



Ezine - March 2008

www.icfaustralasia.com

Contents

- Editor's Message
- President's Message
- Article - The Delta Coaching Model
- Meet The Team
- Upcoming Calendar Events
- Interested In Coaching Leaders And Managers In TAFE And Vocational Education?
- Article - Standing Out In A 'Coaching' Crowd
- Top Tips
- What's On



Editor's Message

editor.victoria@icfaustralasia.com

Hello Everyone

This month we bring you one of our first great events "Executive Coaching – Return On Investment" with the guest speaker being Helen Thompson from NAB. We hope this will be the start of many exciting events throughout the coming months. Our PD & Events Team is busily putting together one of our best programs yet.

In this issue we have some great articles as well as our first Meet The Team Interview with Maria Ganis, part of the Marketing Team.

Enjoy, and as always, please feel free to send contributions and comments to:

editor.victoria@icfaustralasia.com

"Imagination is more important than knowledge. For knowledge is limited to all we now know and understand, while imagination embraces the entire world, and all there ever will be to know and understand." - **Albert Einstein**

President's Message

president.victoria@icfaustralasia.com

Hi all

The ICFV year has started with a BANG! I am just back from the Australasia Strategic Retreat, which was held in Melbourne this year. Not only was it a great way to connect with the Chapter Presidents from Australia and New Zealand and our 2008 Board members, it was also wonderful to start at implemented action on four of our key strategic priorities. This year the focus is on the following strategic priorities:

- Member Benefits – Headed by Jane Thomas ICFA Board Member for Membership
- Revenue Generation – Headed by Martin Wilson ICFA Board Member - Treasurer
- Knowledge Management - Headed by Arleen Quinn ICFA Board Member - Director of Chapter Presidents
- Marketing/PR – Headed by Kathy McKenzie ICFA Board Member -Marketing

There has been task forces set up to research and implement a number of initiatives around these priorities. I was fortunate enough to be a part of the Member Benefit group, which is looking at clarifying locally, and globally the specific benefits for our members, and bringing more to them. Stayed tuned for some great outcomes on this initiative.



Pollyanna was part of the Revenue Generation group, which is looking at ways to bring in more revenue to ICFA over and above membership fees and events so we can add even more great value to our members. It has been wonderful to read what the rest of the ICF global community is doing in this area.

The Knowledge Management group is looking at optimising the web and the huge repository of information we have so that it is useful, easy to access and available. Marketing/PR group is looking at how we get the ICF message out to the wider community and to corporates. There was also a great focus on building our brand, consistency and drawing upon the great resources we have built up over the last 10 years. If you have some great ideas for any of these strategic priorities please contact the relevant Board member heading up that initiative. I am sure they would love to hear from you.

This month I am also very excited about our first event for the year. It is the first of our Skill Builder workshops, a new initiative we are running this year, which aims at bringing together small groups of coaches to coach, and mentor each other. This month the event will be run in conjunction with our regular Credentialing Events. I look forward to meeting some of you there.

Finally it is that time of the year to renew our memberships. I believe we are headed for our largest year yet with the Victorian member numbers climbing towards 300! I encourage you all to review the great year that has been with the International Speakers, Coach Week and the Conference and encourage you to join us as we look forward to even more great events and benefits in 2008.

Cheers
Nicole

The Delta Coaching Model

Dr. Sraban Mukherjee

Clients come to coaching for different individual reasons but ultimately they are looking for change, whether to have more or less of something from life (Whitworth, 1998). Joan Kofodimos (2007) defined executive coaching as a one-on-one consulting relationship dedicated to improving the leadership capability and performance of high-level managers. The ultimate goal of executive coaching is to effect sustained change in an executive's behaviour that impacts performance.

Kristine Vickers, a clinical psychologist at the Mayo Clinic in Rochester, New York, mentioned during an interview with The Wellness Councils of America (n.d.), "that behaviour change is more complex than just telling someone to behave differently or handing them a pamphlet. And that is why I think coaching is going to be a very important part of bringing about lifestyle change." Marshall Goldsmith (Morgan, Harkins, & Goldsmith, 2005) believes that the best coaches "get an agreement with their coaching clients and their managers on what are the key behaviours that will make the biggest positive change in increased leadership effectiveness." Goldsmith further mentioned that executive coaches typically work with executives who are willing to make a sincere effort to change and who believe that this change will help them become better leaders.

Therefore, whether it is executive coaching or life coaching or any other niche areas of coaching, the bottom line is change. The coach maintains a focus on the client, the coaching process as a whole, and the client's context, and in response to what he or she observes in relation to any or all of these elements the coach selects a way of working with the client that seems appropriate and likely to be effective. Hence it is important to understand the change process so that coaches can navigate with clients in the change journey in a step-by-step process.

Coaches typically follow their own coaching process, based on their own style of coaching as well as their own niche area of coaching. Having a model, along with a written description of a process, supports the coach to articulate what they do. "Models" or visual representations are used to illustrate what is done in a particular process. It also gives the client a visual to understand what the coaching process will look like. By having a clearly defined model, the coach has an easier time explaining to potential clients what will take place during the coaching sessions. Through a coaching model, the coach synthesises tools, techniques and frameworks from a range of approaches in helping people initiate and sustain a journey on the goal-directed personal change.

The Delta Coaching Model Parallels the ICF Core Competencies

The Delta Coaching Model as seen in Figure 1 (inserted at the end of this ezine after Disclaimer Notice) is a visual representation of a change, which happens as the client undertakes the coaching journey with the support of his or her coach.

The Delta or triangle shape in mathematics represents an increment or variation. In coaching, we are always looking for how the client could move forward in his or her life journey, and how the coach can facilitate the process to help that happen. The triangle or delta symbol represents the total coaching process in two different ways: (1) each component or segment is an integral part of the coaching process and (2) each component or segment builds on the components or segments below them. In other words, without a proper base or foundation and strong support structures, the ultimate success of the coaching journey, that is the peak of the Delta, is far from reachable and likely unsustainable.

During the coaching journey, the coach first creates a relationship with the client using, for example, the International Coach Federation (n.d.) core competency of "Co-creating the Relationship." After establishing trust and intimacy with the client and establishing a coaching agreement, the coach deploys tools of active listening, powerful questioning and direct communication similar to the tools described by the International Coach Federation's core competency of "Communicating Effectively."

In the subsequent stage the coach creates excitement through using the ICF's core coaching competencies such as "Facilitating Learning and Results." While creating a plan of action the coach uses the ICF core coaching competencies of "Designing Actions" as well as "Planning and Goal Setting." During the check progress stage in this model the coach normally uses the ICF core-coaching competency of "Managing Progress and Accountability."

Coaching is largely a change process that leads toward a predetermined destination of goal achievement. The coach's job is to facilitate the client through the coaching process to support the client moving into action to achieve his or her goals. The effectiveness of the coaching will depend on the knowledge and expertise of the coach in the application of coaching skills, process skills, and related concepts at different stages of the coaching journey. Using a model that has a physical illustration can be a useful way for the coach to inform clients and track his or her role within the change process.

©Dr. Sraban Mukherjee
sraban2002@yahoo.co.in

References

- Goldsmith, M. (2005). Coaching for behavioral change. In H. Morgan, P. Harkins, and M. Goldsmith (Eds.). *The art and practice of leadership coaching*. New York: Wiley. (This chapter is available online at <http://tinyurl.com/2bq84x>).
- International Coach Federation. (n.d.). *Coaching core competencies*. Retrieved January 24, 2008 from <http://tinyurl.com/hdb7k>
- Kofodimos, J. (2007). *Your executive coaching solution: Getting maximum benefit from the coaching experience*. Mountain View, California: Davies-Black Publishing.
- The Wellness Councils of America. (n.d.). *A WELCOA expert interview with Kristin S. Vickers, PhD*. Retrieved January 24, 2008 from <http://www.welcoa.org/freeresources/index.php?category=16>
- Whitworth, L., Kimsey-House, H., Kimsey-House, K., and Sandahl, P. (2007). *Co-active coaching: New skills for coaching people toward success in work and life (2nd Edition)*. Mountain View, California: Davies-Black Publishing.

Meet the Team

Maria Ganis – Marketing

What is your Professional Background?

I have over 15 years experience working with private businesses, publicly listed companies, government as well as non profit organisations; providing various consulting services including market research, product launches, systems and process rationalisation, procedural documentation, workflow efficiency planning and training needs analysis. After a small break to start a family, I returned to the corporate world working part-time in private and non profit organisations in an administrative support capacity, specialising on improving business administration processes and procedures.



I hold a Bachelor Degree in Economics specialising in marketing, a Cert III in Business Administration specialising in administrative procedures, Cert IV in Life Coaching and Business Coaching, a Certified practitioner in Neuro-Linguistic Programming (NLP) and am currently completing Cert IV in Workplace Training and Assessment.

Inspirational Quote:

"Acceptance is not a state of passivity or inaction. I am not saying you can't change the world, right wrongs, or replace evil with good. Acceptance is, in fact, the first step to successful action. If you don't fully accept a situation precisely the way it is, you will have difficulty changing it. Moreover, if you don't fully accept the situation, you will never really know if the situation should be changed."

Peter McWilliams

How did your Journey Lead you to become a Coach?

Coaching was a natural progression leading from my years of assisting organisations and individuals come to terms with how to seek clarity and efficiency in the way they went about their assigned tasks.

I sought to become a certified professional in the field of life and business coaching so that I could continue to deliver a holistic value to my clients, incorporating my personal and professional experiences in a structured format.

What is your Coaching Focus?

My client base has tended to be people seeking clarity in the areas of work related stress, career development and relationship transitions.

My strength lies in my ability to connect with people quickly and assist them to identify the 'blocks' that prevent them from achieving their personal and professional goals. I have found a natural ability and talent in assisting Business Executives. My professional experience as a consultant allows me to relate to them at their level, and my experience as a mother of two teenagers allows me to bring a wealth of experience in balancing home life, work and social obligations.

Why did you decide to volunteer with the ICFV?

As a recently certified coach, I felt that volunteering with the ICFV would allow me to associate with other like-minded professionals and assist in further developing my network. Volunteering also provides an opportunity to contribute my wealth of experience in marketing to a professional body of which I am a member.

What is the Best Thing About Volunteering?

Volunteering creates opportunities to work with a dynamic group of individuals with similar professional interests, on a non-competitive basis. The opportunity to meet new people, share ideas and bring about change is both challenging and fulfilling on a personal and professional level.

Upcoming Calendar Events

MARCH:

Topic: Executive Coaching – Return On Investment

Date: Thurs 13 Mar 2008

Speaker: Helen Thompson, NAB

Time: 18.00 – 21.00

Venue: TBC

About Helen Thompson

Helen has extensive local and international experience in organisational development. Her current role as Head of Customer Experience for The Academy at NAB finds her responsible for design and delivery of all curricula impacting the customer experience. Previous to NAB, Helen held senior development roles with COLT Telecommunications in India and London and AAH Pharmaceuticals in London. Helen holds a MSc Organisational Psychology from the University of London, BA(Hons) Psychology and Bachelor of Arts from the University of Natal in South Africa.

APRIL:

Coaching Trends/Research & Development

MAY:

Coach Week

19 - 23 May 2008 is Coach Week.

Watch this space for further information.

JUNE:

End of Financial Year Social Event

JULY:

Cross Cultural Coaching

ICFV Skill Builder Workshops

Wed 28 May 2008

Wed 27 Aug 2008

Wed 26 Nov 2008

ICFV Skill Builder Workshop Summary

We kicked off professional development with our first Skills Builder Workshop on Feb 27 focused on ICF Credentialing. The theme for the evening was clearly around leadership, setting and achieving high standards within our industry and achieving the deserved recognition that comes from becoming a credentialed coach. The evening included brilliant insights from Belinda Merry, a great realistic account of her ACC credentialing experience from Evie Weaver and a fantastic live coaching demonstration from Anneli Blundell. With a great start to the year and lovely networking opportunities we are certainly looking forward to our March event!

The aim of these workshops is to provide participants with an opportunity to learn/review various coaching tools and practice those tools straight away. These sessions will also be a great place to interact with other coaches and to benefit from their experience and knowledge.

To Book any of these upcoming events go to:

<http://www.icfaustralasia.com/VictoriaChapter.php>

Interested in Coaching Leaders and Managers in TAFE and Vocational Education?

There are 17 TAFE Colleges in Victoria as well as over 500 private providers of vocational education and training.

VISTA - the Association of VET Professionals, is the peak association for professionals working in the Victorian Vocational Education and Training (VET) sector. VISTA is committed to raising the status of the VET profession within the community; promoting a deeper understanding of applied learning pedagogy (teaching strategies, practice) within VET; and supporting the professional skill and career directions of VET practitioners.

It has the potential reach at this stage of 5,000 contacts.

As part of its strategic plan to better serve the needs of its members VISTA has negotiated with the ICFV an arrangement by which it will promote coaching within the sector and link interested coaches to potential clients. It is a logical and valuable strategic alliance. The WIN/WIN proposition is:

- ICFV recruits interested coaches that are prepared to offer coaching through the VISTA website at a rate of at least 10% below their standard rate. The rates will not be published and this will operate on an honesty pledge. If a coach gets a referral that turns into a client the coach will charge at least 10% less than they would have otherwise.
- VISTA is able to promote coaching to the sector (with support from ICFV) including a link from the VISTA website to the ICFA website and promotion at VISTA activities. VISTA will also list participating coaches on its website with brief bios and, where appropriate, links to each coach's own website. To learn more about VISTA go to <www.vista.org.au>.

Want to know more? Contact VISTA's Executive Officer, Ron Wilson at executivedirector@vista.org.au or Mobile: 0412 404 368 or Graham Houlton of ICFV at ghoulton@optusnet.com.au or 0422068311.

This offer is available only to ICFV members.

As a coach, what do you want to be known for? What can you offer as a coach? Why should anyone choose you to be their coach?

Regardless of whether you are just starting out as a coach or if you have been coaching for years, these questions apply equally. And the answers to these questions should be at the forefront of your mind when running a coaching business.

By addressing these questions you are determining your USP. Your Unique Selling Position. Quantifying what you do and how you do it differently to everyone else.

This will take much contemplation and perhaps, a bit of cooperation (seeking the advice of others). To help you begin here are some of the questions that will help you arrive at your USP –

When I retire, what do I need to have been known for?

What type of clients do I need to have?

What do I uniquely offer prospective clients that other coaches don't?

or

What do I do better or differently than other coaches?

Write down your answers...Say them out loud.....Tell others around you.....Seek and value the opinions of others.....Revise where necessary.

Once you are happy with your Unique Selling Position – TELL EVERYONE! Build your business around it. Be your USP!

For, it is your uniqueness that will enable you to stand out in the coaching crowd. And make it easier for your target market to choose you.

© Bernadette Vaux.

bvaux@coachingpartners.com.au



Top Tips in Leading a Purposeful Life

1. Have a life purpose and vision
2. Create your own reality
3. Focus on what you want
4. Appreciate
5. Educate and explore
6. Creativity
7. Learn problem solving skills
8. Self responsibility
9. Improve your social, communication and relationship skills
10. Take ACTION

This Ezine is Changing...

We are currently in the process of updating our ICFV ezine, hence why this ezine has changed rapidly over the past months. Our aim is to modernise this publication into a format that is for electronic viewing as opposed to printing.

Changes will continue to occur while we experiment with what works and what doesn't. This is where we need your help!! We want your feedback on any aspect of this publication. Please feel free to send suggestions, ideas and feedback.

Send all contributions to: editor.victoria@icfaustralasia.com

Inspirational Quote:

"To accomplish great things,
we must not only act, but
also dream...not only plan,
but also believe"

Anatole France

Ezine Contributions

We would love to hear your suggestions in regards to this Newsletter. Let us know what you would like to read, whom you would like to hear from or any other ideas you have for Coach Connection to better serve your needs. Please send us any articles, case studies or other interesting information which we can publish for everyone to read:

Please send us an email at:

editor.victoria@icfaustralasia.com

How to Join the ICF

The ICF provides valuable support, education, and information for professionals in coaching and coach-related fields. Click here for full details of how to renew or join the ICF. <http://www.icfaustralasia.com/JoinRenew.html>.

What's On

The Basic Training

CSA Australia

We offer transformational training programs to people who lead successful lives yet seek a stronger sense of purpose, fulfilment, freedom and joy.

The Basic is an inspiring experiential training, using a series of structured exercises to assist you to explore how your personal definitions of subjects such as honesty, trust and effective communication have a profound impact on your experience of life. Through awareness of the patterns that stand in the way of your deepest desires, you create the opportunity to make different personal and professional choices.

Jeff Cosby, MCC, from the USA, will be facilitating this life-changing training.

May 1 – 4, Post Basic May 6 Venue: TBA

Thurs evening, Fri afternoon and evening, Sat/Sun all day, Tues evening

Introductory price of \$700 (+GST) for May Basic only Ph: 9557 5031

QuantumPace Consortium

Boost Your Coaching Business!

As a self employed coach you'll discover being in business for yourself can be lonely and isolating at times, plus you'll find your business capability is limited to what you can generate yourself.

QuantumPace Consortium is a group of coaches who are "sole traders" working together on coaching contracts and assignments locally, nationwide and internationally and much more. We are looking for Coaches across Australia and New Zealand to join us!

If you're 3 months to graduating and getting your qualification as a Coach then check out www.seek.com.au. Simply type in the keywords "Calling all Coaches".

Contact: craig@quantumpace.com.au

Towards Mastery Coaching Skills Workshop

Belinda Merry MCC

Are you ready to apply for your ICF credential?

Come and join us in *person* to:

- Improve your coaching skills in line with the ICF's 11 Core Coaching Competencies
- Receive feedback from 2 MCC coaches / and skilled facilitators
- Gain two Reference letters for credentialing applications (given we agree to competencies being demonstrated)
- Learn in a group of like minded coaches, with varied training backgrounds and experiences
- Add to your mentor coaching hours
- Have fun
- Feel more at ease for future ICF examinations

Fri 11 Apr 2008 – 9.00 - 16.30

Royal South Yarra Lawn Tennis Club, South Yarra

\$385 inc GST

belinda@belindamerry.com or 03 5985 1488 or

<http://www.belindamerry.com/downloads/Towards%20Mastery%20Workshop.pdf>

SUPERSTAR – COACHING -for WOMEN who will CHANGE the WORLD.

Follow Your Star

Do you want to be a world changing success? Get onto the fast track, access cutting edge profiling tools, experience META COACHING methods, and apply ThinkTQ, the world's best-researched habits of excellence.

Find out about the WHO (my generation!), the WHAT (I want it!) and the HOW (on earth!) of Your most inspiring dreams!

A world first combination of powerful personal technologies

ONLY 10 places available in 2008 – and one place is already gone.

Follow Your Star * to Your Impossible Dream. My Impossible Dream – 10,000 classrooms in Africa by 2015.

Twelve months of coaching - Outstanding Value for \$6000 – 100% Money back guarantee

peter@followyourstar.com.au or M 0425 788 319

How Business Coaches can: Increase Their Sales & Create a Passive Income Stream. Find out how you can Leverage Your Time & Boost Your Income. Discover how to:

- **Increase** Your Profile
- **Increase** Your Enquiries
- **Increase** Your Value
- **Increase** Your Prices
- **Increase** Your Sales Conversions
- **Increase** Your Retention
- **Increase** Your Profits

Create a passive income stream. Give Your Clients Access to premium Intellectual Property in **innovative** ways that will add to **Your Brand** and **Position Your Coaching** Above the Competition. This is the **Low Cost / High Value** Opportunity I wish I had when I first started coaching!

Contact Dr Greg Chapman at
info@empowersolutions.com.au
or call him on 03 9256 6215

Introduction to NLP featuring Coaching Essentials
Follow Your Star a member of Australian Institute of Neurosemantics

Expand your communication skill set - Learn by observation and participation. NLP means as one child said - Notice, Learn and Play. Notice the how and why of thinking behind communication. Learn to do it yourself and play with new found skills. Beyond the communication skills lies a great set of Coaching Tools. An International Certification course presented by Pete Price, a passionate NLP/Neurosemantics trainer and coach who Quad-ripples as a Certified Toastmaster and Laughter Yoga Leader. Previously unavailable in Melbourne - save on travel costs - Register NOW! For coaches - Module 1 of International Meta Coach Certification

Date: 13-15 June, 2008 Time: 9.00-17.00

Venue To be announced

\$650 with 100% Money Back Guarantee
peter@followyourstar.com.au or
M 0425 788 319

FasTrak NLP Practitioner Training
Be Brilliant Now

- Accelerate your clients' change
- Develop states of excellence
- Create instant rapport
- Process information faster
- Enhance performance
- Improve personal health
- Clear blocks and heal your past

In just 8 days you will become professionally and internationally recognised and certified as an NLP Practitioner, NLP Coach, Hypnotherapist and Time Line Therapy® Practitioner.

Take Charge. Take Action. Achieve your goals. Book NOW and get started on the FREE pre- study kit.

12 - 19 Apr 2008

Sat 12 Apr 09:30 - 18:30

Sun 13 Apr 10:00 - 18:30

Mon 14 - 19 April 11:00 - 18:30 (Review

Sessions 09:00 - 10:30am)

InBrace Health and Wellbeing Centre, 63-85

Turner St, Port Melbourne (Melways ref. 42 J11)

(Please note that there is no nearby public

transport. Pick-up from Flinders Street station

can be arranged - please give us plenty of

advance notification.)

ICF Member SPECIAL \$2,200

Julie-Anne Black on +61 3 9534 0065 or

info@bebrilliantnow.com.au

<http://www.naturaltherapypages.com.au/school/16849>

ACC and PCC Credentialing Exam Dress Rehearsals

Belinda Merry MCC

Small group coaching for four coaches maximum.

Focused on demonstrating the ICF's 11 Core Coaching competencies at ACC or PCC level in a safe, supportive and fun environment. These sessions are designed to improve YOUR coaching skills and prepare you for your ICF oral exam.

These hours count toward mentor coaching requirements for certification and referral letters are available (based on demonstrated competency level)

ACC - Thurs 10, 17, 24 Apr and 1 May (only 2 places remaining)

PCC - Wed 4, 11, 18 & 25 June

ACC - Thurs 5, 12, 19 & 26 June

ACC - 9.00 Thurs

PCC - 10.00 Wed

ACC - 13.00 Thurs

Via Telephone

\$550 inc GST

belinda@belindamerry.com or 03 5985 1488 or
www.belindamerry.com/website/groupcoaching.asp

Are you a woman returning to work following parental leave?

Are you a HR professional wanting to learn more about how to engage women returning to work?

Returning to work is a significant life transition that is characterised by multiple changes, increased pressure and a whole series of new issues to be managed. The impact of this transition on the efficiency, **productivity** and functioning of the business sector remains unclear. There is currently very little research that seeks to understand the experience of women returning to work after parental leave and what can be implemented to **engage** women and facilitate high-level **business outcomes**.

If you are a woman returning to work please [click here](#) to complete the online survey.

If you are a HR professional and you would like to know how your business can participate in our research please contact **Jen Brice on 0438 120 697** or email jen@akiracoaching.com.au. If for some reason the above link doesn't work try the following:

http://www.surveymonkey.com/s.aspx?sm=nR_2fQ7HfpvFRUuub0eauI_2fg_3d_3d

All details are kept strictly confidential. Thank you for your interest and involvement.

This survey is being conducted by Akira Coaching and is not endorsed by the ICF

Akira coaching specialises in working with **women returning to work** following parental leave. We are **conducting research** that will provide additional insight into the experience of women in this situation. It is intended to provide the business sector with a **comprehensive picture** and a sound foundation for the effective **retention** and **engagement** of women returning to work.

The Victorian Chapter Leadership Team

Co-Chapter Presidents Pollyanna Lenkic & Nicole McAuliffe president.victoria@icfaustralasia.com
President Elect & Co-Chair Professional Development & Events Manuela Amgwerd presidentelect.victoria@icfaustralasia.com
Immediate Past President Natarsha Hearn PCC ipp.victoria@icfaustralasia.com
Secretary Bernadette Crompton PCC secretary.victoria@icfaustralasia.com
Treasurer Vivienne Barrett treasurer.victoria@icfaustralasia.com
Chair Marketing Heather-Jane Sears marketing.victoria@icfaustralasia.com
Chair Membership Bernie Vaux membershipdev.victoria@icfaustralasia.com
Co-Chair Professional Development & Events Natalie Ashdown professionaldev.victoria@icfaustralasia.com
Chair Rural & Regional Maryanne Martin ACC membershipdev.victoria@icfaustralasia.com

Disclaimer:

The opinions and the views expressed in The ICFV's ezine are those of the individual authors or contributors and are not necessarily those of the Editor or of The ICFV. The ICFV assume no liability for accuracy, errors or omissions in editorial or offer content. No advice or information given by contributors, The ICFV or any other party shall create any warranty or liability. The ICFV cannot accept any responsibility for any loss or damage that may arise as a result of any errors, omissions or inaccuracies in this ezine.

The editor reserves the right not to publish submissions.

