

The 25 Secrets of Having the Life You Really Want

**Developed by Thomas J. Leonard
and
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Dear Reader:

This book is an adventure. Its purpose is to help you see and experience subtleties of language -- we call these distinctions. Please use it to increase your own awareness and the awareness of your friends and clients.

Please don't take everything in this book literally. Rather, simply try on the distinctions and see which ones fit. Please ignore what does not work for you. The ways we've described words may not reflect or include standard dictionaries or Webster's viewpoint.

Regarding usage of the Distinctionary, the first of the two words or terms is generally the better, stronger, more useful one. Usually, nothing is "wrong" with the second word or term; it is simply weaker or less inclusive.

This book is shareware. If you enjoy it, please send a \$10 check payable to the address below.

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Warmest regards,

Thomas J. Leonard, Founder of Coach University
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SECRET NUMBER 1

You Will Accomplish More, More Easily If You Take the Time to First Strengthen Your Personal Foundation.

WHO doesn't want to accomplish more in life? Don't most of us want more time? More money? More love? More satisfaction? Yet, isn't our tendency to go for it rather than simply having it all come to us?

A strong personal foundation includes 10 distinct stepping stones which, when linked together, provide a solid yet personalized base on which to build one's life. And, in a world which sometimes appears to be built on quicksand, we all need a personal foundation on which to depend.

These 10 stepping stones of a Personal Foundation are:

1. A past which you have fully completed.
2. A life which is based fully on integrity.
3. Needs which have been identified and fully met.
4. Boundaries which are ample and automatic.
5. Standards which bring out your best.
6. An absence of tolerations.
7. Choosing to come from a positive place.
8. A family which nurtures you.
9. A community which develops you.
10. A life fully oriented around your true values.

Anyone who is living a meaningful life must have a strong personal foundation so they can afford to look up at the stars instead of down at their feet. Having a strong personal foundation allows a person to fully use their skills and resources, because instead of constantly worrying about the fundamentals of their life, they are free to focus on the task at hand. The process of building a personal foundation also teaches a person how to eliminate and prevent many common problems that are usually thought of as an expected part of life."

Where can you go for help in this area? A Master Coach is uniquely trained to help clients strengthen their own foundation, and is a model of how well the process works. Also, you can use the Personal Foundation Program, which is a self-study workbook containing 25 Lessons with coaching tips and checklists. This 100-page book is \$25 shareware, available from download sites and from the Coach U Web area.

A skyscraper doesn't start at street level. In fact, the taller the building, the deeper the foundation. This holds true for people, too.

SECRET NUMBER 2

Your Life *Is* Perfect Today, Even If You Think It's Not.

IT'S BEEN SAID that each of us attracts what we need to learn or what we're ready for.

Does this mean, then, that all of the people, opportunities, interests, and even challenges or limitations in our lives are perfect? Well, yes. (This can be a difficult notion to agree with. But do try it on.)

Does this mean, then, that those people or conditions in our lives which are hurting us or are not good should be in our lives? Well, no.

The lesson here is that what life has given you, life has given you. No one says what you have today is what you will have tomorrow. And no one says you should keep what you've been given "because it's there for a reason and maybe it'll be good for you later" (even if later is eight lifetimes from this one).

Who really knows why life has given you what it has? The key point is that you got what you did, and what you have probably won't leave or stay, whichever is better for you, until you accept that the Universe was right for giving it to you in the first place. In the moment you do accept this, you free whatever it is you've been given to either stick around or leave, whichever is better for you. It's that simple.

So why do we resist or even deny what we've been given? No one has all of the answers, but just knowing that you are resistant to accepting what you've been given is a first step.

Is there something in your life that you don't view as perfect? Is it your job? Your love life? Your financial picture? Your health? If there is (and I'm sure there is), you've probably been trying to do something about it, right? You might have even said to yourself, "It's not right that I didn't get that raise or I have to lose those 25 pounds!"

What if, instead, you just accepted your present situation and declared the universe right for giving you what it has given you? Does this mean you should just give up and eat sugar cookies for breakfast? Not at all. You should still go to the gym, but go with an accepting and perhaps even grateful attitude towards your body, rather than bitterness and resentment towards those thighs you inherited from Aunt Edna. Then, your workout plans will work out, and life is more likely to ring you what you really want.

The point here is to stop resisting what the Universe has given you. You don't have to like what you've been given in order to accept what you've been given. Because by accepting what you've been given, what you've been given no longer controls you.

SECRET NUMBER 3

We Need Energy to Survive. We will get that Energy from *Any* Source, even if it Kills Us.

We need a lot of energy to get through even the most ho-hum of days. And since we need that energy, we aren't necessarily selective as to where we get it from or what it costs us.

Think of a caffeine drinker. This person will turn to an outside substance to get the spark they need to face the morning and move through the day. (Face the morning? Like face a firing squad? This is not life.)

Think of someone who uses adrenaline to get the job done. This person over-promises or imposes silly deadlines on themselves just to get the energy they need to accomplish the task. (If it needs adrenaline, it's not a task – it's a problem.)

Then there are individuals who frequently have problems or crises. They get their energy from the sparks that fly when friction is created between egos and needs. (Who do you know who is both the arsonist and the fire person? There isn't enough water in the world to keep that house from burning down at some point.)

Is there a better way to get energy? There are several things to do.

1. Realize that you need energy and recognize that you're probably using energy that isn't all that great for you. (Remember how you thought tap water was okay, until you started drinking bottled water? Once you switch, you will not go back.)
2. Congratulate yourself for investing in yourself. Before you're done, you're going to have looked at every person, activity, commitment and goal in your life. When you're upgrading our quality of energy, nothing is sacred. Even yourself.
3. Eliminate the three worst energy drains or toxic sources in your life within 90 days. Do it responsibly and don't be stupid. But it is time to put yourself and your energy first. And it may take some courage and support. Both are available.
4. Look for people and activities which add healthy energy to your life. This new, healthier energy, may not be as vivid or as exciting as the high-octane, high-lead energy you've been used to, but you will adapt. (And you'll live to tell about it, too.)

At some point in your development, energy will flow through you, you won't even notice it, and you'll wonder what all the fuss was about.

SECRET NUMBER 4

Learning How to Choose Well is an Essential Skill that Few of Us Were Taught

DID YOU HAVE a class in grade school that taught you how to choose well? Did your parents teach you how to make choices that would be best for you without a discussion of potential consequences (guilt, no dinner, grounding)? Did someone ever show you how to make consistently good choices that smoothly moved your life forward and saved you from having to make those "big decisions" that usually offered the bumpy ride? This doesn't always happen.

Did you ever wonder why no one took that time to teach the essential skill of choosing? Perhaps now you're wondering how you might learn it now (and fast). First, several reasons "why no one took the time."

- They didn't have the skill themselves, so how could they teach you?
- They didn't realize that having choice was a choice. Previous generations (i.e., our parents and their parents) were focused on putting food on the table and doing the right thing. Choice was often viewed as a luxury, and fraught with peril.

The security of the status quo and having a solid future was more seductive and compelling than having to make it all up as one goes along. Your getting good grades and the teacher not getting fired were more important than experimentation, personal development and telling the truth.

Here are some ideas to help you learn the skill of choosing:

Lesson 1

- If you have to choose, it's not a choice, it's a decision.
- If you want to choose, it's not a choice, it's a desire.
- If you don't care, it's not a choice, it's a reaction.

Lesson 2

- Make the present perfect and you won't want to choose.
- Get a reserve of everything and choices will come to you.
- Let your values choose for you. It's so much simpler.

Lesson 3

- Stop choosing.
- Focus on your personal foundation.
- Do what you have to do. But just do it. Don't choose it.

SECRET NUMBER 5

The Gift You Have to Share With Others Is Worth Reorienting Your Life Around

You have probably heard the phrase, “Do what you love and the money will follow.” Not true all the time or for everyone, but it is a good direction in which to point oneself.

Let’s explore this further.

- Do you, or would you, accept the notion that each human being is bestowed with special gifts and talents?
- Do you know what yours are? If you do, do you think it's possible, even desirable, to reorient your life around developing these gifts or talents and sharing them with others? (Not at the expense of your family, community, or health, of course.) If so (and this is perhaps the largest question): To what degree have you done so?

Responding to these questions may be an extraordinary beginning for the person who is ready. The truth is, for most people, that it is very difficult to reorient your life around your values. Some common obstacles follow:

- The actual gift, or the uniqueness of the gift, is not clearly seen, felt or experienced. The person may simply be unaware of the gift, or they may take it for granted and not regard it as all that special.
- The individual is too busy just getting through life, and the gift, or notion that there is a gift, appears to be a luxury, a whimsical diversion or a threat to the status quo.
- The individual feels or has felt burdened by or misunderstood because of the gift. The gift has turned into a liability versus the asset it really is.
- The gift has not been developed adequately and thus does not shine bright enough to be well regarded by anyone, including the individual holding the gift. It is a gift with potential.

The notion of having a gift and reorienting your life around it can definitely push you out of your comfort zone. But is it worth it? Maybe. Here is advice that worked for some individuals:

- If you are feeling pressured to develop your gift, stop and first build a life. This gives your gift a nourishing place to develop itself. Don't fall into the starving artist routine.
- If you are compelled to share your gift or "be your gift," then your identity or ego needs the gift as a way to be okay with oneself. A gift should feel like a gift, not an obligation or have-to.
- When your foundation is strong enough, start to develop this gift as a project. Start hanging out with others who are developing their own gifts. You need to be around those who naturally support your development because they, too, know what it takes to trust and develop that special part of yourself. The naysayers in your life have got to relearn how to encourage you. If they

don't, wave your magic wand and watch them disappear. Life is too short to have people around who don't believe in you.

- In every moment, be grateful for the opportunity you've been given to see, feel and develop your gift. It's as close to a miracle as you're going to see.
- Enjoy your gift. There are thousands of people like yourself who have made a similar, healthy leap. Find several of them, quickly.

SECRET NUMBER 6

Life becomes Simple when you put your Integrity First, your Needs Second, your Wants Third.

“Wants third,” you ask? “But I've waited so long to do what I want!” you say. “How dare you make me do things I ‘should’ do first!” you so gracefully share. Actually, it's not what you think – it's worse. Secret Number 6 suggests that you do only what you want to do, all of the time.

“What? What about magic steps 1 and 2?” There is more to this and there is a “catch.” We'll explore the I>N>W Model first:

Integrity (I)

- Do what's right for your physical and emotional well-being.
- Be 100% responsible for what happens in all aspects of life that you touch.
- Accept that the physical universe never lies.
- Patch up any and all cracks in your life and energy.

Needs (N)

- Needs are not personal, but they are yours to handle.
- Virtually all emotional needs are permanently satisfiable.
- Satisfying needs is a skill, which, when learned, will free up about 50% of your waking hours to devote elsewhere.

Wants (W)

- When your integrity and needs are handled, you're left with your wants.
- Your wants diminish or simplify as you handle your integrity and needs.
- Your wants are easily met as you handle your integrity and needs.

People do find it a challenge to shelve the wants in order to take care of the integrity and needs first. There are several reasons for this:

- Striving for what we want gives us energy.
- Sometimes, humans are driven by their egos.
- Without satisfied wants, some people think they would rather not live.

- The media creates wants to keep people buying.
- Satisfying integrity and needs first hasn't yet occurred to the person.

This lesson encourages you to:

- Shelve all wants, indefinitely.
- Spend the time to fully restore the integrity.
- Identify and get your needs met.
- You won't want much anymore and what you do want, you will get.

SECRET NUMBER 7

Having It All Is Just the Beginning

Would you believe me if I said that I'm still not quite sure what secret number seven means? It does sound intriguing though. What do you think it means? Here are thoughts shared on the notion that having it all is just the beginning.

1. Most people spend a lifetime trying to get at least some of it all. What's the "all" we're referring to here -- physical possessions, success, money, love, family, a strong foundation, values, life goals, education, understanding, awareness? Yes, "all" includes everything listed here.

There isn't anything wrong with having it all. There could be a problem if you spend your entire lifetime attempting to get some of it or even all of it. Many people set their goals based on getting as much as they can. They orient their careers, emotional development and life purpose around this quest. And they fail to recognize and acknowledge exactly where they are already successful. You can actually limit yourself when you only set goals around getting or having it all. We shouldn't stop setting goals, but there are other things to consider.

2. Once you have it all, you realize that it's not that much. Have you ever had the experience of getting exactly what you wanted, and then wondering what all the fuss was? You saved or worked hard to buy the shiny red car, and, as much as you love driving it each day and owning it, don't you soon set your sights on yet another goal? A bigger house, a smarter dog, a bigger salary? Ask yourself, "What if I did get everything I wanted and needed? Then, what would I do with my life?" You would probably find yet another goal.

Why set goals and focus merely on the outcome of having it all. While setting goals, why not also start enjoying and concentrating more fully the process of getting there.

2. Having nothing is even more exciting than having it all... Once you have a strong foundation and your needs met and have a reserve, you're better off than most. This should be your number one priority. At this point in one's development, I often make a suggestion to stop setting goals – period -- and to let the planted seeds grow and blossom naturally. A person at this stage is usually in momentum, anyway, and has a community of love and support and is not being driven by anything. They're just having a great time, responding to what comes up, going with the flow they've tapped into, not having things matter all that much.

Having it all, then, is just the beginning, because once you have it all, you realize that then and only then can life truly begin.

SECRET NUMBER 8

Before You Create a Future, Resolve the Past and Perfect the Present.

Many of us are driven to create a fabulous future for ourselves or to spend a lifetime in our quest to resolve the issues that affect and limit us. While there is nothing wrong with either of these approaches, there is a weakness in them. The weakness is that neither is about the present moment -- both are about a different time zone. It is worthwhile to go into the past and to visualize the future, but only when done so with both feet firmly in a healthy present.

What is the present? The present is simply, TODAY. The reality of your life today. What's so now, not what could be so and should be so or shouldn't be so, but actually what IS so, whether you like it or not. There is a richness in the present, that when gotten, puts the past and the future in the proper light.

Many coaches and clients become experts at completing things and even have high scores on the Clean Sweep Program (a 100-point checklist to get your life cleaned up, available from Coach U). And, I've seen very, very, skilled visualizers who manifest a future and even a present. But the problem is, these folks MUST do this in order to be with themselves. In other words, their present is conditional on working on the past or the future. For some reason, there is not enough of a present for them to have their present be a gift -- again, they are DRIVEN to have a future or to overcome the past; there is NO freedom in exactly how things are.

You don't have to be a field mouse looking for crumbs in the present – but be willing to go with the flow and perhaps far more than you thought was healthy. Take a look at your life and see what percentage of your time is spent either compensating for/resolving the past and/or creating a future. If it's more than 10% on either side, you're missing out on the richness of the present.

A final thought. You've heard the quote "You have all of the answers and resources you need, and as your coach my job is just to help you find them, etc.)? (No so, by the way. A coach's job is FAR more effective/influencing than that old technology.) Well, I'd rewrite the beginning of that phrase to go: "The present has all of the answers and resource that you need."

After all, the present would naturally include the person, and assume that the person was present, which would be necessary for the person to see the solutions and opportunities that are ALWAYS there, as long as we're present.

SECRET NUMBER 9

For an Effortless Life, Get More Than You Need and Far More Than You Deserve

When we talk about needs, we often conjure up images of getting by on the bare essentials and having a no-frills, no-excess life. It seems that when you come right down to it, we actually "need" very little. We are mistaken. In order to be our best, we almost always need much more than we think we do. We need more time, space, money, love, support, endorsement, resources, skills, ideas and commitment than we realize.

We also have more needs than we probably realize -- needs which, until they are fully satisfied, will consume the energy we might better invest elsewhere. These needs are unique to the individual, but usually include 5 or 10 from a list of 200. These needs might include:

- Acceptance
- Appreciation
- Accomplish
- Respected
- Not be mistaken
- Get attention
- Accuracy
- Safety
- Be heard
- Honesty
- Order
- Peace
- Stability
- Freedom
- Work

Before you can get more of what you need in these areas, there are several things you need to understand about the nature of needs.

1. Needs are not personal but they feel personal. Isn't it fair to say that we all have needs that have never been or currently aren't being met? Sure, that's kinda of how life is, right? But let's take a very brief look at the whole dynamic of unmet needs and why one can become:

Resigned to ever having needs met. Given up. Resentful of others for not meeting needs. Confused because the needs aren't easily identified. Embarrassed: The needs are running one's life. Frustrated to the point of denying that we even have needs. Bitter because of what we'll have to give up (integrity, standards, boundaries, choices) in an often futile attempt to get our needs met.

Because of one or more of the above things going on and often conflicting with our goals, we don't have the energy or mental space to even see that our needs actually are completely satisfiable. Instead, we design, or rather flop into, a life, assuming that all of our needs cannot be met, and we'd better just live with it. This life, while it does work, is not what it could be. For one thing, when we have unmet needs our values don't get a chance to freely express themselves.

2. Needs are completely satisfiable, once and for all. Yes, they are. It's essential to first accurately identify these needs and then learn new, often radical, ways to get them met. It is not difficult once you realize that needs' satisfaction is simply a skill that takes training and practice. During this process, you learn that there are innovative and exciting ways to involve others in the very natural

process of getting your needs met. There are people who are willing to pitch in and truly help you in this area. But you will quickly find out who has the "extra" whatever it is you need, and who doesn't. This will be good to know...

3. As you satisfy your needs, you'll grow more quickly. In addition to having more energy, feeling more attractive and experiencing a new freedom, you will also have the extra umph you need to do more with yourself. You will naturally expect more of yourself (higher standards), develop more than you need in many areas (extra reserve) and naturally begin to focus, and express, your true values. You will start to accelerate your personal development and have a brighter future to which to look forward. And the brighter the future, the more easily one is pulled forward, vs having to push.

SECRET NUMBER 10

If You Want to Succeed, Invest 10% of Your Time to Maximize the Other 90%

IN MY VIEW, there's no such thing as time management. How can one manage time? Can you touch it? Stop it? Control it? Create it? No, not really. You can give yourself the illusion that you're somehow manipulating it, but that takes time, so why bother?

Yet, you do have a lot to accomplish during your 24 hours a day. And how can one best do this? Here are some tips on getting the most from the time you do have:

1. Put every task, project or idea "in existence," which means on paper or in the computer. If you have to think about it, or if you forget things, you aren't yet "in existence." In this state, it is a waste of your brain power to try and remember anything.
2. Invest in every automation tool (computers, etc.) possible so that whatever you manage or do takes only a keystroke to maintain.
3. Be focused on the horizon, and let the future pull you towards it versus you scrambling to get more time in the present.
4. Be a Problem-Free Zone, 100%. If you've got time problems, these usually come from other problems. So stop trying to manage your time; instead, eliminate your problems.
5. Continually replace yourself (i.e., train someone else to fill your shoes), even before you need to. You need the space. Remember that delegation is good, as is assigning tasks, but both need to be accompanied by training and development, not just management. The more you give away responsibly, the faster you'll grow and the more you will have room to create.
6. Also, it's important to understand that much of what you're dealing with today won't really matter tomorrow. We have a natural tendency to fill up our lives with what's around us now, not with what happened yesterday.

With coaching, an individual can learn to deliberately maintain a reserve of space so that the next opportunity can come in. If one is too busy or too busy managing time, these opportunities tend to run away, frightened like a deer during hunting season.

Finally, the more advanced one becomes, the more one enjoys having a virtually empty "to do" plate. Maintaining an inventory of projects or tasks becomes as unappealing to the advanced manager as does a platter of steak to a vegetarian. Been there.....done that...now what?

SECRET NUMBER 11

Set Goals Based on Your Values, Not on Wants or Oughtas.

WHAT IF YOU threw out all of your goals, even the ones you know you want or have been working diligently on? And, what if you spent an hour with a coach getting in touch with your true values? And then, set a goal for each of your true values and got to work on them?

Would that be a big change in your life? Probably. Would this process help to simplify and focus your energies? Would it help you choose better? Would you start getting more of what you really want, faster? If so, here is the process to get yourself started.

1. Identify 10 True Values. True values are those interests and qualities which have always intrigued you or to which you've always been attracted. Examples include: Creativity, Service, Discovery, Adventure, Teaching, Beauty, Spirituality, Beauty, Leadership, Mastery, Family, Catalyst, Sensations, Pleasure, Perform, Win/Succeed, Intellect, Sports, Sensitivity, Relate, Language.
2. Next toss out the needs and shoulds from your list. If you need it to be happy, it's a need, not a value. If you're doing it in order to get something else, it is not a value. If you want it, but it doesn't come easily, it's probably a should. If you did it when you were five, it's probably a value. If it's really exciting and you're afraid of it, it may be a value. Please add more, or prune, to bring your true value list to a total of seven.
3. Select an achievable goal for each of these seven true values. Pick a goal that you can reach by the end of the year, that shows you you're serious about your values, that is something you'd enjoy doing, not should do. Ask your friends and your coach what goals they see for you. Pick a fresh goal; no recycling allowed.
4. Design a support structure to help you reach these seven goals. Realize that upgrading to these values-based goals can cause resistance. Hire a coach or entrust a helpful friend or family member. Integrate these goals into your life by telling your family.

You may find that the goals you used to have were really just needs, wants or shoulds. By setting values-based goals, you leap-frog over what has been running you. Congratulations.

SECRET NUMBER 12

Start On Your Path to Financial Independence Today, Even If It Means Tossing Out Your Familiar Road Map.

THE NOTION OF financial independence is sometimes overwhelming, because thinking about financial independence often brings up:

- The idea of aging and not being physically able to work.
- The reality of mortality. None of us will make it!
- The fact that we're most likely under earning right now.
- The nagging truth that we're probably overspending in our budgets.

These thoughts will promptly end most ideas or commitments towards financial independence. There is hope. Here are several new ways to look at the subject. You may not like any of them, but use these to prompt your own solutions.

1. You're just \$100 a day away from Financial Independence. If you're under 50, and you could find a way to earn and save an extra \$100 per business day, you'd have an extra \$200,000 in today's dollars within 10 years. That may not mean financial independence to you, but \$200K is \$200K, and if you cut your lifestyle to bare bones at age 65, you could squeak by. And if you work after you retire, your lifestyle instantly goes up. Isn't it worth working with a coach to develop a sideline business or other source of an extra \$100 per day? Presto! Instantly, you're on the financial independence track. (It's not quite this easy, of course, but it is quite simple.)
2. Drastically simplify your life today and live as if you had nothing. A lot of people are simplifying their lifestyles, moving to a smaller town, spending less, and so on. So can you. It might take a while to get used to a bare bones budget, but think of it as a cleansing exercise. There is very little you MUST spend money on, other than taxes.

Give your budget to a coach or friend and ask them to cut it by 50%, just for fun. Look, if you had to cut your expenses by 50%, you would, right? Well, maybe you have to. Remember, nothing is sacred in this game. Often what you spend your money on distracts, diverts, or medicates your ability to be active, healthy and productive.

3. Double your current salary or income. It is likely that you are under-earning. There's no excuse for this. You can find a better job, one that rewards you for your results and talents; get retrained to enter a profession that simply pays more; or you can even develop some latent personality traits if you need to.

But do double your income within two years. And use a coach to help. (Investing in your ability to earn more money is always the very best investment to make.)

Perhaps the best path to take is to do all three. Find an extra income source for \$100 per day, cut your expenses by 50% and double your current salary within two years. Why, you'd be on your way to Financial Independence in five years! And you'd probably have a blast getting there, too.

SECRET NUMBER 13

Stop Trying to Change Your Behavior. Instead, Start Shifting & Leaping.

"CHANGING BEHAVIOR" is probably better than doing nothing. If you're doing X and you think Y will work better for you, hey, go for it!

There is another approach to take called shifting and leaping. The difference between changing behavior and shifting/leaping is as follows: a) When you change behavior you are usually merely changing what you are doing, b) When you shift/leap, you are changing or upgrading who you are, which then usually results in the more desirable behavior, naturally. The focus is on developing yourself vs trying to change what you're doing. Both are good, but the self-development process is usually permanent and puts one on a path. The change process is often temporary. c) In coaching, we say that change is linear, whereas shifting and leaping is three-dimensional.

We'll use weight loss as an example. The change/linear approach is fairly obvious. One says things like:

- I will stop eating sugar
- No eating after 7pm
- I will only eat foods that I know are good for me
- I am going running, starting on Monday.

The shift/leap/three-dimensional approach is a little different and the results may take longer to show up:

- Who I am is someone who takes care of my body
- I am someone who only hangs out with healthy people
- My day orients around my well-being and exercise
- I've got better things to do than eat toxic food
- I need my energy to accomplish my goals

See the difference? In the first group, the focus is on what one wants/needs to change. The second group focuses on the who the person is and what they want in their lives, not just the change they want to make. The shift/leap process is more than just making declarations like the ones above. It calls for action to manifest one's commitment. When one shifts who they are, things naturally look different, and the results are obvious. A leap is a combination of changes and shifts. Together, a person tends to leap forward in their development and often leaps over the linear steps to accomplish their goal.

Shifts and leaps occur only when you are ready. You can get ready by:

- Strengthening your personal foundation.
- Over satisfying your needs.
- Resolving emotional issues or blockages (in therapy if necessary).
- Finding and addressing the source of what's stopping your growth.

- Clarifying your vision so that it pulls you forward.
- Letting go of what the shoulds in your life.

A Master Coach can both help prepare you for shifts and then help you select the shifts you're ready to make. Several examples of shifts are:

SHIFTS TO MAKE

Externally Prompted TO Inner Directed
 At the Effect Of Life TO Self-Responsible
 What-based TO Who-based
 Consumptive TO A Value-Adder
 Resistant TO Willing
 Needs Driven TO Values-Driven

Shifts take awareness and practice, so don't stop changing. You can begin by weaving in the who as you change the what.

SECRET NUMBER 14

You Simply Cannot Afford to Have Any Problems. Tripling the Width of Your Personal Boundaries is a Good First Step

HAVE YOU EVER noticed how some people simply do not have problems and that others attract enough to continuously keep their plate full? Why is that? When you're in the kind of state where problems just seem to pass you by, you are considered a "Problem-Free Zone." There are a number of ways to keep yourself a Problem-Free Zone, but one of the most important is establishing, extending and maintaining your personal boundaries.

Boundaries? Boundaries are what every human has a right to establish to protect themselves from the humanity (i.e., problems, needs, concerns) of others. We all have boundaries of some kind, but most of us have established just enough of a protective circle around us to keep us from getting killed or damaged by others. What we actually need are boundaries to give us the extra margin of safety we all need to "get a good night's sleep" and to have the space to freely create, without having to maintain a watch for any intruders.

Does this sound like gunfighters and the Old West? I don't mean to be so dramatic, but there are several points here that you need to understand if you hope to become a problem-free zone. They are:

- People are intruding on your space more than you know.
- Boundaries are limits you set, not walls or weapons.
- You get to decide how wide to cast your boundaries.
- You probably need to triple the width of your boundaries.
- To grow quickly, extend boundaries more than is needed.
- The more sensitive you are, the more you need boundaries.

Examples? Let's take a look at anger.

1. Most of us have a boundary we've set called "no hitting." Regardless of the provocation or the "weakness" of the other person, hitting us is just not okay. No matter what. (And as you know, some people have not yet established this boundary.)
2. The next "upgrade" of this boundary is "no screaming or yelling at me, regardless." Do you have this one yet? If so, congratulations. If not, you should, for your integrity's sake.
3. Next is the "no digs or cracks" boundary. This means that the other person cannot belittle, criticize, make fun of or make cracks or jokes about you or what you're doing. Period. That's period. (Cracks and digs are not humor; they are always a form of "acceptable" anger. No more!)
4. Next is the "no upset" rule. This gets a little tougher because you're now letting the other person know that they can't be upset with you. Wow. Isn't that controlling? you might ask. It could be, but not in this context. What you're doing here is letting people know that you are not the kind of person who will knowingly or deliberately harm another. And given this, it's simply not okay for the other person to assume that you did something hurtful, thus allowing them to feel justified in being upset with you. (Now, if you did do something hurtful, and it was deliberate, this does not apply.)
5. Finally, welcome to the "unconditionally constructive" boundary. This means that you expect those in your life to always be honest, yet supportive and to cast what they say in a positive light. That is, to use language that forwards you always, vs tripping you. This level takes practice, so work with your family and friends until you are both satisfied.

The process of you setting boundaries and working with your family and friends to understand and respect them is an investment that heads off many, if not most, of life's problems.

SECRET NUMBER 15

Stop Hanging Around With People Who Have Less to Lose Than You Do

THIS ONE is easy. Another way to put it: Select the 10 best folks that you know and have your life orient around them and let everyone else come to you.

As you grow and develop, one thing that happens, naturally, is that you begin to recognize how some of the people that you used to be very close to start to look differently to you. Perhaps you are seeing them for who they are for the first time. Or, perhaps your needs have changed and you had been using these friends just for needs' satisfaction. Or, perhaps you were "making do" with who you had in your life.

I am NOT saying that people are commodities or gas stations for us. But sometimes we use them that way, whether we mean to or not. And, when you look carefully at exactly who it is that you are hanging around with, swapping energy with, giving yourself/time/love to, you DO want to make sure that these folks are playing the same game that you are.

In my coaching practice, I often see new clients who "belong" to communities of people at work, in the neighborhood, church, old friends, family and others, who have little in common other than convenience or history. And, even worse, I see clients who are up to very cool things in their lives but they are

hanging out folks who need them as they were or who don't appreciate the wisdom, abilities or contribution that my clients have available. What a waste!

At some point in life, I think that one gets to be very, very selfish, and can CHOOSE a high-end personal community. And I think it helps to first sort out who you're not going to hang with, which is why I recommend not hanging out with folks who have little to lose.

If you are reading this book, you probably have a lot to lose, so make sure your community does also.

SECRET NUMBER 16

Stop Relying on Cause & Effect. Let "Being at Cause" Be Reward Enough

WHAT IF YOU BEGAN acting as if there were no such thing as "cause and effect?" (There is, but suspend logic for a moment.) What if you didn't get love back when you gave it? Would you stop loving? What if you didn't get recognition from your colleagues for a job well done? Would you stop working? What if you felt compelled to paint, but never sold a painting? Would you stop painting?

There is no "right" answer to the questions above. Hopefully it causes you to think about why you do things, because it's often for the payoff or the "effect" that we do things. It's how we human beings have learned to live, and is sadly similar to how Pavlov's dogs lived. We know we'll get something out of it, so we bother to do it.

This system does work; I am not criticizing it. I've got a mortgage payment, too. But what if you began to simply cause things, not expecting any effect? You may want effect (praise), or need it (money), but what if you simply did what you did it because it felt right to you? Would you live your life differently?

As a coach, I see too many people living life by driving forward only using the rear-view mirror to see where they'd been and what effects they had caused. Their direction, choices and goals were heavily influenced by what might happen or by comparing what they were doing to what they had already done. While both of these approaches are safe, they are not useful if one wants to grow quickly.

You might be wondering about where you would get your money, energy or satisfaction if you adopted this "at cause" philosophy. After all, it does sound risky, doesn't it? What I've seen time and time again is that people who adopt this approach find new sources of energy and money, and eventually get 100% of their satisfaction solely from doing what they do rather than from a payoff of some sort. The payoff is great, but it is no longer a motivating factor at all. Are you ready to simply be "at cause?" It's worth a try.

SECRET NUMBER 17

Your Problems are Rarely Your Fault, But They *Are* Yours

IT'S PRETTY SAFE to say that we all have problems, yes? And that we probably have or have had something to do with causing these problems. And that it's probably up to us to handle, solve, eliminate the problems. I firmly believe several things which has had me conclude that most problems are not our fault, even if we caused them.

1. I believe that every human being does their absolute best at all times, even when they know they're not.
2. I believe that problems, like needs, are not personal -- not even about us -- yet they do come into our space and thus we get to handle them (or not).
3. I believe that problems occur because we have missed the earlier messages or lessons.

We hear a lot today about notion of personal responsibility, that we cause our own realities and circumstances, that problem-solving is a good skill to have, that without problems we don't learn, that humans are built to have problems, that life is not perfect, etc. I think that personal responsibility is a given for most anyone reading this book, which, to me, means that if you've still got problems, some other force is at work in your life and it's probably not you trying to create a difficult life for yourself. I think it's a good idea to identify what IS going on that isn't to your liking, but stop taking the blame for it - or the credit for solving it. That's making you out to be something more than you are.

You're just a human being. Enjoy it. Become a Problem-Free Zone, while you're at it.

SECRET NUMBER 18

Trust That You Are Not Alone. You're Not.

Today there is a lot being written and experienced about spirituality, oneness, the Internet (being connected), group consciousness and even energy coaching. After a hundred years of super independence (pioneers being self-sufficient out west in the 1800's) and the Cookie Cutter decade of the 1950's (and the backlash of the 60s), I think that folks in the U.S. are now more able to:

1. Be themselves, even if no one else is like them (or likes them for it).
2. Get along with others, even if they are, or speak a different language than us.
3. Get along better with all the various parts of ourselves which seem to pop up like mushrooms after a heavy rain.
4. Have healthier connections with others -- connections and exchanges not based on survival or defense -- rather, based on love, interdevelopment or choice.
5. Develop themselves exactly as they want to, a la Michael Jackson -- the ultimate pop artist. (He IS a canvas.)

As one lets themselves "go" and surrenders their nuances and subtleties and natural attraction to values -- vs shoulds, coulds, ought-tos -- I think that they find compatriots (not orphans, the disillusioned or the dysfunctional) on that same road -- folks who have graduated from the life and culture they were born into.

I think that at this point of choice the individual feels the most connected -- because it is a connection of choice vs a connection of need.

SECRET NUMBER 19

Spirituality Is the Universal Language of the Next Century

ONCE YOU'VE REALIZED that money isn't the answer, that the moralistic right/wrong, good/bad, righteous/sinful approach to life doesn't get you very far, and that even information is merely a resource, where does one turn?

As a civilization, we're frantically looking for that common language, that focus, that bond that we all need in order to feel a part of the same species. We've tried the items mentioned above, and we've even turned to alcohol, food, sex and drugs to get in touch. But here we are, still looking for ourselves and searching for how we're all connected.

Welcome to the spirituality of the 90s. It's a friendly place, as free as the hippies were in the 60s, yet as self-responsible as any MBA would want. We know more of what we want, we know how to get it, and we take proper care of bodies, minds and spirits along the way. Most important, we attract the folks who, like ourselves, simply know there's more to life than success in its traditional sense.

Spirituality gives us a common language that allows us to both connect with each other and further our own personal development. Spirituality is the place we come from, the place we're going to, and the place we are. When one embraces the concepts of spirituality, one can embrace themselves fully. It is that simple, although getting there may take a little time. A Master Coach or other guide may be helpful.

What are some of the spiritual concepts?

1. We are all connected in a larger, very special way.
2. There is a flow that is worth surrendering to.
3. There is a distinction between self and ego.
4. As we become aware, we will realize life is truly simple.
5. What we have available to us is the present.
6. Love is the only true feeling.
7. Gratitude is always present and often overwhelming.

Does this mean you need to move to an ashram? No. The spirituality of the 90s is truly portable. It can and is with you always. You need only learn how to tap into it and let it flow through you, whether you are in an IBM board meeting or are meditating.

People find the particular spiritual approach which works for them. You may have to make changes to embark or continue on your spiritual path, but the effort is usually worth it.

SECRET NUMBER 20

Your Environment Needs You To Educate It

YOU ARE SURROUNDED by an infinite collection of people, places and things, each bombarding you with requests, needs, ideas and problems.

They're all competing for whatever energy you have available, and they won't take no for an answer. At least they won't until you learn how to educate them on who you are, what you need, and what they can and can't do. Then, your universe (these people, places and things), will begin to respect you and knock before entering, ask before taking and look before giving. This educating process takes time, willingness, selfishness and language. Basically, we educate our environment all of the time; in fact, we have what we have because we've either asked for it (knowingly or not) or we didn't know what to ask for so we got what was left, usually not so tasty. The educating of one's environment is a constant, natural and eventually effortless process, but it may take a while to reeducate the folks and things in your life on how you now want them to be or provide for you. And it will take time for you to access the exact language you will need to say what you want to say and to get what you need without having to strain yourself or the other person.

The best place to develop language is in the moment when something needs to be said. When someone is doing something that doesn't feel good or right, you must communicate immediately or forever carry the extra burden of your unspoken reaction. The process of sharing with another person what you want, won't permit or need to hear is called "educating your environment."

We have the right to tell others what they can and cannot say or do to or with us. This is called setting boundaries and requirementing. If taken too far, it can lead to controlling others, but we'll assume you're not reading this book with that goal in mind.

In order to properly educate your environment, you first must know or decide:

1. What is acceptable to you in term's of another person's behavior.
2. What is not acceptable to you in terms of another person's behavior.
3. What you need from another person.

If you determine these for yourself, you will naturally start saying what needs to be said when it needs to be said, not after. But this will come only when you've decided who you are and what's okay and what's not okay. Until you do this, no amount of language will help you. First define yourself, then develop language.

One of the benefits of having the language you need is so you can keep yourself Inventory-Free. That is, to leave every encounter with nothing unsaid, nothing stepped over, nothing unrequested and nothing not acknowledged or appreciated. You say what there is to say immediately when you sense it. With enough language, it is possible. It's even necessary for some people. But it first starts with a commitment to keep

yourself empty of what are called withholds. Language gives you the words and the awareness to keep yourself complete, whole and empty.

Why is this important?

1. What is left unsaid gets in the way of the relationship.
2. What is left unasked-for is a missed opportunity.
3. When too much is left unsaid, corrosion results.

So anyone who is living a meaningful life simply cannot afford not to say everything. (Saying everything is not the same as dumping, however. Dumping is not communicating; it's a form of venting or anger.) Language is what we use to bring out our best as human beings. When language is missing, everyone misses out.

SECRET NUMBER 21

Your Family is for Nurturing. A Community is for Creating

IN THE OLD DAYS, groups of people got together economic and social reasons as they (we) still do today. And they banded together for one very important reason: To build a common defense against the (very real) enemies. Survival was at stake and, often, one's choice of a community was based primarily on who could protect one the best. Because defense is now more easily handled by governments and hired hands (law enforcement), safety is now less of a factor in the choice of who one selects to be part of one's family or community.

This new level of safety, or at least delegateable task of providing security, frees up valuable energy and results in more choices for the average person. Today, one can choose who they want, when they want them and how they want it. The family's historical role of protection or love-source- as-a-last-resort is fading and people are now choosing who their families are. And asking that nurturing be the focus for adult children. The notion of parents protecting children over 30 is less a part of parenting today. Kids are expected to take care of themselves and a parents role elevates, and simplifies, to that of friend, champion and, when asked, advice giver.

With the pressure off of the family is the sole-source of a person's life, the option to build a community of like-minded individuals is now available. It's not because the family failed, it's because people want more than a family can provide: Additional intellectual stimulation, similar activities and interests, common commitments, professional development and other group endeavors and projects.

Communities are built to develop each other and offer partners who wish to create, often based on one's Values. Again, people get to choose who they want. The virtual communities of today are formed (or form themselves) out of natural attraction than protective need. Humans now have complete freedom to band together to create things, free of the constraints of the expectations or acceptable behavior as defined by others or institutions. Your community and your family may be the same, totally separate or somewhere in the middle. The point here, finally, is that you are free and are challenged to develop a community based on choice, not on need. And as you strengthen your Personal Foundation, imagine what you can cook up with the members of your community, out of choice.

How strong is your community? How attractive are you to the one you wish to create?

SECRET NUMBER 22

When You're In Touch With Your Vision, the Path and the Solutions Will Find You

DO YOU HAVE A VISION for yourself or your business? Most people don't, but many think they should, and they continually search for it. Before we discuss how to find and enjoy your vision, let's reduce the pressure you may feel because of the traditional vision concept.

When you're ready, a vision will come to you. It's impossible to find your vision. Does one find the stars? No, they are just there. You may have to wait until dark to see them and perhaps get out of town with its bright lights. But the stars will wait. They've always been there, and they're ready to be seen when you're ready to see them. They find you when the conditions are right.

So it is with one's vision. If you need one, you probably won't find it and will end up creating a vision, which is really just a mind trip. Some people feel incomplete without having a vision, so they make one up just to have a reason for living or to feel they have a life focus. I suggest to them that they abandon having an external vision and to instead make themselves the focus of their life so that they are actually preparing themselves to see the vision that's patiently waiting for them. With those caveats handled, it's fair to say that you can accelerate the vision discovery process. But first, let's look at what a vision is:

By its nature, a vision is unreal, not necessarily logical and certainly not commonly regarded as available today. In other words, with your vision, you're carving out a new reality, much like an inventor or pioneer. It's actually a fun process once you learn to ignore the naysayers and devote your energies to creating what you have in mind. Now, on to the vision discovery process.

1. What is something that you deeply want to do for or give to others that seems out of your present reach?

If you're even thinking in terms of vision, you're probably a forward thinker and a person who desires to provide service to others. Given this, why not go for broke? If you have the strength, power, the delivery technology, language, mastery of the area you're thinking of, what is the ultimate thing that you want for others to have in life?

If you're a financial planner, is it financial independence by age 50? If you're an entrepreneurial consultant or coach, is it consistently increasing profits for your clients with an accompanying happy home life? If you are a health care expert, is it to have all of your clients take their health seriously?

Think big. Be unreasonable. Be willing to be scoffed at. Rather than think through every linear step that it will take to reach your goal, simply identify the end. (As someone who has helped build the coaching profession, I had to focus on my dream, on the end. The scoffing was an irritating detail given the enormous vision I had. The vision must be bright enough to light your success path to it. With a bright enough vision the solutions you need will also appear, and ignoring the small minds around you will be easy.)

2. Who wants what I'm thinking of?

A vision that is only yours becomes a personal monument to your intellect and ego. After getting in touch with what you most want for others, it's time to go find those "others" and discuss your idea with them. Listen to what they want and ask for help with how to apply the idea to what they want today, not what they should want or need. (Most of us won't buy something just because it will help us or because we need it; we must also either want it, or the consequence of not getting it must appear so great that we just must buy it.)

You don't want to have to sell your vision. You want ready buyers. Don't get caught up in having to have your vision be a particular way. The whole idea behind a vision is to serve, not prove.

3. Let your "customers" coach you in customizing your vision.

Whether it's the board members of your local non-profit, or the employees of a company you have just purchased or several of your key customers, it's so much easier to include others in your vision from the very start. Ask them to become your partners as you develop your vision from an idea to a measurable improvement in the quality of life. People are attracted to people who think beyond the nine dots, and they are eager to help. Let them. Being a visionary is too lonely a game if you don't.

Finally, by developing your vision and applying it, you will create a new and stronger community of colleagues, customers, friends and partners. And some of your associates won't keep up. I suggest that you keep serving the ones who are ready and love the ones who aren't. Don't try to serve the ones who aren't ready.

SECRET NUMBER 23

When You Have Enough Language, You Can Be Yourself

YOUNG CHILDREN throw tantrums because they don't have the language they need to share how very, very, very unhappy they are. So, their mind flips and their body takes over. And eventually, they snap out of it.

Adults, too, throw tantrums, although in "more acceptable" formats. The adult versions include: 1. Silence (not saying anything, although they should) 2. Digs (saying something that undermines the person) 3. Resentment (which results in getting even, later)

And, again, why do (we) adults do this? For one simple reason: We do not have the language we need to say what we want or need to. If you have the words to fully communicate, there is virtually no situation or person that will get the best of us.

With me? Okay, so you may be asking, How do I get this language? In a dictionary? In a vocabulary-building course?

Yes, you will get some of what you need from these sources. But here are the steps to get all of the language you need.

Familiarize yourself with the notion of Distinctions. Distinctions are subtleties of language, that when gotten, give more power. The process of seeing these subtle differences is called "drawing a distinction." Drawing distinctions is not simple semantics. It is one method of accelerating a person's development because they not only see or understand the distinctions, but they begin to reorient their lives around the stronger one. They even "become" the stronger one.

An example? How about the distinction between strength and power. They are similar, right? But if you looked up their definitions, you'd find that strength refers to one's durability or capacity for effective action. Power refers to one's ability to control, force or influence others. So, strength is about oneself, power is about others. Now, what if you got that the world is moving towards individuals strengthening themselves vs attempting to exerting power over others. Would you now tend to devote more time to strengthening your skills, talents and abilities? And let go of any attempt to exert power, or even, empower others? (Empowerment is a term on its way out.)

Can you get behind strength and let power go? Good, you've just drawn the distinction of strength vs power and have chosen the one that will move you forward on your personal and professional path more quickly. As you try this one out, you will start "coming from" strength in your thinking, actions and language. Power will have lost its usefulness or appeal, except when you face a threat.

There are over 1,000 of these distinctions, some of which you've already gotten: Choice vs decision, Coach vs Consultant, Freedom vs Relief, Success vs Winning. Note that the stronger one is the first word and the weaker one is the second word. The Coaching Dictionary (available as shareware for \$10 from Coach U) has 225 pairs of distinctions, fully indexed.

Imagine what your life will be like when you draw all of these. Wow. You'd have all the language you'd want or need.

1. Start Educating your Environment. The best place to develop language is in the moment when something needs to be said. When someone is doing something that doesn't feel good or right, you must communicate immediately or forever carry the extra burden of your unspoken reaction. The process of sharing with another person what you want, won't permit or need to hear is called Educating Your Environment. This is one of the 25 secrets described in this book.
2. Strengthen your Personal Foundation. If you're busy putting out fires in your life, or scrambling to pay the rent, you won't have much time or space to develop your language, even if you book in a vocabulary class or have sessions with your coach.
3. Language heals. When you hear the word that describes you to a T, you feel normal and more of yourself, as a distinct human being. This process is very healing and confirming. Language is what we use to bring out our best as humans. When language is missing, everyone misses out.

SECRET NUMBER 24

You Can Find All of Your Own Answers, More Quickly, With a Gifted Coach.

IF YOU BELIEVE that we all have our own answers, then why should you hire a coach? Before I answer that question, let's take a look at the notion that we have all of our own answers.

1. I believe the notion to be true. The only problem is that it may take lifetimes for one to access these answers.
2. If you're like me, you'd rather not wait. Especially since there are experts out there who can accelerate this discovery process for you. You see, these answers are often either hidden, covered up by layers of the past, or inaccessible because one doesn't have the language they need to unlock them. Humans spend a lot of energy looking and hoping to find the diamonds, and we do find them occasionally, so we feel justified in continuing the search.

Enter the Master Coach. If you knew there was someone who was an accomplished diamond (i.e., wisdom, awareness, truth) finder, wouldn't you be interested? Wouldn't you prefer to bring someone like this into your life to accelerate your development? To help you set more rewarding goals? To help to create a future that pulls you forward? To get you on track and focused in your business or professional life?

Who wouldn't? The Master Coach is an individual, just like you, who happens to have been trained in the area of advanced personal development -- trained by Coach University, mentored by other coaches and polished by their own clients. Because of their experience and background, they see those diamonds and point you in the right direction. It will still be you who finds them, but you will find them more quickly and will waste less of your life futilely searching..

Today, it is okay to include many types of experts in your life. Why not a life expert?

SECRET NUMBER 25

Rapid Change is Just the Universe's Way to Show Us That We're Getting Closer to Truth.

ARE THINGS in the 90s moving just a little too quickly for you? Is the future a bit too unpredictable now? Do you feel rushed because you're being asked to get a fax, tap into the Internet and start taking better care of all aspects of yourself? Are you feeling the need to let go of beliefs and behaviors that used to work well, but no longer seem appropriate? Are you wondering Will this change thing ever slow down?

Hard to say. But in the meantime, you might as well go with the flow and lighten yourself up so you aren't left gripping the rocks on the bank. Some say that all this change is ushering in a new era of peace

and understanding. Others say we're losing all of our values. Others suggest that Americans are getting a clue and all this change is simply the shedding of clothes.

My view is that humans are catching up, emotionally and spiritually, with the breakthroughs we've created with our intellects, like the car, the computer, medicine and finance. We're recognizing that companies themselves, thanks to the efforts of the Total Quality Management and Zero Defect Tolerance foci, have achieved a higher quality of life than the companies' employees.

We're recognizing how expert we've become at following the ideas and recipes for the good life that groups or institutions far removed from ourselves are so eager to hand out. We're recognizing that we can break the rules, make our own life decisions, learn the new skills we need, and have it all, and on our own terms. We're recognizing that what human beings have historically spent much of their time doing -- gathering food, establishing defensive measures for the community, and more recently, emotional development and healing -- is now a minor part of our lives. We have the time and resources to do much of what we want.

We are, in a word, becoming responsible for our selves, our hearts, our minds, our destinies and our souls. It is this process, which takes two to five years for most individuals, which is causing all this change. Humans are becoming truly free because of their heightened sense of responsibility. But like all change, it's a bit messy and very unpredictable, and the learning curve can be steep. It's like intellectual and spiritual anarchy. And it's healthy, because anarchy is not necessarily bad. The dictionary includes in its definition of anarchy: an absence of established order, a utopian society of free individuals. The Internet is a good example of the positive results of anarchy.

Providers and users offer a virtually free exchange with several simple protocols, and the result is complete availability of information and automatic connections with people who will matter to you. I am suggesting that human beings are growing up fast enough, thanks in part to a freer flow of information, and can handle more and more responsibility.

A look at the role of a supervisor today shows this. No longer is the supervisor a pseudo-parent ready with the consequences, or a teacher ready with a ruler. No. Instead, today's enlightened supervisor is the staff person's coach, there as a resource to be utilized by the employee. And the first job of the supervisor is to get the nature of the relationship with the employee straight. This is but a small example of the trend towards self-responsibility.

Self-responsibility is one stepping stone on the path to truth. Start jogging.

About the Author

Thomas J. Leonard has been called the coach's coach. He has been training coaches since 1988 and established Coach University in 1992. Formerly an accountant and certified financial planner, Thomas responded to his clients' interests in comprehensive life planning which has become known as Professional Coaching.

Says Thomas, "People ask me where I learned what it is that I teach. The simple truth is that I learned 90% of it from my clients, as we put our minds and hearts together to look for strategies to move their lives and businesses forward quickly and easily. I have synthesized what I write from these clients."

Thomas maintained a full-time coaching practice between 1990 and 1994, averaging 30 clients each week. Clients included CEOs, executives, professionals, entrepreneurs and other coaches. In the spring of 1994, Thomas retired from individual coaching and devotes 100% of his time to developing and documenting the coaching field with his colleagues at Coach University.

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