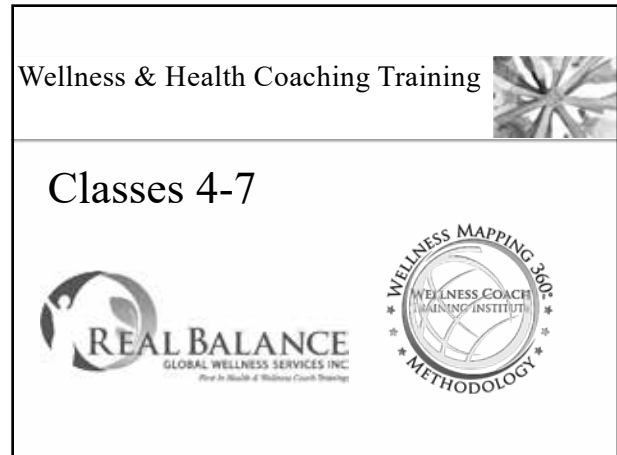




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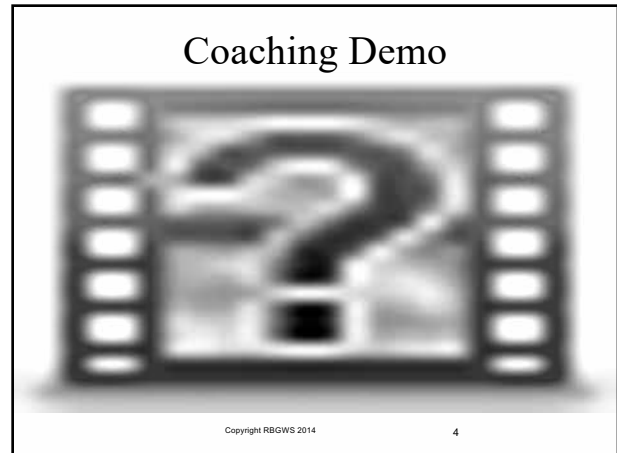


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An Introduction To Coaching:

- Four Cornerstones of Coaching
- Coaching Core Competencies
- Distinguishing Coaching from Therapy
- Basic Coaching Skills
- Facilitative Conditions of Coaching

3



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Four Cornerstones Of Coaching

1. People are naturally creative, resourceful and whole.
2. Focus on the whole person.
3. Dance in the moment.
4. Evoke transformation

(Co-Active Coaching 4th edition, House, et.al.2018)

5

ICF CORE COMPETENCIES

A - Foundation

1. **Demonstrates Ethical Practice**
Understands and consistently applies coaching ethics and standards of coaching
2. **Embodies a Coaching Mindset**
Develops and maintains a mindset that is open, curious, flexible and client-centered

B - Co-creating The Relationship

3. **Establishes and Maintains Agreements**
Partners with the client and relevant stakeholders to create clear agreements about the coaching relationship, process, plans and goals.

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ICF CORE COMPETENCIES

B - Co-creating The Relationship

4. Cultivates Trust and Safety

Partners with the client to create a safe, supportive environment that allows the client to share freely. Maintains a relationship of mutual respect and trust.

5. Maintains Presence

Is fully conscious and present with the client, employing a style that is open, flexible, grounded and confident



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ICF CORE COMPETENCIES

C - Communicating Effectively



6. Listens Actively

Focuses on what the client is and is not saying to fully understand what is being communicated in the context of the client systems and to support client self-expression

7. Evokes Awareness

Facilitates client insight and learning by using tools and techniques such as powerful questioning, silence, metaphor or analogy

D - Cultivating Learning and Growth

8. Facilitates Client Growth

Partners with the client to transform learning and insight into action. Promotes client autonomy in the coaching process.

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Wellness Mapping 360°™ Wellness Coaching Competencies

- Coaching Mindset
- Coaching Alliance
- Coaching Skills
- Exploration
- Visioning and Motivation
- Action Planning
- Ensuring Success
- Well Outcomes



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Basic Coaching Skills



- Designing The Coaching Alliance
- Listening As A Coach
- Asking Powerful Questions
- Active Listening Skills
- Forwarding The Movement
- Accountability Through Agreements & Follow Up

10

Creating The Coaching Alliance



- Get Clear On Coaching.
- Who's responsible for what?
- Create agreements rather than having expectations.
- Coaching formats - custom fit to your needs and those of your client.

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The Coach/Guide

The coaching experience is much like climbing a mountain with an experienced guide. Mountain Guides do not climb mountains for people, they enable people to climb to new heights in places they may have never been before. The guide is an ally, a supporter, a source of feedback and a motivator who holds a person accountable to the task taken on. Together, they attain the summit and experience increased health.



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The Role of a Coach

- Ally not expert
- Respect and uphold client autonomy
- Ongoing learning
- Meet the client where they are at
- Using intuition
- Self-regulation – aware of judgment & biases
- Seek help – mentoring, supervision
- Know when to refer and how

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Know When to Refer

- Don't be "afraid" of feelings
- Does insight result in action steps?
- Coming back to the same stuck spot?
- ICF – Referring a Client to Therapy: A Set of Guidelines
- Know your referral resources or help client discover
- Coach through the referral to completion
- See Dr. Arloski's blog post: "Coaching a Client Through To A Mental Health Referral Using The Stages of Change"

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Coaching Presence


Core Coaching Competency – 5. Maintains Presence

- Definition: **Is fully conscious and present with the client, employing a style that is open, flexible, grounded and confident**
- 1. Remains focused, observant, empathetic and responsive to the client
- 2. Demonstrates curiosity during the coaching process
- 3. Manages one's emotions to stay present with the client
- 4. Demonstrates confidence in working with strong client emotions during the coaching process
- 5. Is comfortable working in a space of not knowing
- 6. Creates or allows space for silence, pause or reflection

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The Facilitative Conditions Of Coaching


How To "Be" Not Just What To Do.



- Empathy
- Warmth
- Genuineness
- Unconditional Positive Regard
- Adding up to "Coaching Presence"

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BRENÉ BROWN on Empathy




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The Sound of Empathy

How do we put empathy into words?
What are some beginning phrases we can use?


- Sounds like...
- That must be...
- Combined
- In Question Form
- Simple and Direct



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F.A.V.E.®


- **F**IRST
- **A**CKNOWLEDGE
- **V**ALIDATE
- **E**MPATHIZE
- Before “jumping to solution”, FAVE
- Essence of the coaching mindset and heart



"I know exactly how you feel."

19

"When we come into contact with the other person, our thoughts and actions should express our mind of compassion, even if that person says and does things that are not easy to accept. We practice in this way until we see clearly that our love is not contingent upon the other person being lovable." - Thich Nhat Hahn




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Listening As A Coach

Listening With Your Heart And Head


- Listening To
- Listening For
- Listening With



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Listening As A Coach

- *"The Great Good Spirit gave us two ears and one mouth so we would listen twice as much as we speak."* Shawnee (Native Am.) saying
- *"Listening means really listening, not just waiting for your turn to speak!"* Anonymous



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Listening for the “Big Five”

1. Focus – Goal Feasibility
2. Mindset/Attitude
3. Skills and Capabilities
4. Habits, Practices and Patterns
5. Energy – Follow the Energy!


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Giving Evidence Of Listening





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Active Listening Skills Introduction



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Active Listening Skills




- Reflections
- Reflection of Feeling
- Use of Silence
- Using Intuition
- Requesting Clarification
- Acknowledging
- Summarization

26

Paraphrase & Restatement



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Active Listening Skills

Reflection: Paraphrasing/Restatement

- Stating back to the person the essence of what they have just said.
- Simple, yet surprisingly valuable.
- Gives evidence of listening.
- Verifies that understanding is correct and you are “tracking” with the client well.
- Helps clients “realize” what they have just said.

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Active Listening Skills

Reflection of Feeling

- Getting at the meaning behind the words.
- Mirroring back the feeling that is being experienced. Naming it helps.
- Helps the client make better contact with their own feeling level and gain insights.
- Client feelings are validated. Client feels understood
- Don't get interpretive.
- Offer the reflection as a possibility for them to validate or dismiss.

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Active Listening Skills

Use of Silence

- Allows the client to continue to speak in the direction that was most important for them to go, rather than being led where the coach's question/comment would have taken the conversation.
- Again, surprisingly effective...when not over-used!

Relying on your intuition

- Trust your “gut” feelings about a suspicion you have regarding the essence or meaning of what your client is talking about.
- Offer this to your client with the utmost of humble tentativeness!
- Allow the client to confirm what you offer or reject it.

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Requesting Clarification & Acknowledging



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Active Listening Skills

Requesting Clarification

- Asking for elaboration.
- Not a question, but a request. Feels less demanding than a question.
- Much more neutral than a question. Allows the client to go where they want to go.
- Use very often! "Tell me more about..."
- "Bottom Lining" – helping clients focus on what is essential.

Acknowledging

- Share with the client the value of who they are
- The validity of their experience
- The aspect of their character that "showed up"!

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Summarization



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Active Listening Skills

Summarization

- Summarize periodically during the coaching conversation.
- Always summarize at the end of a coaching session as well.
- Allows the client to gain perspective on what all they have covered in the coaching conversation.
- Helps the client stay on track, focused.
- Great technique for "respectful interruption."
- As you finish summarizing, check with the client to see if what you have said is an accurate summary.
- Use the summary as you start wrapping up the session to help plan action steps and accountability.

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Active Listening Exercise



Identify if the coaching statement is:

- Paraphrase/restatement
- Reflection of feelings
- Use of Silence
- Intuition
- Request for Clarification
- Acknowledging
- Summarization

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Powerful ?'s



- Your most helpful ?'s are for your client, not for you! **Compose your question for the client to ask themselves.**
- Open-ended ?'s – Not closed ?'s
- Avoid "Why?" questions!
– How?'s & What ?'s instead
- Possibility Thinking!
- Learn how to leave your client with an inquiry

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The client has the answers...



The coach has the Questions!

- Evoke inner wisdom.
- Use your other coaching skills MOST of the time.
- Do more than ask ?' s
- Turn ?' s into requests.
 - Tell me more about...

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Effective Use Of Questions



Avoid:

- Being prosecutorial
- Stacking Questions
- Leading the client towards a conclusion you want them to arrive at.

Use questions effectively by:

- Letting your next question work from the answer you just got.
- Facilitating your **client's** exploration.

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The "Miracle" Question

- *What if overnight a miracle occurred, and you woke up tomorrow morning and the problem was solved?*
- What would be the first thing you would notice?
- How would you know that a miracle had occurred?

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What Makes The "Miracle Question Work?

- Instead of more searching for a solution we

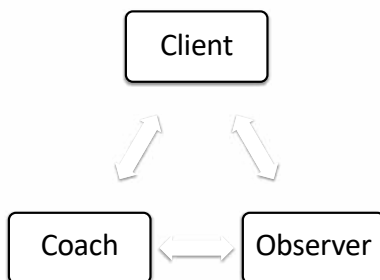
Describe The Outcome We Want To See!

- *Take your client through a "Day In The Life" exercise.*
- Great to use when a client has a wall-like barrier to their progress.
- **"What would it look like?"** is a great shorthand version!



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Coaching Practice Triads



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The Coaching Conversation



- Listen & Clarify
- Say What Is So
- Listen More
- Readiness For Change
- Request Action
- Examine Commitment
- Identify Action
- Ensure Accountability
- Repeat as needed

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Forwarding The Action

- “Forward Momentum!”
- Going beyond listening skills and exploration
- Powerful ?’s set a focus and direction
- “Bottom lining”
- Requesting action when ready



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Forwarding The Action

- Creating action steps & commitment
- Link To Motivation By *Beginning With The End In Mind (Covey)*
- Coaches **challenge** their clients.
- More on co-creating Action Steps in lesson on the Wellness Plan



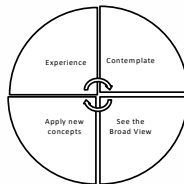
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The Experiential Learning Model



“Learning is the process whereby knowledge is created through the transformation of experience”

David A. Kolb



(Chapter 1)

45

Deepening the Learning



- Action alone is not enough
- Drawing out the learning is important
- Balance with awareness, insight and reflection
- What is the client learning from their actions, their experiments and the coaching conversation about it

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Getting Started With Coaching



- Connect and help client decide on coaching or not
- Clarity about what coaching is and isn't
- The Coaching Value Proposition
- Set up “Foundation Session” or “Discovery Session” Appointment
- These are not clinical “Intake” sessions


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Setting The Foundation Welcome Packet & Coaching Agreement



- Send client Welcome Packet to complete before 1st appointment
- Process with your client as a coaching conversation
- All clients must sign a written Coaching Agreement

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ICF Level 1 CORE COMPETENCIES
 B - Co-creating The Relationship 

- **3. Establishes and Maintains Agreements** - Partners with the client and relevant stakeholders to create clear agreements about the coaching relationship, process, plans and goals. Establishes agreements for the overall coaching engagement as well as those for each coaching session.
- **In the session: Coach invites the client to identify their desired coaching outcome.**
- **Coach and client reach an agreement on what the client wants to accomplish in the session & coach attends to the agenda set by the client throughout the session, unless the client indicates otherwise**


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The Foundation/Discovery Session

- This follows an initial contact to decide on coaching
- Connection/Trust
- Designing The Alliance
- Review Welcome Packet
- Agreements
- Story/Exploration
- First action steps



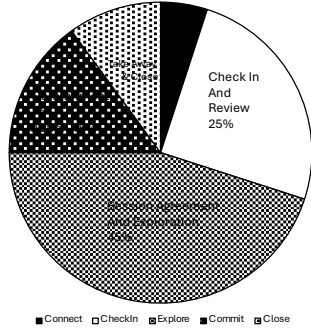
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Structure For Ongoing Sessions 

1. Meet & Greet
2. Accountability Check In
 - Observations
 - Wins, if any
3. Session Agreement
4. Exploration
5. Commitment to “Action”
6. Take Away and close


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COACHING SESSION STRUCTURE



Component	Percentage
Check In And Review	25%
Session Agreement and Accountability	~35%
Explore	~15%
Commit	~10%
Close	~15%

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Best Way To Start A Session 

- During the Check In – Do Not get into processing what is shared. Instead acknowledge it and see what will be included as you do the next step:
- **CO-CREATING THE AGENDA**
 - Help your client get clear about what they want to accomplish during the session
 - Co-creation means the coach can contribute also, such as making sure a next step in structure is included

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Co-creating The Session Agreement

- Partnering with the client to clarify what the client wants to focus on.
- Identify the desired outcome for the session
- Identifying what they need to explore to achieve that outcome, and/or the best way to go about that exploration

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Co-creating The Session Agreement – How would YOU put it into Words?

- “What would you like to focus on today?”
- “What would you like to accomplish today in our session?”
- “What would be the most valuable way to use our time together today?”
- “What do you think we need to explore to make progress on that subject?”
- “What would be the best outcome of our session today?”