

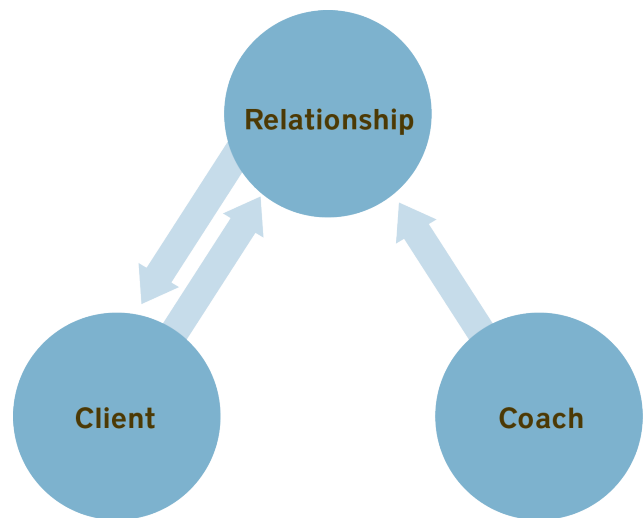
READING #01: EMPOWERED RELATIONSHIPS

The coaching relationship is more powerful than either the coach or the client. It is a space that challenges, incites, motivates, encourages and sometimes demands that the client be powerful. The relationship is separate from the client and the coach as illustrated in the graphic below:

As you can see, the relationship is like a triangle, with the coach at one point, the client at another point and the relationship at the third and final point. The coach grants the relationship power, and the focus of the relationship is the client. The client grants the relationship power and is empowered by the relationship.

There are three main steps in creating the coaching relationship:

1. Creating a safe and courageous space.
2. Designing the alliance.
3. Evoking transformation.



Step One: Creating a Safe and Courageous Space


The first step is to create a safe and courageous space or container for the client to begin to approach their life with curiosity, interest, power, creativity and choice.

What creates a safe and courageous space?

- Trust.
- Non-attachment or spaciousness.
- Finding the client right and holding them as naturally creative, resourceful and whole.
- The coach holding themselves as naturally creative, resourceful and whole.
- Being straightforward and honest with the client.
- Being authentic and real.
- Establishing rapport and loving the client. Celebrating who they are.
- The coach being willing to challenge the client and ask the hard questions.

Creating trust is very much a “being” thing and each of us creates trust in our own unique way. “Doing” trust is almost certain to create the opposite effect. Nothing makes us more nervous than someone who continually assures us that they can be trusted.

Non-attachment has the client know that they fully at choice and will not find themselves trapped by someone else’s agenda for them.



Your willingness to trust clients to create their own solutions, and your certainty that they are capable, resourceful and whole lets them know that you are on their side and committed to their solutions. It is very empowering to be with someone who accepts and loves you just the way you are while at the same time holding a bigger vision for you than you might be holding for yourself. It is rare that other people in our lives hold a bigger vision for us than we hold for ourselves.

Lastly, if the coach is willing to challenge the client, ask the hard questions and tell the hard truth, without attachment, then the client knows they can trust the coach to go the distance – to stay connected and committed to the client through the client’s process. They know that the coach is fully committed to them and will put their full authentic self into the relationship to support the client to have a rich and fulfilling life.

Step Two: Designing the Alliance

Step two in creating the coaching relationship includes the following components:

1. Consciously designing the coaching relationship. This is an opportunity for both coach and client to say what they need and want in this coaching relationship.
2. Agreements.
3. Designing the coach.
4. Designing or training the client.

Designing the Alliance is a critical aspect of the Discovery Session or initial meeting with a client and the design of the alliance is on-going. It is important for the coach to dance in each moment and be ready and willing to redesign the alliance as needed.

Step Three: Evoke Transformation

Finally, the third step in creating the coaching relationship, is to evoke transformation as well as hold the client’s goals and desired focus of the coaching. In Step Two you have begun to identify the potential arenas where transformation is may occur. Often your clients will come to the coaching session with something immediate that they want to work on. While it is useful to train your clients to come to the coaching session with a prepared agenda, it’s important to understand the difference between the agenda of the moment and the transformation of the person! It’s easy to get trapped in the “problem” or the agenda of the moment and lose sight of what is really possible. In any event or incident in the client’s life there is always something for them to learn that relates to their transformation.

It is as if the coaching occurs on different levels at the same time. One level is the client’s current situation or circumstances, and the other level is who the client is becoming, what is possible for him or her and the flow of his or her life. While the first topic is valuable and useful and forwards the action, it is the second – who the client is becoming – that provides the real gold of the coaching relationship. With a specific topic or issue, the client may resolve a situation or interact powerfully with the circumstances of his or her life. When we look through the lens of transformation, the client learns how the circumstances of his or her life illuminate who he or she is and how they specifically and uniquely creates his or her life.

These tools of designing an alliance, creating safe and courageous space, and evoking transformation are incredibly effective in creating an empowered coaching relationship. From this perspective, let's consider what is needed to empower your relationships throughout the Certification Program.

- What will create trust for you?
- What are the areas you absolutely want to design into your relationships in this Certification Program?

There are a number of suggestions and recommendations in the next section to get you started.

- What else do you want to design?
- What is the transformation to be evoked in you as you embark on this learning journey?


Recommended Pod Call Agreements

As you begin your Certification Program with your first Pod Call, it is critical to design the alliance between Pod Call members, much like a coach designs the alliance with their clients.

- What do you want from this Pod Call experience?
- What do you need to put in place in order to get what you want?
- What do you have to offer to the Pod?
- Who do you need to be to get the most value from the Certification Program?
- What are you committed to?

The following list contains suggestions for Pod Call agreements. Feel free, as a group, to incorporate as many suggestions as you like, and/or to create your own agreements.

1. Confidentiality. All participants hold everything that is said on the call confidential. All recordings, CPCC Manual and the contents of the Certification Community are the intellectual property of CTI. These resources are for the exclusive use of the Certification students and may not be distributed in any way or form without the express written consent of CTI.
2. Recording. You also agree that Pod and Triad Calls may be recorded for either training purposes or for use of other Pod members.
3. Professionalism. Being a professional coach starts in the training process. Come to the call prepared and on time.
4. Tell the truth. The purpose of the Pod Call is to support each other in building a coaching practice and you will be evaluating each other as coaches. Your learning will be served by agreeing to tell the truth. We also recommend each participant commit to telling the truth and that as a Pod you grant each other permission to do so.
5. Maintain Listening at Level 2 and 3. The Pod Call is a place to hone your coaching skills. It is important that everyone on the call access themselves as coaches. Listen for: What is the client's (fellow Pod member's) agenda? What agenda is being held? What can you do to deepen the learning for the Pod? What impact are you having? What's the metaview of the group process?

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6. Respect each member's unique style and process.
 7. Stay committed to the learning rather than the problems.
 8. Be willing to get rigorous with each other's learning.
 9. Nobody gets to be wrong.
 10. Agree to notify the Certification Program Leader (CPL) if you will NOT be on the call.
 11. Agree that when challenges occur, you will use the Co-Active® Model to address the concerns and resolve the situation.
 12. What else do you want to put in place?

Assumptions and Promises

Assumptions

1. We assume that you are committed to the profession of coaching.
2. We assume that you are in this Certification Program because you want to be the best Co-Active® Coach you can be.
3. We assume that you are hungry and passionate to learn.
4. We assume that you are willing to be responsible for your own learning.
5. We assume that you will embrace and empower your own learning process and the learning of your Podmates throughout the Program.
6. We assume that you are eager for feedback from your Certification Program Leader, your Podmates, and your supervisors, and that you will use your feedback as a tool for learning more.
7. We assume that you will embrace each homework assignment as an opportunity to deepen your learning.
8. We assume that you will empower the relationship...whether the relationship is with your Podmates, your Certification Program Leader your supervisors, your coach, your clients, or yourself.
9. We assume that when you are struggling, you will use the Co-Active® Model to help you recover; that you will be curious when challenges arise, that you will manage your Saboteur, and that you will listen from Level 2 and Level 3 when you are not being a client on the calls.
10. We assume that you will trust that all that you need is in the Model.



Promises

As your Certification Program Leader:

1. I promise to use everything that happens in this Program as an opportunity for you to learn more about coaching.
2. I promise to use feedback to awaken and evoke the masterful Co-Active® Coach in you.
3. I promise to keep modeling Co-Active® Coaching in our interactions.
4. I promise to design and redesign our alliance as needed.
5. I promise to model celebrating failure, mine and yours.
6. I promise to view you as naturally creative, resourceful and whole, and to view your journey in Certification through that lens.
7. As a result of your full-out participation in this Program, I promise that you will have a solid grounding in the mechanics and art of Co-Active® Coaching, a wider range of expression as a coach, the flexibility to use your Co-Active® Coaching tools and skills in new ways, the strength to give and receive challenging feedback.