therefore they are not subject to the same scrutiny as the ECI Accredited Courses and Workshops.

“Give Yourself the Gift of Health” Short Course

Rainbow Promise Health

[Click here](#) for more information

“Putting Ageing into Perspective” Workshop

Mowat Research Ltd.

[Click here](#) for more information

“The Positive Parenting Made Easy” Workshop

Positive Parents – Confident Kids Coaching Ltd.

[Click here](#) for more information

Take this opportunity to promote your short courses and workshops. [Become a member today](#) and email the details to members-offers@the-eci.org.

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Giving Children Positive Feedback

Sue Atkins

“Children need love, especially when they do not deserve it.” Harold Hulbert

Children respond to the world according to **their** perception and experience of it and very often it's not the same as **your** perception or experience of the world! So this is where arguments, rows and conflicts begin because their map of the world doesn't fit in with yours.

Yet a child's map of the world can sometimes make you think again and catch you by surprise.

There's a true story that my uncle used to tell when he was a policeman. One afternoon he was sitting in his police van with his dog Molly when he noticed a little girl staring at them from across the road. The little girl came up and asked him “Is that a dog in your van?” To which my uncle replied it certainly was. The little girl looked really puzzled and confused and scratched her head and said, “So what's he done to get arrested?”

It's all about perceptions!

When teaching and guiding children it is really helpful to step into their shoes and socks for a minute or two and really see the world from their eyes, hear the world from their ears and feel how the situation feels to them. As it shifts your perception of the event or the situation and helps you be more tolerant and understanding.

No matter how honourable your intentions are for your kids it depends on how the message is received by a child that counts.

What you say, and how you say it, influences how well you are understood. It also affects how others respond to you. So it is helpful to think about the words you use, your tone of voice, your body language and the vibes you're giving out.

Your Checklist: Giving Positive Feedback

- Children pick up more from what you **don't** say than what you do so be mindful of your attitude and mood.
- Have the end in mind and know what you actually want to achieve by disciplining, guiding, or teaching them.
- Have the child's best interest at heart before you talk with them and respect their age and maturity.
- Be in a positive, relaxed centred place yourself before talking or chastising them as this takes the emotional charge out of the whole thing and keeps **you** firmly in control.
- Ask yourself “Is this moving me further **towards** the long term relationship I want to build with this child or is it moving me further **away**?”
- “How am I making this child feel cherished, especially now when they're misbehaving?”

As this quote from Harold Hulbert poignantly points out, “Children need love, especially when they do not deserve it.”

- Remember to share feelings rather than blame and say things like “When you..... I feel..... because”
- Always try to put forward suggestions rather than giving commands.

Acronym

F – Fair

E – Empower

E – Empathy

D – Democratic

B – Balance

A – Accountable

C – Communicate

K – Knowledge

Thought of the month

Deep listening is miraculous for both listener and speaker.

When someone receives us with open-hearted, non-judging, intensely interested listening, our spirits expand.

Sue Patton Thoele

Word of the month

palindrome \PAL-in-droh-m

noun:

A word, phrase, sentence, or verse that reads the same backward or forward.

- Think about the timing of when you want to give kids feedback and ask yourself when it is a good time to raise a topic – maybe after the immediate issue is over, and not at stressful times - strike when the iron is cold is on a post!
- Hold back from hurtful words, name calling or negative references, bringing up the past or making comparisons to other children as it diminishes the child's self esteem.
- And finally ask yourself "What can this child learn from this experience?" And get the child, no matter how old they are, to ask themselves, "What did I learn from this?" as this will be a far more empowering experience and useful lifetime habit to get into.

We all make mistakes and childhood is all about learning to be patient. The most important thing in life is to help children learn from their mistakes so they can take the valuable lessons they need so they don't keep on making the same mistakes over and over again.

Help kids to see feedback as something positive moving them forward into fine tuning their life not as criticism which is disempowering, judgemental and negative which will forever hold them back.

Teach them to dust themselves off, pick themselves up and have another go.

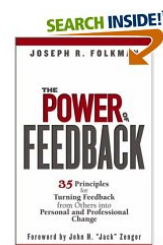
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Recommended Reading

[The Power Of Feedback](#) [35 Principles for Turning Feedback from Others into Personal and Professional Change](#) [Joseph R. Folkman](#)



Whether you want to improve the quality of your relationships or the way your organisation functions, then this is the book for you.

Joseph Folkman has taken an otherwise abstract subject and turned it into an actionable and practical set of things to do. He has made this topic highly engaging and reachable.

So, here you have the best of everything - an essential topic, an entertaining, and qualified author, content that is practical and a text written in an easily comprehended manner.

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Feedback In The Work Place

Jacquelin Cheung

Feedback is an important part of our communication process. By listening carefully, we can clarify our own thinking and direction; and we can learn things about ourselves. Both positive and constructive feedback are useful because it helps us to determine the consequences of our actions and to change or modify our behaviours.

Although, feedback is very important and essential, most people fear feedback. Why is that? People avoid feedback because they equate feedback to criticism. Psychologists have many different theories about why we may be ill prepared for feedback. One is that we associate feedback with the critical comments in our younger years from parents, teachers or a supervisor. Without proper training, the very threat of feedback may lead us to respond to feedback in a destructive way.

The Premise of Effective Feedback

1. Feedback is an invitation for interaction. Feedback does not assume that the giver is totally right. It, however, helps you to know how others perceive you, to develop clarity about the relationship, and decide what changes you can adopt.
2. You need to be open and curious. All of us want to look good to the world. We have all developed a desired-self image. We tend to reject or ignore any information that doesn't confirm our self-image. When you are open and curious to know who you really are, you can respond and adapt appropriately.
3. Appreciate the feedback giver. Many feedback givers are as equally stressed as you. They may think that the receiver will respond to the mildest criticism with anger or tears. If they were not concerned with your development, they would not take the risk. Feedback indeed, is a gift from them.

Humour

Job's comforter (johbz KUM-fuhr-tuhr) noun

A person who tries to console or help someone who not only fails but ends up making the person feel worse!

Parting with my son William this past June was difficult. He was going abroad to study language for two semesters.

'I don't know why I feel so sad,' I told my husband. 'I just feel as if he is going to the other side of the world.' 'He is,' said my husband in his role as Job's comforter. 'That's where China is.'

Julia McCue; Full of Great People ; Portland Press Herald (Maine); Feb 13, 2005.

www.wordsmith.org

Maladaptive Behaviours

When you view feedback as criticism and as an attack, you may feel hurt, angry, misunderstood, embarrassed or anxious. These negative emotions will lead to maladaptive behaviours that will prevent you from initiating feedback discussions.

Common maladaptive behaviours include:

- Acting out - stomping around, complaining, being irritable
- Brooding – withdrawal, passivity, paralysis, and isolation
- Denial – ignoring, refusing to accept, disbelieving
- Jealousy – suspicion, rivalry, and envy
- Self-Sabotage – making nasty comments, being sarcastic

These behaviours will definitely affect your performance and chances for career advancement. Thus, you need to manage your emotions and learn to adapt to feedback.

How to Receive Feedback Professionally

1. Relax and breathe. Breathing can help you to stay calm. When you are relaxed and calm, you can listen clearly and honestly.
2. Listen carefully and do not interrupt.
3. Summarise in your own words what you have heard from the feedback giver.
4. Stay calm and make an effort not to be defensive. It is okay to share your feelings about the feedback but avoid becoming defensive.
5. If you need some time to cool down and consider the information, request a time out.
6. Seek examples of the behaviour of the issue and ask questions to help you better clarify and understand the issues at hand.
7. When you do not agree with the feedback or the feedback giver has misunderstood your motives or intention, share your reasons. Ensure your tone and body language are relaxed and avoid sounding defensive.
8. Acknowledge.

Adapting to Feedback

After you acknowledge the feedback, you need to leverage it to help you become more effective.

1. Self-assessment

The first task in self-assessment is to observe yourself in the workplace. Focus on the behaviours relating to the feedback. Pay attention to the informal feedback you have received from colleagues, customers and other people – not only words, but facial expressions, body language and even silences. Self-assessment helps you to recognise what is effective and what could improve.

2. Support group

You can speak to a few trusted colleagues to give you some feedback that supports or revises your own assessment. They can also offer some suggestions on how to improve the behaviours.

3. Action planning

Once you understand your strengths and areas for improvement, you ought to set up an action plan on how to adapt the behaviours. Give yourself realistic timeframes for each of the improvement items.

Seeking the Feedback You Need

A proactive feedback process can help you understand your superior's expectations and you can adapt your behaviour accordingly and in a timely manner. You can then take charge of your development rather than waiting passively for feedback.

When you seek feedback:

1. Make an appointment

The request may come as a surprise to your superior. Allow some time for him/her to prepare. Assure him/her that constructive feedback and suggestions will be appreciated and positively acted on.

Future Features

May

- Environment
- Global Warming

June

- Energy and Health

July

- Building Your Business

August

- Self-esteem and confidence

September

- Passive Income

October

- Effective Communication

November

- Relaxation

December

- Volunteering

2. Set the agenda
Let your superior know what feedback you want. You can share with him/her your self-assessment and feedback from others.
3. Ask for specific examples and suggestions for change
During the meeting, listen carefully while remaining physically and emotionally neutral about the feedback you receive. Pay attention to the non-verbal behaviours as well.
4. Take Action

Sharing Observations and Giving Suggestions

As part of a team, you also have the opportunity to offer suggestions to help others improve. When giving feedback or offering suggestions, you need to:

1. Ask for permission first
One of the criteria of effective feedback is that it is at least to some extent desired by the receiver. Therefore, it is courteous to ask for permission first; ask "may I give you some feedback" or "would you mind if I make some suggestions."
2. Be descriptive not prescriptive when sharing your observations
Describe the observations. Avoids judgemental comments. Specify the consequences and impacts.
3. Clarify assumptions
Every system and policy exists for a reason. Sometimes these reasons might be out-of-date. By checking the assumptions and reasons, the feedback receiver has the opportunity to revisit these assumptions and will become more receptive to your suggestions.
4. Acknowledge.

Conclusion

Feedback is a potent communication skill. When you direct it to others, you can build them up or tear them down. When you solicit it, you risk becoming vulnerable and exposed; but hope to emerge strengthened.

When done properly, feedback is a gift and a valuable tool for development. When you free yourself from knee-jerk behaviours in response to emotions, you can leverage the feedback. And you will have a better relationship with your superiors and colleagues.

References

1. J. Jackman & M Strober; "Fear of Feedback", *Harvard Business Review Reprint R03304H*; Harvard Business School Publishing Corporation; 2003.
2. J. Manzoni; "A Better Way to Deliver Bad News", *Harvard Business Review Reprint R0209J*; Harvard Business School Publishing Corporation; 2002.

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Question - What do you have to say that will inspire, motivate or support other coaches to realise their full potential?

Answer - Share your quotes, positive daily actions and coaching tips for the benefit of others in this newsletter. In addition, seize this free opportunity to raise your profile and increase your chances of being networked with by contributing an article. Don't worry if you're not an experienced writer, we'll help you edit it. Our publication guidelines are found by [clicking here](#).

We look forward to hearing you voice an opinion, starting a debate or just raising an issue with us.

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