

rapport

ISSUE THREE

APRIL 2006

John Grinder

On the future
of NLP

Grooming

Fitness is all in
the mind not just
the body

RORY UNDERWOOD

REVEALS THE SECRETS
OF SUCCESSFUL TEAMS

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A teacher reveals how NLP
helped her in the classroom



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Welcome to the third issue of Rapport, the personal development magazine. I'm happy to report that the vast majority of readers are still enjoying the new magazine. However, like many who are interested in personal development, we are striving for excellence and trying to make every issue better.

This issue we are fortunate to have an interview with one of the co-creators of NLP, John Grinder on page 14. We are also fortunate to have an interview with England rugby legend Rory Underwood on page 32. He reveals how he has now transferred his success on the field to help leading businesses build better teams off the field.

We also have many more practical articles again this issue, which look at how NLP can be used successfully in the classroom by teachers (p34). We also have an interview with author Emma Sargent who has written about using NLP to become a better and more successful parent (p44).

There are many techniques to help you to lose weight and quit smoking. Is NLP better than say a quick-fix dieting book? Joanna Goodman finds out on page 39. And I also check out hypnosis on audio disc and find that they are surprisingly effective.

I hope you enjoy the new issue.

William Little
Editor

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Body Beautiful

Hitting the gym and getting fit isn't just about pounding the treadmill. The right mental attitude can ensure you stay the distance rather than giving up. Sharon Gray reports

Getting the 'body beautiful' can be as much about positive mental attitude as pounding the treadmill at the gym. Without clear focus on what you want and how to get it, you could find the road to Wellville is a long and winding one. Which is why some fitness experts are now incorporating behavioural and psychological profiling techniques such as NLP into their training programmes with clients.

Pete Williams, founder of Health Dept, is a strong advocate of an integrated approach to achieving optimum health and his one-on-one training facility focuses on the core disciplines of strength and conditioning, cardiovascular health, rehabilitation therapy, nutrition, clinical screening and psychology.

'It's so important to be clear about what your goals are,' he explains. 'I can't tell you what you want. You have to tell me where you want to go.'

Spending in-depth time with a client initially to establish their goals and values means that a fitness plan can be worked out that is not only goal specific but also appealing and motivating in the appropriate way for that person.

Anyone who goes to Health Dept for private training first has to undergo detailed and sometimes challenging physical and psychological health assessments before any work can start. So Pete put me through my paces to give me a taster – and the results were intense, intimate and quite enlightening.

A long pre-participation questionnaire asks for information on your health history and diet to give a picture of your current physical and nutritional state. After discussing this information with you, they might suggest further diagnostic testing such as adrenal hormone testing for the uber stressed. Basic physical measurements – BP, air flow, heart rate (resting and exercising), body fats – are taken in the initial 2-hour assessment session and then you're put through a series of functional movement screens – specific moves that test your flexibility, stability and spatial awareness in working situations rather than just isolated muscle range and power.

Then comes the cruncher – the psychological and behavioural tests. Before creating a fitness plan you need to clearly establish your goals and values which Health Dept does using a SMART plan – making sure your aims are Specific, Measurable, Achievable, Realistic and have a Timeframe. So my (apparently modest) goal of being able to jog comfortably for 30 minutes in six weeks ticked all the boxes. Easy. The harder part is working out your motivation.

'We all make conscious and unconscious choices,' explains Pete. 'Working through the sheets, when you can't think of any more reasons, that's when you start getting the unconscious choices. I had one client who answered with all the usual reasons why he

wanted to come to us: look better, lose weight, etc. But by the end of it he admitted he wanted live long enough to be around to play with his kids in the future. He was in tears but it was good because he realised his true motivation which meant we could make sure he achieved his goal.'

Finally there's the behavioural profile. 'We use this so that when we're training someone we can get the information over to them in a way that really hits the spot for them,' says Pete. The profile looks at your natural and adapted responses and divides people up into colour-coded categories (Red, Yellow, Green, Blue)

'The predominant group of people we see are MDs and CEOs and, either naturally or from an adapted personality, they tend to be Reds because they're implementors, the drivers of everything.

'Creative people tend to be Yellow in nature. They have to have variety. If I gave them a structured programme they'd last about a week. They'd be bored because there's a routine to it. You can easily tell the Yellows, they are the ones who are always late – and they'll always have a great excuse! So when you do their programme you have to bring in variety all the time and keep an eye on the body language to check they are not getting restless.'

'For me personally, I'm going to prefer people around here (Red/Yellow) because that's where I am naturally,' explains Pete. 'I can be myself, I don't



“Anyone who goes to Health Depart for training first has to undergo detailed and challenging assessments”



John Grinder

John Grinder, co-creator of NLP, speaks to Chris and Jules Collingwood about the past and future of NLP.

As one of the few individuals who has developed a whole new field of endeavour, do you have any thoughts regarding the circumstances that make it possible to be in that position?

There is a metaphor which is extremely common in western European traditions in which an investigator establishes his or her contribution while simultaneously paying tribute to the work which forms the foundation which makes possible their specific contribution. This is typically expressed by noting that the new contributor can see farther than the original giants who established the foundation for their new work by standing on their shoulders. But for me, personally, this is quite misleading and not at all congruent with my experience. Rather than a physical metaphor - that is, the additional height achieved by standing on the shoulders of the

giants who preceded me, it seems to me that what Bandler and I did in our original work - the classic code of NLP - was much more accurately captured by the idea of seeing in a totally different way rather than seeing farther.

So while one of the circumstances which made it possible for us to create NLP certainly was the previous work, especially by Russell, Turing, Godel, Chomsky, and Bateson as well as the specific models of Perls, Satir and Erickson, the actual value added by our activity was an audacious style of provoking the world by refusing the common sensical wisdom, most assuredly by rejecting the presuppositions of the vast majority of researchers active in the field, by seeking to extend the patterning to its limits and by creating the process tools (at a higher logical level than the content of the investigations) to enable others to

follow the paths of discovery which lie all around us.

When you and Richard Bandler were first developing NLP did you have any ideas or expectations about what would happen to it over time?

My memories about what we thought at the time of discovery (with respect to the classic code we developed - that is, the years 1973 through 1978) are that we were quite explicit that we were out to overthrow a paradigm and that, for example, I, for one, found it very useful to plan this campaign using in part as a guide the excellent work of Thomas Kuhn (The Structure of Scientific Revolutions) in which he detailed some of the conditions which historically have obtained in the midst of paradigm shifts. For example, I believe it was very useful that neither one of us were qualified in the field we first went after - psychology





and in particular, its therapeutic application; this being one of the conditions which Kuhn identified in his historical study of paradigm shifts. Who knows what Bandler was thinking?

If so, in what ways has it conformed and deviated from your expectations?

One of the expectations which I personally carried at the time of discovery and development

identify and create new models of excellence to offer the world. This has not happened and is very disappointing to me. NLP is popularly represented and commonly practiced at least one logical level below what it was clearly understood to be at the time by Bandler and me. This inability to distinguish either behaviorally or cognitively the consequences and applications of NLP from core NLP itself (modelling of excellence)

“The temporal value of a representational system diagnosis in 30 seconds”

of NLP was that people interested in our work would cleanly make the distinction between NLP and applications of NLP. My hope at the time was that given this distinction, there would arise a group of committed men and women who would recognize the meta levels tools which we had either discovered (the Milton Model.....), or created (the verbal patterns of the Meta Model or Precision Model, Representational Systems.....), and go out and

is extremely commonplace.

How would you like NLP to progress from here on?

As I indicated in my response to question 3, I would like to see NLP cleanly distinguished from its spin offs - its applications - and a dedicated group of modelers go after new models of excellence. This would constitute for me a validation that the message I set out to deliver to the world has been received.

There is a common misconception both within and outside the NLP community to the effect that some people are labeling themselves or others as if “a visual”, “an auditory” or “a kinaesthetic” were terms of identity. Could you describe the function of representation systems and their place in NLP?

Yes, easily! The entire problem would be resolved if anyone using the representational system material (e.g. eye movement patterns, unconscious selection of predicates....), would recognize and act congruently with the following proposition: *The temporal value of a representational system diagnosis is 30 seconds.*

This would ensure behavior congruent with the original intent I carried at the time we discovered the patterning - namely, its use as a precise way of knowing what the unconscious preferences and strategies (and failures) of the person in front of me has from moment to moment - that is, a very precise form of feedback in which the practitioner samples every 30 seconds to verify the continuing preference or strategy (or failure to access and employ one of these great resources).

If you could change three things between the origins of NLP and the present time, with hindsight, what would they be, and what would you imagine the effects to have been?

Sorry, I'll pass on this one. It is a question about what would have happened had I done something which I did not do. Since I am never going to do this, I have no interest in exploring it. The principle is clear for me - I will not attend to issues which I will not act on. For me, this is a waste of time, and it may be a guiding principle for someone interested in actually accomplishing something in the world. •

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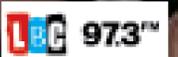
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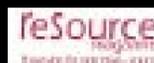
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BurnOut

Working too hard and too long can have life-threatening consequences on your health. Yet with planning and a different mental attitude, you can be successful at work without burning yourself out. William Little reports

Overwork is a way of life for the many thousands of Britain's who work well in excess of 60 hours a week. For most, working long hours is a rite of passage to promotion, higher status and even higher salaries.

Yet Britain's full-time workers – who put in the longest hours in Europe at 43.6 a week compared with the EU average of 40.3 – are suffering from dissatisfaction and increasing ill health.

Yet as more and more of us in workaholic Britain burn out – over 13 million days are lost to stress each year – we are waking up to the idea that work should be fulfilling and happy, and should not be at the expense of other areas of our life.

'I was very close to burn out,' says Felimy Greene, a 37-year-old reformed workaholic, who gave up his job for a big international corporate bank in London.

'Being stressed and overwhelmed by your work load is part of the validation of having an important job,' he admits. To be stressed means you're important.

Greene worked over 60 hours a week, rarely taking a lunch break or his full entitlement to leave. He says he is not alone. 'I have friends who work just as long, I think it is because of the modern consumer driven lifestyle we are in, aiming always for the medal of achievement,' he says.

'We keep going for the medal, postponing living until we get there, but there is always another objective or promotion to aim for.'

But according to Julie Hamilton, managing director of Mavrix Connect, which helps business executives lead healthier lives, 'an unhealthy executive will have impaired judgement and make bad decisions,' she says.

Hamilton says that many of her clients are working so hard that they put their life on hold. 'They leave home early and get back late, which can affect families and relationships. Weight problems, lack of healthy eating and exercise and sleeping problems are also common,' she says.

Hamilton, a former human resources director, realised that there was more to work than just meeting organisational goals. She realised that many workers need help balancing their physical and psychological wellbeing in order to achieve a healthy work-life balance and fulfilment at work.

Yet like most serious high flyers, it wasn't until the death of a colleague that Greene's life was brought into perspective. 'You never know when your health might stop or your time comes,' he says.

'It was the significant event that made me change my life,' he admits.





The best **approach**

Tried to lose weight or give up smoking? There are so many options that it is difficult to know which will work for you. Joanna Goodman compares a number of techniques

This could be the year you stop smoking, lose weight, pass your exams or your driving test or put your worries behind you and really enjoy a skiing holiday or a long flight to a far-away destination. Achieving these personal goals and objectives ultimately comes down to putting mind over matter. But you don't have to do it all on your own – in fact research has shown that you're more likely to succeed if you have some support.

As society becomes increasingly health conscious and smoking is banned in more and more public places, many people are deciding that it's time to quit. Although various methods and approaches claim to work, everyone acknowledges that motivation is the critical success factor. The key motivators are:

- **Money** smokers think about other things they could buy with the money they save.
- **Fear** triggered by someone else's illness or death.
- **Health** illness or unfitness, wanting a healthier lifestyle.
- **Family/relationships** giving up for the sake of family or looking at the future with a non-smoking partner.

So where should the would-be non-smoker start? The NHS Together programme provides comprehensive information and ongoing support. To join, all you need to do is register on its website www.givingupsmoking.co.uk or by phone. You then have access to support by email, telephone or in person at a smokers' clinic, including advice on nicotine replacement therapy and prescription drugs such as Zyban, which works by suppressing the part of the brain that gives smokers a nicotine buzz.

Some quitters find nicotine patches and gum, sweets and fruity drinks help, but most people rely on sheer willpower. Others recommend planning and setting a date to stop.

However, the very latest research findings published in the *British Medical Journal* suggests that unplanned attempts to stop smoking are as likely to work as meticulously planned decisions. This is because dissatisfaction with being a smoker creates a tension that can trigger a spontaneous decision to quit.

So to stop smoking, you need to be in the right state of mind. This is where hypnotherapy and NLP can help.

Isabella Sommerville helps people stop smoking in one session by tackling the habit at a deep unconscious level. She stresses that hypnotherapy can make you stop, but so long as you have made the decision to stop and have the determination and desire to do so, it has an extremely high success rate. Before the hypnotherapy session, she spends a lot of time talking to her patients to determine how stopping smoking would fit into their current lifestyle.

The session takes between one and two hours and involves a combination of techniques. 'During hypnotherapy, you're guided into a state of deep relaxation. This makes you more receptive to suggestions being introduced into your subconscious mind to help you become a non-smoker,' explains Sommerville. 'These suggestions are tailored to your lifestyle and give you the psychological tools to help you cope in the situations when you might be tempted to smoke.'

Isabella also teaches her patients self-hypnosis to help them deal with any cravings they might experience in the first few days or weeks of stopping.

Richard Morley of the Castle Street Clinic in Guildford advocates a combination of hypnotherapy and visualisation techniques. 'It's very important to focus on the benefits of being a non-smoker,' he says. 'Through visualisation, every time the patient thinks about having a cigarette, they almost have a traffic light signal come up and they then think positively about being a non-smoker.' He also advises his patients to take vitamin C and drink a lot of water to boost the physical benefits of being a non-smoker. 'Smokers get dehydrated and depleted of vitamin C,' he explains.

Weight management and the benefits of healthy eating have become high profile recently. There are government and NHS initiatives and a raft of television programmes, newspaper supplements and self-help books. If you're seriously overweight, you can get your GP to refer you to a dietician. Various drugs and potions claim to work miracles and Weight Watchers and other slimming groups offer diets and products designed for specific lifestyles, maintenance programmes as well as weekly meetings to monitor progress and provide group support.

But what good is the Atkins diet, the GI diet or any other diet unless you stick to it? And will you put the excess weight back on once you stop dieting? It all comes down to developing a healthy attitude to food. Hypnotherapy can help, but as Isabella Sommerville points out, her one-session approach to helping people stop smoking for good can't be applied to food for the very good reason that everyone needs to eat. 'Hypnosis can help you avoid particular foods and self-hypnosis can be useful to strengthen your resolve,' she explains. 'At a deeper level, hypnosis can be used to uncover and

“At a deeper level, hypnosis can be used to uncover and address the underlying causes of a weight problem”

address the underlying causes of a weight problem.’

Sommerville recommends combining a healthy eating plan with hypnotherapy sessions. Most importantly, you have to be willing to work with the hypnotherapist to get results. ‘Hypnotherapy is not a magic wand treatment,’ she says. ‘However, a combination of Hypnotherapy, NLP and commitment can be very successful in helping to alter a person’s eating pattern and behaviour.’

Richard Morley also takes a strategic approach to weight loss. He begins by analysing a patient’s eating habits – what and when they eat. He then recommends a diet based on metabolic typing, which involves finding out which foods best fuel your body in order for it to run at its best. He uses a questionnaire to establish a patient’s metabolic type and create a diet that suits their metabolism and their lifestyle. ‘When you’re eating the right fuel, you feel more energized and become the weight that’s natural for you,’ he explains.

Having identified the right foods, Morley then addresses any poor eating habits. ‘A lot of people skip breakfast

or eat too much too late in the evening. They then go to bed, so the calories go to fat instead of being burnt off,’ he says. ‘Because they’ve eaten late, they don’t feel like breakfast, so they get into an unhealthy habit.’ He recommends hypnotherapy to break down the worst habits at an unconscious level.

This is combined with NLP techniques to build self-awareness and develop a positive mental attitude. ‘Rather than reaching out for food automatically, you need to be aware of what you’re doing and realize that you’ve got a choice,’ he says. Morley uses the same approach to help address some of the emotional drivers of weight gain. ‘It’s a matter of getting people to differentiate the need for food from emotional hunger and realise that feeding one need won’t help with another.’

Developing a positive mental attitude is also the key to achieving other personal and career goals. Isabella Somerville uses hypnotherapy to help dispel stage fright and anxiety about tests and exams by instilling positive thoughts at a subconscious level. She teaches her patients self-hypnosis so that they can apply the techniques to future challenges.



Richard Morley combines hypnotherapy and NLP to address performance anxiety and phobias. Again he emphasises the need to establish self-awareness. ‘If you are aware of how you feel about something, you can go about changing it and replacing negative thoughts with more positive ones,’ he says.

NLP coaching techniques do just that and can be applied to any stressful one-off situation like taking your driving test or coping with an important meeting or social event.

A useful NLP technique is mental rehearsal, which can be applied to any challenge or performance skill. It involves mentally going through the exam, test, presentation or performance feeling the confidence of knowing that it’s going well. This is a particularly useful exam technique. If you’ve studied, the information is there in your brain, but many people find it difficult to access it when they’re under pressure. They get into the exam and panic sets in. These techniques help you focus on accessing the information.

Another way of developing a positive mindset is fast forwarding into the future. Rather than worrying about what can go wrong, think about how you’re going to celebrate when you succeed! The key is to achieve a level of visualisation that enables you to treat the future as though it has already happened and the success is there already. ●

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Marketing Rapport

Hannah McNamara, CEO of HRM Coaching, says that marketing yourself as a life coach can be tough, but NLP techniques can open doors to new clients effectively

As she put down the receiver, her heart sank. The first five people had been polite, though clearly not interested, but that last person had been down-right rude. Jenny wondered if she’d ever get any clients. She’d done what the text books said and had ‘warmed them up’ with a letter introducing herself, so why didn’t they want her? Jenny looked at the list of people still to call, her shoulders dropped and with a deep sigh, she put her head in her hands.

If this sounds familiar, then it might be time to give your Marketing an overhaul. Whether you’re promoting 1:2:1 coaching, workshops or training courses, it’s tough trying to sell to people who don’t want to buy.

And that’s the subtle difference between Sales and Marketing. Where Sales is about persuading someone to buy what you’ve got, Marketing is about understanding your customers and clients so well that you can anticipate what they’ll want and need. Once you put yourself in their shoes, you’re much better able to explain in their own language how you can help them and almost, magically, they’ll be more interested and come to you.

Forget stuffy text book definitions of Marketing, it’s about creating Rapport, pure and simple.

How would you normally create rapport with someone new? Observe their body language, listen carefully to

pick up clues to how they think, pay attention to speed, tonality, the list goes on. But being aware of that information doesn’t create rapport on its own, it’s what we do with it that counts – how we match and mirror the person in front of us.

So why does all that training on rapport-building (which should be second nature by now) sometimes fly out of the window when we’re in a ‘Marketing’ setting?

Whether your Marketing is done through the internet, sales letters or magazine advertising, always remember that at the receiving end is a person. And who do people care most about? Themselves.

To be honest, they probably couldn’t give two hoots about you and what you’re trying to sell, but they could if you tell them what you can do for them. The secret is to demonstrate to your prospective clients that you’re one of the good guys, you understand them and you’re on their side. Rapport!

How do you create rapport through Marketing?

1. Understand your customer or client intimately – What are their greatest challenges? How do they think? What are their hopes and fears?
2. Write down everything you know about them.

3. Work on communicating benefits rather than features – e.g., a feature might be that you offer telephone-based coaching sessions. SO WHAT?! One benefit is that if they’re, say, a field sales rep, they can have sessions wherever they are and have access to emergency top-ups just before important sales meetings.

4. Use your Matching and Mirroring Skills – use their language in all your Marketing. This is crucial – think about how the language you use changes depending on whether you’re talking to accountants or used car salespeople. They use different words and have very different priorities. This also translates into visuals – should you write to a very traditional law firm using Comic Sans? Probably not.

5. Go to them – find out where your target clients would search for people like you. I know it’s obvious, but an advert in the local paper is unlikely to win you a large corporate contract. Sales and Marketing are not the same. Work on your rapport building skills and you’ll have more clients coming to you. Goodbye cold calling!

For more tips on Marketing, go to www.marketinghelpforcoaches.com and sign up for your Free Marketing e-course. www.hrmcoaching.com