

FOUNDATIONS CONCEPTS

➔ Coaching is...

a collaborative relationship that leads to insight and conscious, resonant action in service of the coachee's agenda.

a professional relationship between a coach and client that is focused on increasing the client's well-being and goal attainment through the development of self-awareness, holistic discovery, and resonant choice.



TRAINING PROGRAM

Foundations of Coaching Onsite

ASSUMPTIONS

People are creative, resourceful, whole, and relational.

People are uniquely valuable.

People are worthy of being championed.

People are capable of solving complex problems.

People are ready to live at choice.



AGREEMENTS

Confidentiality: The commitment to honoring each other's stories as sacred and only sharing the stories that belong to us.

Challenge by Choice: The commitment to engage each other in challenges, inquiries, and opportunities by invitation rather than demand requesting accommodations when needed. This includes freedom of movement.

Fierce Wonder: The commitment to operate from the position of a learner instead of expert, granting permission for a range of emotion, decisions, and experience without judgment or the need to fix.

Authentic Presence: The commitment to being fully and authentically present - an "all-in" participant. This commitment includes rapidly recovering when we become aware of disengagement.

Wholehearted Reciprocity: The commitment to take care of ourselves and take responsibility for our impact. We will hold deep confidences, express personal needs, and respect boundaries.



WHAT IS A COACH?

QUESTION

How does coaching differ from other professional service roles?



	COUNSELOR	CONSULTANT	MENTOR	COACH
CLIENT MOTIVATION	healing, often feeling broken and in a place of dysfunction	seeking trustworthy advice to improve operations and impact	desiring guidance from someone who has been there	feeling stuck, unclear, and blocked in their fulfillment and/or flourishing
FOCUS	diagnosis and treatment	effective and efficient problem-solving	directed growth in a specific role or phase of life	insight and new habit creation toward goal attainment
QUALIFICATIONS	Masters degree + licensure	professional expertise	personal experience	certification
ORIENTATION	past to present	past to future	past to future	present to future

INVITATIONS FOR OBSERVATION

What do you notice the impact of each role is on the professional and the client?
What do you notice about how energy and power shifts in each role?
Which role feels most comfortable for you right now? To offer? To receive?

TOPIC



What's next for you?

COUNSELOR

CONSULTANT

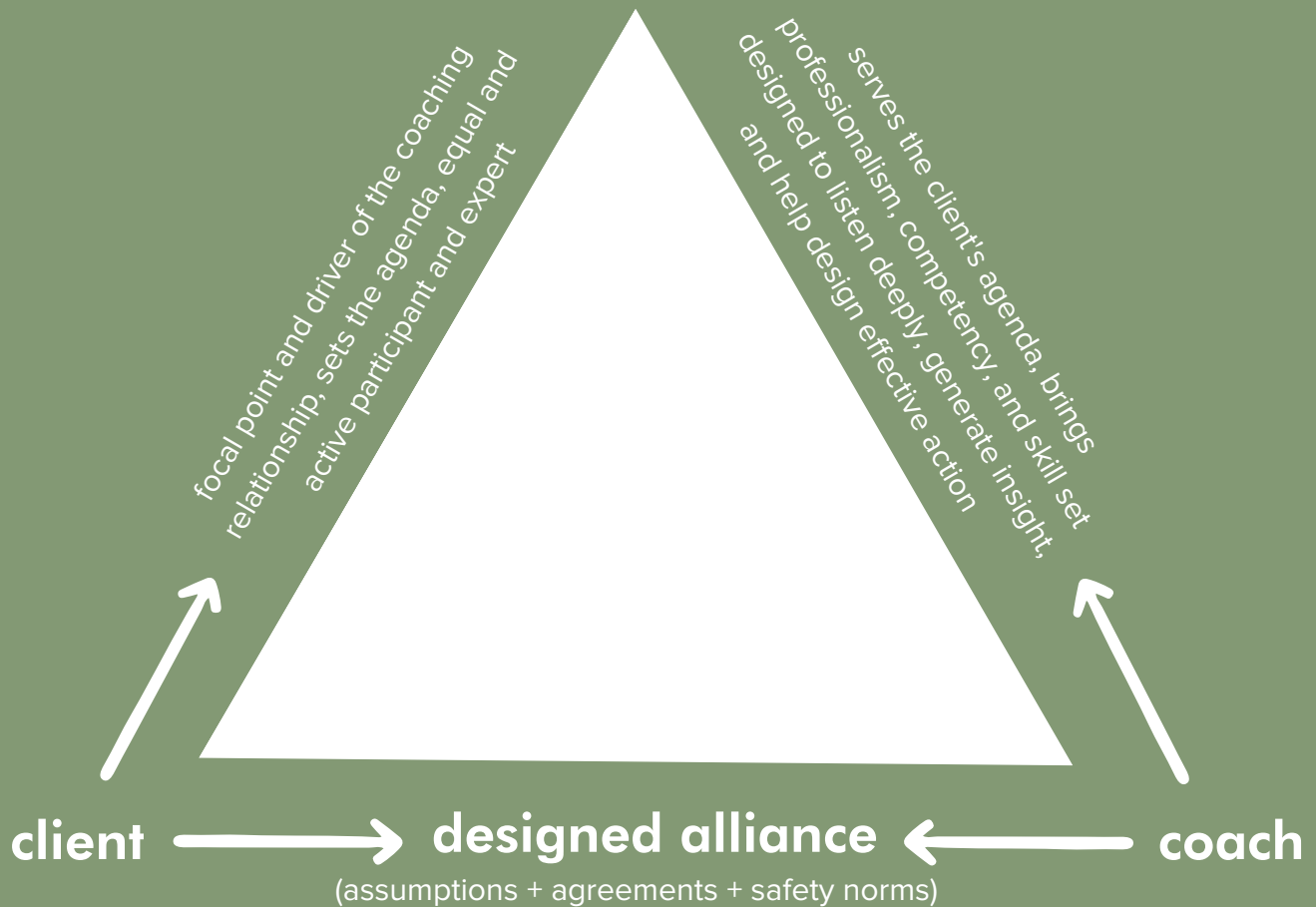
MENTOR

COACH



ELEMENTS OF COACHING

coaching relationship



PERSONAL REFLECTION + JOURNALING

1. Knowing my own personality and experience, what do I know I want to co-create with my client?
2. What are some questions that I might want to ask to get to know my client and be the most effective coach I can be?
3. As a client, if/when I hire a coach, what are the things that I would want my coach to know about me? What would I need/request?



Levels of LISTENING

LEVEL 1: LISTENING FOR THE SAKE OF THE SELF

Informs us about ourselves and what's going on around us

At this level when multi-tasking

"How does what they're saying apply to me? How will I respond?"

"I wonder what I could say that would be awesome/make me look/feel good?"

LEVEL 2: LISTENING FOR THE SAKE OF THE OTHER

Expressing deep curiosity

Leaning forward, looking attentively, sharp focus - listening in action

Empathy, clarification, collaboration, and a desire to understand

Experiencing what another person is saying from their point of view

LEVEL 3: LISTENING FOR THE SAKE OF THE WHOLE

Using environment, energy, intuition, and other internal and external resources as part of receiving what the client is expressing and experiencing

Able to sense what the other entity is not saying but is experiencing or expressing

Fully connected and experiencing flow and synergy

Observations

What did you notice about the coaching that stood out as most powerful?

What observations did you make about the client at the different levels of listening?

What did you notice about self-management?





THE CONTEXT OF

Curiosity

Note: No matter what other coaching skills are being used, in order for coaching to take place there **MUST** be curiosity.

Examples of Curious Questions*

- What is most important?
- How can this be easy?
- How does that serve you?
- What are you tolerating?
- What else?
- What should I ask you next?
- What's holding you back?
- What emotion is here?
- What do you want?
- Where do you know/feel/sense that?

*Curious questions are open-ended, direct and short (try for 6 words or less in practice) questions to provide insight and information to **BOTH** the client and the coach.

DAY 1 HOMEWORK:

- Conduct a 30-minute Sample session with someone that is not a family member or participant in your cohort
- Access your submitted PERMA+ME Wheel and take note of the area that you are most wanting and willing to work on during tomorrow's training
- Choose 3 coaching skills from the CoActive Coaching Glossary to focus deliberate practice on in Day 2-3
- Complete your values card sort





CHECK-IN

SAMPLE SESSION LEARNING

PERMA+ME OBJECTIVE

DELIBERATE PRACTICE

TOP FIVE VALUES



THE AGENDAS

Client's Agenda -What the coaching session is based on. Where the client at and where they want to go, short or long term. Coach needs to put aside ego, preferences, personal opinions.

Coach's Agenda - Being driven to keep your client in motion, show value and be right.

Problem Agenda - Focusing on solving the problem rather than facilitating a path toward insight and resonant choice.

MINING FOR VALUES

DISTINCTIONS

VALUES represent what is most important in a person's life, something that has worth. Values are unique to each person.

MORALS are customs and beliefs about what is right and wrong that are held by a society.

ETHICS are a conformity with a code of conduct narrowed by a particular field or profession.

ADDITIONAL QUESTIONS

- Think back to a peak experience.
 - What did you do to make it happen?
 - Who was there?
 - What were the feelings?
- Beyond the physical requirements of food, shelter and community, what must you have in your life in order to be fulfilled?
- What color is that like? What texture?
- What metaphor(s) could represent this value for you?



Identify Object Value

Try asking something like: Tell me about something you can't live without? What's important to have in your life? Or what's something that really frustrates or irritates you? What value do you think that steps on?



Mine for and Name Experience Value

Collect the client's words by taking notes as you mine for their experience value.

Try asking some questions like this to get started: When you're experiencing {insert object value here}, what is it like for you? What's the emotion there? Who are you with? Where are you? What senses are heightened? What color is this? What's a metaphor for what you are describing? Who are you in this experience?

Once you have brainstormed the experience value, have the client NAME IT. Use their own words/phrases/metaphor that were resonant.



Make a request of the Client

Make a request that your client more highly honor their experience value in a specific way. Something like: What one courageous thing will you do in the next week to more fully align yourself with this value?



INTUITION & LIMITING BELIEFS



TRUST IT + USE IT

Intuition is your natural insight - your gut feeling, your sense, your hunch. It doesn't have to be "right" to be trustworthy.



DON'T BE ATTACHED

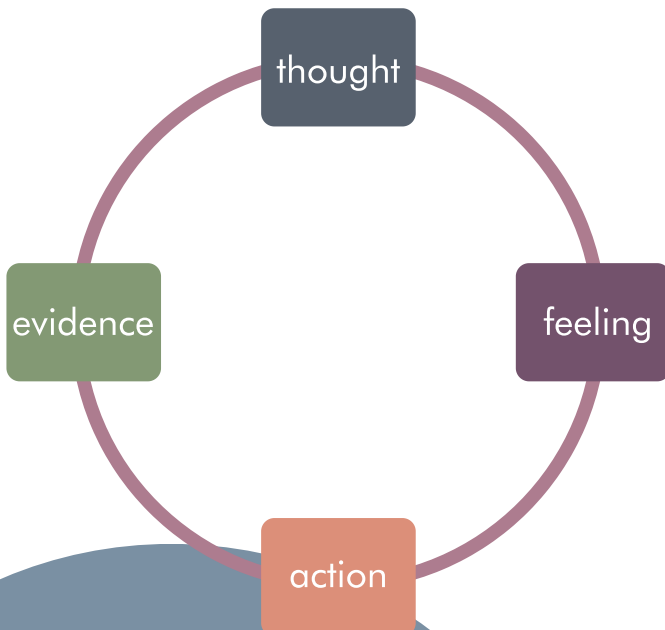
If it doesn't land with the client, that's okay. It will lead them to their own insight or help them get unstuck in a way you may not predict.



DON'T MASK IT

If you start using closed questions to verify your intuitive hits ("Is it..." "Are you..."), you're trying to get it right. Practice blurring instead.

SABOTEURS AND BELIEF CYCLE



The shadow behind the 'fixes' we offer for issues that we cannot fix is, ironically, the desire to hold each other at bay. It is a strategy for abandoning each other while appearing to be concerned...

Instead of keeping the space between us open for you to hear your soul, I fill it up with advice, not so much to meet your needs as to assuage my anxiety and get on with my life. Then I can disengage from you, a person with a troublesome problem, while saying to myself 'I tried to help.' I walk away feeling virtuous. You are left feeling unseen and unheard.

How do we change these deeply embedded habits of fixing, saving, advising and setting each other straight?"

PARKER PALMER

A Hidden Wholeness: The Journey Toward an Undivided Life, 2004

THE SABOTEUR WILL NOT BE COACHED SO OUR OPTIONS ARE...

1. Notice & Name it
2. Explore its identity, motives, needs, and strategies
3. Play with the volume
4. Ask the client, "What do you want to do with it?"

REFLECTION

What does your limiting belief cycle sound like?

What name would you give your saboteur/imposter?



EMPATHY TO INNOVATION CONTINUUM

EMPATHY

feeling with someone(s)

IMAGINATION

the ability to conceive of what does not yet exist

CREATIVITY

imagination applied

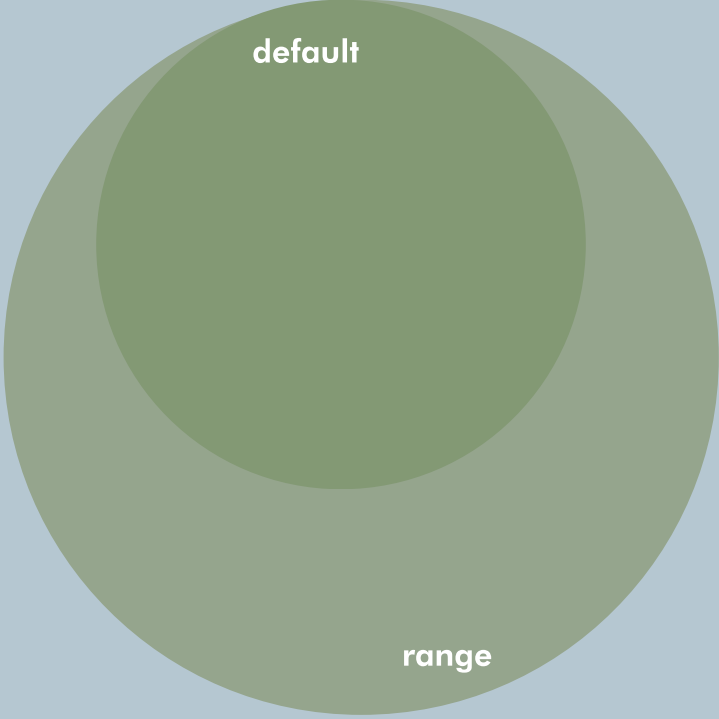
INNOVATION

if your creativity improves the previous form of something

Self

management

Self-management is keen self-awareness and a practice of rapid recovery. It is equal parts getting out of the way and bringing your whole self to the moment you are in.





HOUSE OF YOU

Perspectives

1. Name the topic (be as specific as possible)

2. Explore and name the current perspective

Exploration of a perspective includes what is true here, gifts and liabilities of the perspective, geography or metaphor, emotion of the perspective, and embodiment, etc

3. Explore and name at least three more possible perspectives (in addition to the current perspective)

4. Choose the most resonant perspective

5. Create strategy for moving forward

6. Commit to specific action

ACKNOWLEDGEMENT

The strength I see in you is...

The vision I'm holding for you is...

You are...



REFERENCES

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LEARNING GUIDE CITATION

Gilmore, M. N. (2023). **Foundations of Coaching Learning Guide** [Onsite Training]. Lark's Song Inc.

