Co-active Coaching Fulfillment

Copyright © 2003/2009 The Coaches Training Institute. All Rights Reserved. Printed in the United States of America. Except as permitted by the United States Copyright Act of 1976, and intellectual property laws, no part of this publication may be reproduced or distributed in any form or by any means or stored in a database or retrieval system, without prior written permission of the publisher

You are free to use our material when working one-on-one with your coaching clients. Using CTI copyrighted material or intellectual property to train others in coaching, or to incorporate into other training material, requires written permission and licensing from CTI.

We are interested in the growth and widespread application of our Co-active concepts and methodologies throughout many disciplines and fields of practice. At the same time, we want to protect the integrity and reputation of Co-active training methodologies and concepts. To honor both of these considerations, we have developed what we consider to be a generous and streamlined licensing process with a bias towards spreading Co-activity. Please call us at 415-451-6000, or visit us at www thecoaches.com/licensing for more details.

TABLE OF CONTENTS

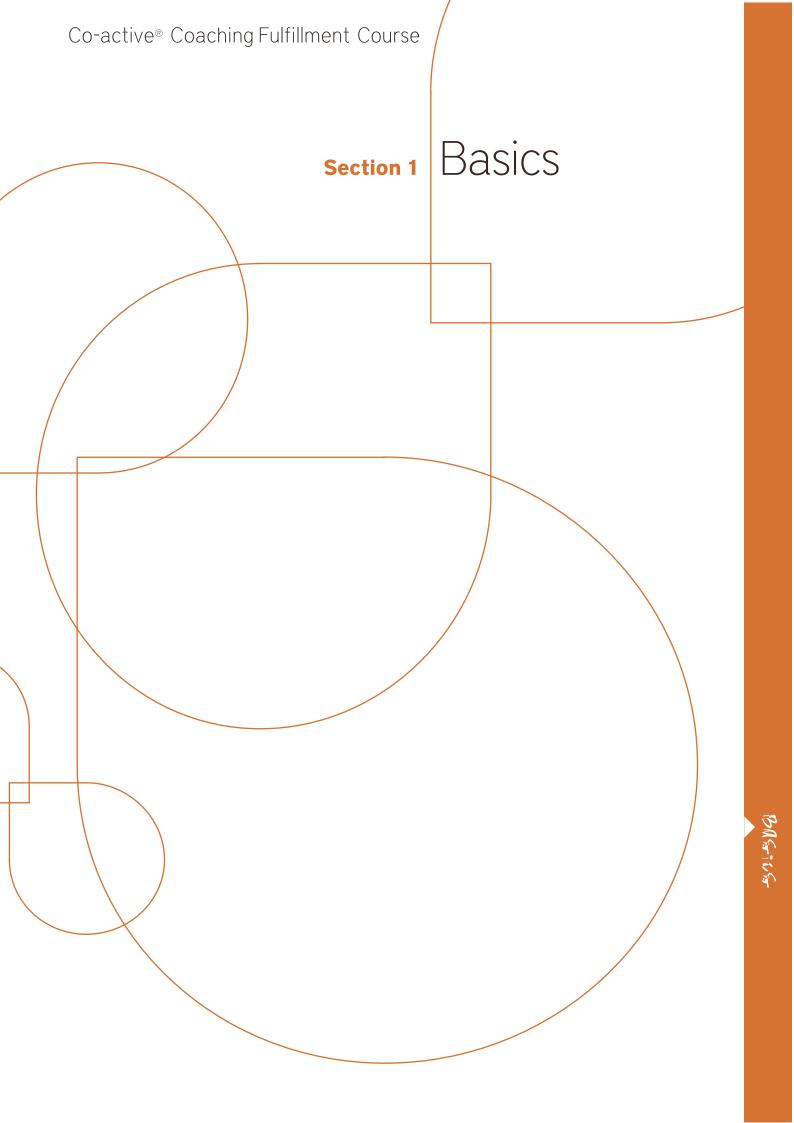
What is Fulfillment? 1 Fulfillment and Future Self 3 Fulfillment and Values 4 Saboteur 5 Coaching Fulfillment 7 Powerful Questions 9 Inquiry 10 Big "A"/little "a" — Expanded Definition 11 Goal Setting the CTI Way 14 Section 2: Resources & Tools Introduction to Resources & Tools 16 Future Self Inner Journey #1 17 Future Self Inner Journey #2 19 Hints for Debriefing the Future Self Inner Journey 21 35 Creative Ways to Work With the Future Self 22 Sample Powerful Questions 25 Sample Inquiries 29 Nine Ways to Work With the Client and NOT the Saboteur 36 Six Ways to Clarify Values 38 Discovery Session Checklist 39 Sample Welcome Letter #1: Introduction 40 Sample Welcome Letter #2: Welcome 41 Sample Welcome Letter #3- Agreements 42 Sample Welcome Letter #4: Policies and Procedures 43 Sample Welcome Letter #5: Coaching Agreement 45 Personal Information Fact Sheet 46 Client Questionnaire 47 Daily Habits 50 Commitments 51 Goals 52	Section 1: Basics
Fulfillment and Values	
Saboteur	
Coaching Fulfillment	
Powerful Questions	
Inquiry	
Big "A"/little "a" — Expanded Definition	Powerful Questions
Goal Setting the CTI Way	Inquiry
Section 2: Resources & ToolsIntroduction to Resources & Tools16Future Self Inner Journey #117Future Self Inner Journey #219Hints for Debriefing the Future Self Inner Journey2135 Creative Ways to Work With the Future Self22Sample Powerful Questions25Sample Inquiries29Nine Ways to Work With the Client and NOT the Saboteur36Six Ways to Clarify Values38Discovery Session Checklist39Sample Welcome Letter #1: Introduction40Sample Welcome Letter #2: Welcome41Sample Welcome Letter #3: Agreements42Sample Welcome Letter #4: Policies and Procedures43Sample Welcome Letter #5: Coaching Agreement45Personal Information Fact Sheet46Client Questionnaire47Daily Habits50Commitments51Goals52	Big "A"/little "a" — Expanded Definition
Introduction to Resources & Tools	Goal Setting the CTI Way14
Future Self Inner Journey #1	Section 2: Resources & Tools
Future Self Inner Journey #2	Introduction to Resources & Tools
Hints for Debriefing the Future Self Inner Journey	Future Self Inner Journey #1
Hints for Debriefing the Future Self Inner Journey	Future Self Inner Journey #2
35 Creative Ways to Work With the Future Self.22Sample Powerful Questions.25Sample Inquiries.29Nine Ways to Work With the Client and NOT the Saboteur.36Six Ways to Clarify Values.38Discovery Session Checklist.39Sample Welcome Letter #1: Introduction.40Sample Welcome Letter #2: Welcome.41Sample Welcome Letter #3: Agreements.42Sample Welcome Letter #4: Policies and Procedures.43Sample Welcome Letter #5: Coaching Agreement.45Personal Information Fact Sheet.46Client Questionnaire.47Daily Habits.50Commitments.51Goals.52	
Sample Powerful Questions.25Sample Inquiries.29Nine Ways to Work With the Client and NOT the Saboteur.36Six Ways to Clarify Values.38Discovery Session Checklist.39Sample Welcome Letter #1: Introduction.40Sample Welcome Letter #2: Welcome.41Sample Welcome Letter #3: Agreements.42Sample Welcome Letter #4: Policies and Procedures.43Sample Welcome Letter #5: Coaching Agreement.45Personal Information Fact Sheet.46Client Questionnaire.47Daily Habits.50Commitments.51Goals.52	
Sample Inquiries.29Nine Ways to Work With the Client and NOT the Saboteur.36Six Ways to Clarify Values.38Discovery Session Checklist.39Sample Welcome Letter #1: Introduction.40Sample Welcome Letter #2: Welcome.41Sample Welcome Letter #3: Agreements.42Sample Welcome Letter #4: Policies and Procedures.43Sample Welcome Letter #5: Coaching Agreement.45Personal Information Fact Sheet.46Client Questionnaire.47Daily Habits.50Commitments.51Goals.52	
Six Ways to Clarify Values.38Discovery Session Checklist.39Sample Welcome Letter #1: Introduction.40Sample Welcome Letter #2: Welcome.41Sample Welcome Letter #3: Agreements.42Sample Welcome Letter #4: Policies and Procedures.43Sample Welcome Letter #5: Coaching Agreement.45Personal Information Fact Sheet.46Client Questionnaire.47Daily Habits.50Commitments.51Goals.52	
Discovery Session Checklist .39 Sample Welcome Letter #1: Introduction .40 Sample Welcome Letter #2: Welcome .41 Sample Welcome Letter #3: Agreements .42 Sample Welcome Letter #4: Policies and Procedures .43 Sample Welcome Letter #5: Coaching Agreement .45 Personal Information Fact Sheet .46 Client Questionnaire .47 Daily Habits .50 Commitments .51 Goals .52	Nine Ways to Work With the Client and NOT the Saboteur36
Discovery Session Checklist .39 Sample Welcome Letter #1: Introduction .40 Sample Welcome Letter #2: Welcome .41 Sample Welcome Letter #3: Agreements .42 Sample Welcome Letter #4: Policies and Procedures .43 Sample Welcome Letter #5: Coaching Agreement .45 Personal Information Fact Sheet .46 Client Questionnaire .47 Daily Habits .50 Commitments .51 Goals .52	Six Ways to Clarify Values
Sample Welcome Letter #1: Introduction .40 Sample Welcome Letter #2: Welcome .41 Sample Welcome Letter #3: Agreements .42 Sample Welcome Letter #4: Policies and Procedures .43 Sample Welcome Letter #5: Coaching Agreement .45 Personal Information Fact Sheet .46 Client Questionnaire .47 Daily Habits .50 Commitments .51 Goals .52	Discovery Session Checklist
Sample Welcome Letter #2: Welcome.41Sample Welcome Letter #3: Agreements.42Sample Welcome Letter #4: Policies and Procedures.43Sample Welcome Letter #5: Coaching Agreement.45Personal Information Fact Sheet.46Client Questionnaire.47Daily Habits.50Commitments.51Goals.52	
Sample Welcome Letter #3: Agreements.42Sample Welcome Letter #4: Policies and Procedures.43Sample Welcome Letter #5: Coaching Agreement.45Personal Information Fact Sheet.46Client Questionnaire.47Daily Habits.50Commitments.51Goals.52	Sample Welcome Letter #2: Welcome
Sample Welcome Letter #4: Policies and Procedures.43Sample Welcome Letter #5: Coaching Agreement.45Personal Information Fact Sheet.46Client Questionnaire.47Daily Habits.50Commitments.51Goals.52	
Sample Welcome Letter #5: Coaching Agreement.45Personal Information Fact Sheet.46Client Questionnaire.47Daily Habits.50Commitments.51Goals.52	
Personal Information Fact Sheet .46 Client Questionnaire .47 Daily Habits .50 Commitments .51 Goals .52	
Client Questionnaire.47Daily Habits.50Commitments.51Goals.52	
Daily Habits	
Commitments	
Goals	,
Poems	Poems
Discovery Session Template	

FULFILLMENT COURSE OBJECTIVES

Coaching clients in the area of Fulfillment is about having clients let go of preconceived rules and limitations, and step into creating lives that are centered in what truly brings them alive.

At the end of the course, you will be able to:

- >> Use inner journeys and imagery to help clients define a vision of the future they will create.
- >> Assist clients in identifying their unique values and assessing their satisfaction with living those values.
- >> Identify self-defeating influences.
- >> Begin creating the relationship with a new client.
- >> Conduct an initial discovery session.
- >> Discover and apply the secret of your unique enrollment style.



WHAT IS FULFILLMENT?

FULFILLMENT: Basics

What fills you up? What nourishes you? What gets your blood going? What's the fizz in your ginger ale? When you are most alive, who are you? What are you doing? Who are you with? What's happening around you at that moment?

Most people are never asked questions like that. They are too busy wrestling with dragons or trying to untie the twisted knots of their lives to get at what they hope will be the magic treasure inside. That's the way it feels.

Clients often come to coaching with plans and goals for escaping the prison they've found themselves in. They've been digging tunnels looking for a way out. They're as anxious to get away from, as they are to get to. Clients come to coaching short of breath from running after their lives, trying to catch up or get ahead so that someday they can have the life they really want. It's the life they are planning to have...as soon as (fill in the blank) the house is paid for, the kids are in college, they find the career (or partner) they love, this current misery ends, they find out what the hell they want, the venture capitalists understand their genius, their organization becomes enlightened. Clients are living their lives while holding their breath.

Even with good intentions and a goal, people often have great difficulty making it happen. That's partly because they've focused on the goal as the means of fulfillment: the thing, the answer, the solution, is invested with the power to grant fulfillment or happiness. Actually, this puts the emphasis in the wrong place; fulfillment is not something you can get or own. It is something you can live into.

Another challenge to finding individual fulfillment is the demanding world that surrounds our clients and us. We are all pulled in 40 directions at once by expectations of others and current responsibilities. To make it even tougher, we are sometimes dragged down by voices in the dark saying things like, "You don't deserve it. Why try? You'll just screw it up anyway. It's too risky. Who do you think you are?"

Nonsense, we say. It is possible for people to have fulfilling lives today, right where they are, even as they make plans to change, grow and transition.

It starts with answers to questions like those at the top of this page — it starts with knowing what you want out of life. That's a big step for lots of people. Lots of our clients have never really asked themselves that question, not at the deepest level. "No, really. What do you really want in your very own life? You get to make it up from a blank page."

Then to claim it, to actually make plans to create that life, well, it means breaking shells and busting out of boxes that may have become quite familiar and neatly decorated, lined with the soft illusion of safety. It may look comfortable, but so do those cushy, satin lined coffins.

the coaches.com @

That's one reason we say that living a fulfilling life is a radical act. We all live in a world that favors, supports and provides incentives for going along to get along. There will be a cost to living a fulfilling life. Honoring who we really are can mean making difficult, sometimes painful, choices. In the end, it's a cost we believe is

worth the price. At the end of the day, we believe people want to say they lived well; they went after their dreams, they sought out and nourished robust, life-giving relationships and they fulfilled their purpose in their own unique way. Justice Oliver Wendell Holmes once said, "Too many people die with their music still in them." Coaching for Fulfillment gets clients to sing their own special song, dance their own special dance.



It's no surprise that Fulfillment is one of the core principles of Co-active® Coaching — and no surprise that it is the first of the Intermediate courses. The work we do with our clients starts here. We ask them to take a stand for their fulfilling lives. We give them tools for getting clear about what that would be at the most fundamental level, and tools for staying on course when the tides and currents of their lives tend to pull them off course.

In coaching, if there were just one or two fundamental questions that capture the search for Fulfillment, they would be: "Client, who are you? What's really important about how you live?"

FULFILLMENT: Basics the coaches.com @

FULFILLMENT AND FUTURE SELF

Part of the fun — and an essential role of being a coach — is challenging clients to imagine the possibilities beyond the limits they've imposed, beyond what they think of as "realistic." Instead, have them create from abundant possibility. So, for example, in the realm of fulfillment we ask clients questions like, "What if it were your ideal situation...what would it look like?" or "If it were as good as it can get, what would it be? And if it were twice as good as that, then what?" The radical fulfilling picture invites clients to go outside of the current box, past the range of the tractor beams of their old story and into the territory of fresh creativity. Another way coaches can break this force of gravity is by projecting into the future, over the horizon, past the influence of this time and place. For example, you might ask, "Let's imagine that it's a year from now (or six months, or five years). This issue is resolved. You're happy and deeply satisfied. What did you do? And who did you have to be for that to be true?" The projection into the future allows clients to disconnect from the bonds of this time and fly.

This freeing effect is also part of the rationale for helping clients find a Future Self. This is the core self, the one they are becoming on their path to fulfillment. It is the higher self, the one that rises above the influences of others, current responsibilities and the old limited view. In another way, it is the true self or soul self, the one that was there at birth and for various reasons got buried in the process of adapting and accommodating.

Moving into the future to find this true self, this Future Self, can be a very powerful tool for clients — and like all tools, it will work better for some than others. In the Future Self inner journey, they are in a relaxed, creative frame of mind. By going into their own future, they find the evolved self, the one that no longer cares about the judgments and opinions of others, the one who knows the path that is uniquely set and the one who has the conviction to be on that path. What makes this exercise such a powerful coaching tool is the way clients are able to bring this Future Self into their lives today.

It's important to emphasize that this is work at a deeply intuitive, knowing level the level of imagination. It is a means to get to know a core identity that already exists. It is bringing this core to the light of day. The inner journey taps into intuitive, internal knowing and draws pictures. When you work with clients to find what they uncovered in their inner journey, know that all of the material that clients report is part of one large metaphor of who they are and who they are becoming. This trip into the future of their imagination is not, by the way, a crystal ball; it is not a prediction of the future. The inner journey is personal and individual; it is not a family journey, but rather a solo one into the imagination.

Note: some clients will get a name and a gift from their Future Self in the first inner journey; others may have more than one visit with their Future Self before these become evident. From time to time as you invite your clients to revisit their Future Self, have them check in with their Future Self and ask about the name. Feel free to design and customize the inner journeys to fit your clients. We offer some samples as a place to start in Section 2: Resources & Tools.

the coaches.com @

FULFILLMENT: Basics

FULFILLMENT AND VALUES

In its simplest expression, a fulfilling life is one in which important values are honored each and every day. Those questions we posed at the very beginning of this manual all point to values. Remember your Co-active® Coaching Fundamentals course? There was an exercise when you were asked to find a peak experience, a time in your life when you felt fully alive, resonating with your world like the vibration of a tuning fork when you strike a strong, clear note. This was a moment meant for you. Who, if anyone, were you with? What were you doing? By mining this one experience, you can uncover a number of important values.

In this Fulfillment course we introduce a variety of techniques — including "peak experience" — for helping clients discover their values. We sometimes call this process "values clarification." It's important to note that the values are already there, inside the client. They are not ideals to be worked on or acquired; they are expressed in the living of a person's life. If they are important values and they are NOT being expressed in the person's life, dissonance will show up. Maybe it would be more useful to call this process "values discovery" or "mining" or "unearthing," because the process we go through is designed to help clients experience their values as opposed to analyzing them or listing them as words on a page. The more clients feel their values as part of their internal being, the more they can make choices based on those core values.

For the coach then, this process heightens your Level 3 listening skills because clients are so close to their own experience that they really need a coach to notice when the tuning fork is resonating — or not, to notice when the light is brightening — or dimming. Whatever image works for you, your role is to be aware of the aliveness in your client.

Because values are so personal and sometimes difficult to articulate exactly, we recommend using word strings. For example, many people might choose freedom as a value. For one person it might be freedom/independence/adventure and for another person it might be freedom/self-expression/outrageous creativity. Same starting point, but very different meaning, so it's important for you, the coach, to stay curious and dig deeper. We also encourage looking for those expressions that are personal. Standard values lists can be almost useless. Values like "coyote" or

"cinnamon/chenille/candlelight" don't show up on those lists. You might not have a clue what they mean to your client and the good news is, you don't need to. Your job as coach is to keep mining, looking for jewels that make the client's life light up.

Most likely you will begin the values clarification work at your initial discovery or intake session with your clients. It's important to remember that this work just starts the process. Clients are living their values or not, every moment of every day of their lives. Values may not be visible, but the effect and impact are very visible. In an ongoing coaching relationship, there is ample opportunity to continue mining for values, polishing what you both found before and uncovering those hard to expose invisible values — the ones that are so much a part of the air the client breathes that they aren't often noticed at first.

As clients gain more clarity about their values, the values serve as guideposts on their journey. Challenging decisions become clearer when the coach asks them values based questions. "Will this decision honor your values? What values will you honor by choosing A or B? What values would your Future Self take a stand for in this situation?"

the coaches.com ®

FULFILLMENT: Basics



SABOTEUR

As clients step forward to change their lives, an inner alarm goes off. Homeostasis — or the tendency to maintain the system — is a strong, universal force and your clients' plans to make changes in their lives will certainly tilt the well-oiled machine. All of us have a self-sabotaging inner voice — or voices! — that hold us back. Preserving the status quo is part of this Saboteur's job. So, it's no wonder that when clients contemplate moving forward in a big way, it wakes up the Saboteurs like roaches in the kitchen when the light comes on. The bigger the dream, the more sumo-sized the Saboteurs become that you will be wrestling with.

Sometimes called the "Inner Critic," "Negative Self Talk," the "Committee" or the "Program," the Saboteur has all the reasons ready for why this plan (whatever your client has in mind) is a stupid, dangerous, hopeless or otherwise ill-advised course of action. The Saboteur is particularly adept at taking a small piece of the truth and fabricating it into the blanket reason for stopping, or never starting.

As a coach, you want to be alert to warning signs that your client's Saboteur may have taken control of the voice box. Often it's a sense of circling the issue, round and round and round. This is sometimes called "Circling Dallas" — or Heathrow, or Narita, depending on your local geography. At Level 3, clients sound like they are building a case, or defending their decision. It is heady; there may be a flatness, a smoky, foggy feeling of being lost in a haze of arguments. When things seem unnecessarily complicated, it is often the Saboteur weaving ankle snares to trap the client in a web of confusion. If you notice yourself battling with the client, check to see if you are actually battling with the client's Saboteur. Above all, when the Saboteur is speaking, you will notice a dissonance that is the very antithesis of the resonance associated with experiencing a value.

For coaches, there are two general approaches for working with the Saboteur once you've identified its presence in your client's conversation. (However useful these tools may be, please remember that the foundation of successful Saboteur vanquishing lies in making sure that you are interacting with your powerful client and NOT with the Saboteur. Your client is ALWAYS stronger, smarter, and more resourceful than his insidious sidekick.)

- 1. Presence the Saboteur more fully by asking your client to personify it. Who is speaking here? What is this voice saying? How would you describe this voice? The client can even describe the Saboteur's appearance, character, personality, and agenda casting all the aspersions he desires. Once it becomes really clear that the client and the Saboteur are NOT one and the same, have the client choose who's going to be boss here. And yes, coach, on this one you get to have a vote!
- 2. Defuse or bypass the Saboteur by orienting the client toward his Future Self, values, and/or vision all of which have a stronger pull on the client than the Saboteur does.
 - >> Look for that small piece of truth and acknowledge it as one of a myriad of factors; don't let it kill the whole idea.

FULFILLMENT: Basics thecoaches.com®

- >> Look for the positive intent buried in the client's panicked thrashing. At some level, the Saboteur's job is to keep your client from doing something perceived to be dangerous or unwise. What is the risky part in this move? Bring that to the light of day without all the drama.
- >> Point clients to their values. When clients stand in the place of what they deeply value they are resolved, grounded. There is a radiance in this place, a light that is too bright for the Saboteur.
- >> Enlist the strength of the client's Future Self. The Future Self clearly sees the separation between the true self and the Saboteur's story.
- >> And you can always ask the client, "What is the REAL truth here, not the Saboteur's version?" Clients do know; when they check inside for the truth they almost always find that it's right there.

Turn to Section 2: Resources & Tools for more tips on how you can work with the client's Saboteur.

FULFILLMENT: Basics
thecoaches.com®

COACHING FULFILLMENT

Fulfillment coaching tools — Future Self, values, Saboteur management — are powerful in many kinds of coaching situations. One simple approach is to have your clients take a look at their values, identify a value they'd like to honor more fully in their lives, and create homework assignments to move them in that direction. What makes this kind of coaching effective is to get the client into the *experience* of the value they'd like more of rather than just talk about it. What you're looking for here is — you guessed it — resonance.

Fulfillment is about who your clients are becoming, and a big part of that hinges on the action they take along the path. Let's say your clients have something they want to do (like a slice of their life vision) or something they really do need to do (like do their taxes before April 15th). And they're just not getting it done. On the "wanna do" stuff, one or more Saboteurs may be whispering or bellowing messages supporting the status quo. On the "gotta do" front, the thing may feel so flat — like such a chore — that it has no life in it at all and the very thought of it sends the client to the couch for a nap. (Believe us, the Saboteur — el Dissonance Maestro — probably has a hand in this, too.) The result in both cases is that the action is missing.

Here are some of the ways Fulfillment coaching can come into play. Let's look at the want-to piece first. You might want to approach this with your client as if it's already accomplished. "Okay client, you finished your book and a publisher accepted it...what do you have now? What values have you honored? Who did you have to be to accomplish this? What Saboteurs did you have to vanquish along the way? (Ooooh, who's that speaking up right now?) What's your Future Self have to say about all this?" The point is to get the client so grounded in the vision of what's possible and resonating with the deliciousness of what it will be like to make this happen, that the "doing" part almost becomes a foregone conclusion — how can they not?

The same basic approach applies to "gotta do" situations. Maybe the issue without zing is the scary mess in the attic or learning how to use all that software on the new computer. These typical examples — and many others — can be transformed into the means for the client to experience a more fulfilling life. Helping the client make that shift is your job, coach!

These situations don't have to be odious slogs. The question to ask is, "Client, what would have you get out of bed looking forward to working on this?" The key is to find the ways that completing this task would fulfill the client's deep-seated values. As long as it's a "should," the client is likely to seek ways to avoid it. "Should" is often a clue that the Saboteur is the gatekeeper on this. You can almost see its wagging finger — Do your taxes! Floss your teeth! Lose 15 pounds! Not to mention all the judgment lurking right behind the curtain — You're a hopeless procrastinator! What's the point of flossing when your whole family has bad teeth? You'll always be fat, so why try! Hmmmm. Motivating, isn't it?

So the alternative is to look with the client into the values honored by completing the task and then find ways to keep that vision alive as the client goes to work.

FULFILLMENT: Basics thecoaches.com®

Here's an example. Let's say your client loathes grocery shopping to the point where there's no food in the fridge and she's shaking the toaster for crumbs. You might ask, "What happened to your value of self care, client? If you could make grocery shopping a radical self care experience, what would it look/smell/feel like? How could you make it ten times more luxurious than that? What does your Future Self have in her larder. If your cupboards and refrigerator were fully stocked, what would you have? In what way would total deliciousness support you in who you are becoming? What is a structure that will help you take this vision of delicious abundance to the supermarket with you — as soon as we hang up?" Again, the notion is to create aliveness by linking the task to the client's fulfillment.

Fulfillment coaching is much more than finding a positive spin on things. It's linking the action to the internal core, the true heart of the client that is motivated to create a rich, full life. And if it turns out that the task can't actually be linked to the clients' key values? Well, then, that might be an important clue this action item doesn't belong on the client's To-Do List after all.

FULFILLMENT: Basics the coaches.com

POWERFUL QUESTIONS

FULFILLMENT: Basics

Every question sends a client somewhere to look for an answer. That's the power in the coach's role of asking questions. Given the power you hold, your job is to send the client to a place where they discover things they've never thought of or felt before. If all they're doing is telling you what they already know, or filling you in with background, the coaching has stalled. Co-active® Coaching is about the client's learning and action, not the coach's. You probably need a lot less information, story and background than you think.

Powerful questions are provocative and open-ended. They send the client to new territory. They are inherently curious — on the client's behalf. Watch when you are asking curious questions for your own benefit or understanding. You do not have to understand the situation well enough to solve the problem. That's the client's job. Your job is to be really, truly, child-like curious.

Notice when you are nodding in agreement with your client's underlying assumptions. Is that really so? Get curious. Challenge everything. Take nothing for granted.

Closed-ended questions stop the looking. They come to a conclusion. Sometimes they ask for permission or clarity, which is perfectly okay. "Are you ready to move on?" is a question for clarity. It's one of those "yes/no" questions that are sometimes appropriate, even necessary. But watch when you find yourself in the habit of asking yes/no questions often. It can be a sign that you still need permission from the client or yourself to be more direct. Assume that the contract — the designed alliance between you and the client — gives you that permission. It's what the client is paying for. For example, when you ask, "Is this relationship honoring your values?" some clients will understand your intention and go right to a description of how the relationship is and isn't honoring their values. But the question invites analysis; it can bring on the client's need to explain, rationalize and defend. It's as if the prosecuting attorney asked the question, rather than their coach.

The powerful question might be, "In what ways does this relationship honor your top five values? What values are not honored in this relationship?" This approach is more direct and is inherently more powerful. For some of the same reasons, another question to use sparingly, and with intent, is the "Why" question. These questions also have the tendency to send clients to explanations and rationale. It's likely that their Saboteurs have prepared them to answer the defensive "why" questions.

In Section 2: Resources & Tools, there is a list of powerful questions. Have fun!

INQUIRY

An inquiry is a powerful question that is so open-ended it could take a week for the client to ponder its many answers. Isn't that a coincidence? The inquiry is a special form of powerful question typically given to clients as a homework assignment. Their assignment is to work with that inquiry between coaching sessions, looking at the question and answering it from as many different directions as possible. Day-by-day, the inquiry can bring to the surface new insight. Some typical examples are, "What are you tolerating in your life? What's missing? What is there to celebrate today? or What's important about that?"

Again, Section 2: Resources & Tools contains many sample inquiries. Some coaches create an inquiry in the moment with their clients — an inquiry that captures the direction the client is looking during the coaching session — as a way to keep the search going. Sometimes the client is in the land of internal exploration and the best way to keep exploring is by using the power of an inquiry. In some cases, coaches simply pick an inquiry for the week and invite all their clients to explore that one provocative question. Use the approach that works best for you and your clients, naturally.

FULFILLMENT: Basics the coaches.com ®

BIG "A"/little "a" - EXPANDED DEFINITION

What is the Big "A" Agenda?

The Big "A" Agenda lives at the core of every human being and is exemplified by:

- >> The desire to live life in alignment with what truly matters to one's most authentic self.
- >> The desire to live a life of conscious choice.
- >> The desire to be fully present to the experience of one's life, moment by moment.

Like the North Star, the Big "A" Agenda guides each of us in the direction that is most resonant and alive. Free from circumstances, fear or saboteur conversations; the Big "A" Agenda calls each of us forth to the evolution of our most magnificent self.

The resonance of connecting to the Big "A" is clearly felt by both coach and client. It is a felt sense that lives at the heart of the Co-active® Coaching relationship.

Big "A" Agenda in the Co-active® Coaching Relationship

The Big "A" Agenda is not a list of items. Rather, it is the coach's stance or orientation towards the client and serves as a lens through which the coach views the coaching and the client. It is what the client deeply knows about herself or him self, yet does not always remember or see clearly. The coach is always aware of the client's Big "A" Agenda, keeping it front and center in the coaching relationship, and reminding the client when the client forgets.

Everything that a Co-active® Coach is and does in a coaching relationship is consciously in service of the client's Big "A" Agenda. Thus it is the Co-active® Coach's responsibility to have the client see and experience their own magnificence and to create a container that calls forth the client's very best.

What is the little "a" agenda?

Many things arise in a client's daily life: details, celebrations and challenges, logistics, relationships, saboteur voices, other circumstances. Often these topics form the initial reasons a client comes to coaching. Co-active® Coaching defines these circumstances and day-to-day concerns as the client's little "a" agenda.

The little "a" agenda is a reflection of the client in the current circumstances of the client's life. Reflecting what is important to the client at the moment, the little "a" agenda also functions as an access point for the client's Big "A" Agenda, becoming a forum through which the Big "A" Agenda becomes manifest or expressed.

Context for the definition above:

FULFILLMENT: Basics

While the Big "A" Agenda serves the client and belongs to the client, it is the coach who holds the Big "A" Agenda with and for the client in a coaching relationship.

the coaches.com @



This Big "A" Agenda orientation points the coaching away from saboteur conversations and limiting self-talk, and provides access to the naturally creative, resourceful and whole client that inevitably lies beneath struggles and challenges.

The little "a" agenda can also illuminate the ways in which the client is living into their Big "A" Agenda in many ways, usually when there is something to celebrate, there is resonance, and when the client is connected to their authentic and naturally creative, resourceful and whole self separate from the circumstances of their life.

With the Big "A" Agenda as the backdrop of the coaching relationship, the client can see how their circumstances fit into the bigger picture of their life. Also, they can find a sense of how to move forward — beyond solving the issue or problem or addressing the little "a" agenda item at hand. As the lens of the Big "A" Agenda shines a light into the client's circumstances, these circumstances become an expression of the client's full resonance and offer an access point for the client to learn more about themselves and their journey.

Holding

The coach holds the Big "A" Agenda for the client, and also coaches the client from the perspective of the client's Big "A" Agenda. At the same time, the coach maintains conscious awareness of the client's little "a" agenda, and the relationship between the two.

Clients often come to a coaching relationship wanting to make a change or reach a goal. They also want to grow as people, evolving to a fuller expression of their true

By coaching the client through the lens of their Big "A" Agenda, the coach is committing to coaching the client in their evolution as a human being. This is the bigger context in which the client is living his/her life.

Beyond cultural differences, beyond each situation, no matter how big or important, there is a thread of the client becoming more of the fully magnificent human being they are meant to be. It is this thread that the coach holds in the Co-active® Coaching relationship as they hold the client's Big "A" Agenda.

The impact of this is that the coach insures that the client does not forget their Big "A" Agenda, and reminds the client of who they really are. When the client does forget, the coach is there to remind the client that they have stumbled off their path. The client then can choose to return to their path, experiencing deeper learning about who they are and how they operate in the process.

As human beings, we so often interact with the limited parts of ourselves and others, and we make space as we can for our naturally creative, resourceful and whole selves. Often our clients will show up in this way, being run by their small or saboteurdriven voices. By holding the Big "A" Agenda, the coach can point the client back to who they truly are. At the same time, the coach helps the client notice and include those saboteur voices, so that rather than something to vanquish or avoid, these voices are simply present, and not in need of attention.

FULFILLMENT: Basics Version 4.04

By holding the client's Big "A" Agenda, the coach is interacting with the client's magnificent self, and encouraging the client to do the same, while making room for the limited sense of self, the small self and the saboteur voices that inevitably show up in each of us.

By doing this within a coaching relationship, client and coach can create a map for the client that helps clarify decisions that need to be made, actions that need to be taken, all in a larger context than the circumstance of the moment.

It is the coach's role to fiercely hold the client's Big "A," even when the client is scared or unable or unwilling to hold it for himself or herself. The coach must keep seeing the client as the magnificent person they are, as the full expression of their true self, best self, divine self, yet also have space to compassionately include and embrace the parts of the client that are not the client's best self. This way, the client is consciously creating his or her life according to his or her own unique dreams, vision, purpose, heart, desire.

If the coach does not or cannot see the client as naturally creative, resourceful and whole in the fullest sense of these words, then they will be unable to hold the client's Big "A" Agenda and therefore unable to hold the fullness of the Co-active® Coaching relationship.

This holding must be present before the coach can invite a client fully into fulfillment, new perspectives, or more deeply into the experience of their lives. Holding is strongly linked to the coach's presence. The coach must be able to deeply see and fully appreciate the client in all of their brilliance and their mess. This creates the safe and courageous space for the client to risk growth and change.

When the coach is firmly holding the client's Big "A" Agenda, the coach will naturally let go of problem solving, because they see that their job is to be a champion for the client's continuing development toward their most magnificent self.

By coaching the client through the lens of his or her Big "A" Agenda, the coach insists that the client be present with the part of themselves that is growing, striving, learning, reaching for what's next. The irony is that there is no place to reach, no place where it is complete — this is a lifelong journey, a lifelong process of discovery, learning and love.

FULFILLMENT: Basics thecoaches..com®

GOAL SETTING THE CTI WAY

Clients live into their Big "A" Agendas by setting goals and following through. Goals point us toward action that has impact, that keeps us focused and on track toward who we are becoming. Remember, goals are not the same thing as action; they are the desired result of action, the finish line of the race rather than the running part.

Perhaps you have heard the concept of "SMART goals." There are many versions of this acronym out there. Often the "A" stands for "achievable" and the "R" for "realistic" or "reasonable." At CTI, we're not so interested in that. In fact, we think it's a dampening disservice to clients to make sure that their goals are "realistic." Where's the stretch here? The zing? Instead, we want our clients to set goals that are compelling, exciting, and maybe even scary.

Let's explore the acronym SMART the way CTI has framed it. The first two components may sound familiar. The last three are unique to Co-active® Coaching.

S = Specific

In order for a goal to be achievable, it needs to be specific. What exactly are you wanting to accomplish? "I'd like to move out of this house someday" is none too helpful — it's a vague wish, not a goal. "I'd like to move to the West Coast" gets a little clearer. However, "I want to buy a house on the ocean in Northern California" is specific. You can set your sights on this one and move forward.

M = Measurable

A goal must be measurable and have a date attached to it; otherwise, how can you know you've accomplished it? Let's say a client wants to lose weight. How will he know he has? By setting a goal of losing 15 pounds by June 15th, it will be really clear whether he's succeeded or not. He also could substitute, "Drop two sizes by June 15th", or, "Achieve a

body fat ratio of 28% by July 1st" as other ways to make this goal measurable. In the California-dreaming example above, the goal becomes measurable when you attach numbers to it: "Buy a house on the ocean in Northern California for under \$600,000 by January 1st" is both specific and measurable (if incredibly challenging!).

A = Accountable

In moving toward a goal, it is useful to have someone hold you accountable for achieving it. It's a great structure for helping you keep the promises you make to yourself. Your accountability partner can be a friend, a family member, or a coach. Remember, being accountable is not about getting scolded or punished when you don't succeed. Instead, it's about having a person who helps you stay focused and in choice around your actions. In the example above, something as major as uprooting your life and buying a house in California could be put off indefinitely in favor of putting out fires on your To-Do list. An accountability partner ensures that the goal stays on the front burner and that you stay in action around achieving it. As coaches, we're accountability partners for our clients.

S pecific.

Measurable.

Accountable.

R esonant.

Thrilling.

thecoaches.com [©]

FULFILLMENT: Basics the coach

R = Resonant

Resonant goals are what move clients toward their Big "A" Agenda, or who they are becoming. Is this goal something you truly desire? Will working to achieve it walk you toward the resonance of values fully honored? Noticing whether a goal has resonance or not will enable the coach spot a Saboteur-driven "should" at a hundred paces. It's part of our job as coaches to help clients find the resonance in their goals — or let them go. Let's return to the example above for a moment. Where is the resonance in a move to California? Dig in. What values does this goal honor? Serenity? Being connected with nature? Beauty? For a goal to have meaning, it needs to have a vibrating connection to the client's true self.

T = Thrilling

Goals should be so thrilling — and even scary — that the client can't wait to get started! Setting goals that are reasonable or realistic may make them more achievable, but probably won't help clients to grow beyond where they already are. Instead, encourage your clients to set goals that have them stretch, that call them forth to new capabilities and power, that push and pull them forward into a bigger life. Motivational speaker Jim Rhone once said: "Set goals not for the accomplishment of the objectives, but for who you will become in accomplishing them." Support your clients in connecting to the vision and the possibility of their goals so that goals become a source of inspiration and aliveness rather than the ball and chain of the "should." This kind of thrill will help carry clients through the scary parts where they don't have a clue how they are going to accomplish what they're setting out to do. Buy beachfront property in California for under \$600,000? This is a thrilling goal — and an ambitious adventure that will stretch you and grow you even as it challenges you.

the coaches.com @ **FULFILLMENT: Basics** Version 4.04 FUL-15



INTRODUCTION TO RESOURCES & TOOLS

These resources and tools are provided to support you in getting started. Use these tools as they are or feel free to adapt them as needed. These are copyrighted resources and you have the permission to reproduce them for use with your clients. Duplication for any other purpose if a violation of copyright law.

You will find electronic copies of many of these forms on the Course Materials web page for your convenience.

FUTURE SELF INNER JOURNEY #1

Get into a comfortable position. Now allow your eyes to close and begin by focusing your awareness on your breath. Breathing in and breathing out. Breathing in easily and effortlessly, then breathing out. Each breath allows you to become more relaxed and comfortable. Let any outside sounds only serve to allow you to go deeper inside...a reminder of how good it is to leave the noise and stress of the outside world and journey into the quiet and peace of your own inner world. As you sink deeper down into quiet and ease perhaps you can imagine a grounding cord dropping down from the back of your spine. Imagine it going down to the center of the earth. Deep into the earth. Imagine there is something that you can anchor the cord to, so that no matter where you go on your inner journey, you feel solidly connected to the earth.

As you allow yourself to go deeper into a state of relaxation, remember a time when you stood before a pond or a lake and it was quiet and peaceful. You may have dropped a pebble into the center and noticed the ripples rippling out. One ripple after another, flowing outward farther and farther. The ripples slowing down, becoming farther apart until the water was once again calm and peaceful.

I'm going to invite you now to imagine that your body is like that body of water. And as you drop a pebble into the center of your body, you can feel ripples of relaxation rippling out...waves of relaxation flowing through your body. Up through your torso into your chest and your back. Up through the vertebrae and spreading out into each and every muscle of your back. Through your shoulders and arms, up through your neck, your jaw, face, scalp. Feeling those ripples relax you as your muscles let go and become soft and loose. Feeling the ripples of relaxation flowing down the bottom of your torso, flowing through your abdomen and your pelvis, down through your thighs, calves, ankles and toes. Know that each time you drop a pebble into the center of your body you can become more relaxed. As you become more relaxed, you find yourself becoming more quiet and peaceful.

Now bring your attention to the spot between your eyes, the third eye. Imagine a light there. What color is the light between your eyes? Now imagine that light becoming a beam that extends out into space. Follow that beam as it leaves this building, as it travels about the city and as it continues out so that you can make out the entire area. And then the coastline. Keep on going further and further out into outer space and notice the curvature of the Earth. As you keep going further and further out, find yourself enveloped by the softness and the quiet of space. Notice below you the big blue/green ball with the white clouds wisping around it. Allow yourself to enjoy this perspective for a moment.

Now notice another beam of light very near to you a different color from the one that you followed into outer space. Begin to follow that beam back down to earth. The beam is taking you back to earth 20 years from now, 20 years into the future. Keep following this beam down, noticing the curvature of the earth and the geography stretched out below you. Good. As you come closer to the end of the beam, keep noticing where you are. This is where your most positive Future Self lives...you 20 years from now. Come into contact with earth and notice where you are. Notice what dwelling or nature surrounds you. Now move to the dwelling of your Future Self. What does it look like? What kind of landscape does it have? Are there trees? Flowers? What kind? Get a sense of this place.

Version 4.04 FUL-17

FULFILLMENT: Resources & Tools

Do what you need to do to get someone to come to the door. Know that on the other side of the door is your Future Self, waiting to greet you. Yourself 20 years from now. As the door opens, what do you notice? Greet your Future Self and notice the way your Future Self returns your greeting, welcoming you into this time and place 20 years in the future. Take in this person — your Future Self. Now move with your Future Self to a comfortable place for a conversation. Perhaps your Future Self offers you something to drink.

Really settle in and make yourself comfortable for a conversation with your Future Self. There are some questions that you might want to ask your Future Self. Begin by asking the following two questions: First, "What is it, Future Self, that you most remember about the last 20 years? In the last 20 years, what stands out most in your memory?" Take a moment now to hear the answer. (PAUSE) Now ask your Future Self the following question: "What do I need to be most aware of to get me from where I am now to where you are? What would be most helpful for me to know to get to where you are?" Listen to what your Future Self has to tell you. (PAUSE) Good.

Now take a moment and ask your Future Self your own questions. What are other questions that you would like to ask your Future Self? (PAUSE) And now ask your Future Self one final question before you go. "What name, other than your first name, are you called by? A special name, it would be a metaphor or a symbol of your essence. What is this name?" (PAUSE) Good. Bring this visit with your Future Self to a close; thank him or her for being here with you today and sharing their wisdom.

Now find your way back to the beam of light and journey back up the beam, watching this world 20 years into the future grow ever smaller as you move out into space. Seeing again the ball of blue/green below you, clouds swirling around it. Notice that your beam of light is intersected with a different beam of light that will take you back to the (CURRENT YEAR) at (CURRENT LOCATION). Follow this beam of light back to present time Earth. As you travel down this beam, notice the Earth growing bigger and bigger; notice the geography of the (AREA), moving further down the beam, the skyline of (CITY) and finally, coming back into the room at (CURRENT LOCATION). Good. In a few moments, I'm going to count from 3 to 1. At the count of one, you will be refreshed and alert, as if you have had the perfect amount of rest, knowing you can remember everything you wish of this inner journey.

When you open your eyes, please remain silent and jot down things you want to remember about your journey. Three, coming back to present time. Becoming more alert and refreshed. Two, stretching your body, feeling the ground beneath you. And one. Eyes open, refreshed and alert.

Version 4.04 FUL-18

FULFILLMENT: Resources & Tools

FUTURE SELF INNER JOURNEY #2

Just make yourself comfortable and allow your eyes to close and begin by taking long, slow, deep breaths. Breathing in, through your nose (BREATHE) and breathing out through your mouth. Just allow yourself to be aware of your breathing. Easily, naturally and freely.

I'm going to invite you to take a mental inventory of your body now. Beginning at the top of your head, become aware of any tension or tightness you might find. And just give that tension or tightness a color and let it drain out of the tips of your toes and the tips of your fingers. Just allow that tension or tightness to drain away. And moving down your body, bring your attention to your neck and arms. Again, if you find any tension or tightness, just let it drain away. Take your awareness down along your back, down into your abdomen and pelvic area. Again, notice any tightness you might find there and just eliminate it. Imagine it just melting and draining away, draining out through the tips of your toes. Notice if there is any tension or tightness in your legs or your ankles and feet and just allow it to drain out your toes. Now imagine you're a strong, sturdy tree, putting roots down into the ground, allowing those roots to go deeper and deeper, spreading out, connecting you solidly to the Earth.

Now bring your attention to the spot between your eyes, the third eye. Imagine a light there. What color is the light between your eyes? Now imagine that light becoming a beam that extends out into space. Follow that beam as it leaves this building, as it travels above the city. As it continues out so that you can make out the entire area. And then a coastline. Keep on going further and further out into outer space and notice the curvature of the Earth and as you keep going further and further out, finding yourself enveloped by the softness and the quiet of space. Notice below you the big blue/green ball with the white clouds wisping around it. Allow yourself to enjoy this perspective for a moment.

Now notice another beam of light very near to you; a different color from the one that you followed into outer space. Begin to follow that beam back down to Earth. The beam is taking you back to Earth 20 years from now, 20 years into the future. Keep following this beam down, noticing the curvature of the earth and the geography stretched out below you. Good. As you come closer to the end of the beam, keep noticing where you are. This is where your most positive Future Self lives; you 20 years from now. Come into contact with Earth and notice where you are.

Now move to the dwelling of your Future Self. You know the way. You've been here before. Your Future Self is waiting for you. Waiting to talk to you. As your Future Self greets you, notice what it is like being with him or her again. Look around you. Drink up the environment. Notice the colors here.

Now is your opportunity to ask whatever questions you would like of your Future Self. Perhaps you might want to know what your next step is to move forward. Who you need to be right now in order to move forward. Or ask him or her anything that feels right to you. (PAUSE) Now take a moment to listen to the response. (PAUSE)

I am going to invite you now to take a deep breath and allow yourself to step into the being of your Future Self. Allow yourself to merge into his or her body. Experience what it feels like to be this Future Self. Be aware of how you feel. Of how good it feels in his or her body. What does the world look like through his or her eyes. Walk around, feeling yourself move as your Future Self. Notice if there's any one particular place in your body where you can feel power most strongly. The power of being your Future Self. Allow that feeling to expand, filling your whole body, into your very cells. You may want to touch that place on your body now to anchor that feeling. And know that whenever you wish to connect with your Future Self, you can touch that place on your body and bring forth these positive, powerful feelings. When you touch that place, these feelings and this experience will flood your body, easily and effortlessly. Good.

Now, looking out through your Future Self's eyes, look at your present day self. What do you notice about your present day self? Looking out through your Future Self's eyes, what is it that you want to tell your present day self? (PAUSE)

Now take a deep breath and shift your awareness, leaving the body of your Future Self and becoming your present day self once again. Allow yourself to be fully present in the body of your present day self.

As you look back at your Future Self, notice that s/he has a gift for you. A special gift to remind you of this meeting. To remind you of who you are becoming, what you are moving toward. As your Future Self offers you the gift, ask him or her if there is any meaning to this gift. Is there anything you need to know about it? (PAUSE)

It's time to leave now. Thank your Future Self for his or her wisdom, for being here with you. And know that your Future Self is an inner resource for you that you can use whenever you need to. Whenever you seek guidance, whenever you need to know what your next step is, you can contact your Future Self. Know that your Future Self will be a powerful resource for you. Say goodbye now, knowing that you will remember everything that you need to from this visit.

Now find your way back to the beam of light and journey back up to the beam, watching this world 20 years in the future grow ever smaller as you move out into space. Seeing again the ball of blue/green below you, clouds swirling around it. Notice that your beam of light is intersected with the first beam of light that will take you back to (CURRENT YEAR) at (CURRENT LOCATION). Follow this beam of light back to present time Earth. As you travel down this beam, notice the Earth growing bigger and bigger; notice the geography of the (CURRENT AREA), moving further down the beam, the skyline of (CURRENT CITY) and finally, coming back into the room at (CURRENT LOCATION). Good. In a few moments, I'm going to count from three to one. At the count of one, you will be refreshed and alert, as if you have had the perfect amount of rest, knowing you can remember everything you wish from this inner journey.

Three...coming back now...coming back to present time. Becoming more alert and refreshed. Two. Stretching your body, feeling the ground beneath you. And one. Eyes open, refreshed and alert.

Version 4.04 FUL-20

FULFILLMENT: Resources & Tools

HINTS FOR DEBRIEFING THE FUTURE SELF INNER JOURNEY

Your goal in debriefing the Future Self inner journey is to have your clients begin to develop a relationship with their Future Self. Your job is to deepen the experience for the client, listening and creating an experience of the energy of the Future Self. Be open and curious. Enjoy the sense of discovery and wonder. There is not a specific place you are trying to get.

Some clients experience sadness or fear in the Future Self inner journey. They might say things like "My husband wasn't there...are we divorced?" or "I couldn't find my Future Self — does that mean I am dead in 20 years?" Reassure the client that whatever their experience was, it was fine. The Future Self inner journey is not a psychic prediction about their life. It is not literal. Rather it is an energy (resource) for them to tap. It can be used to call them forward into their life. If the Future Self they visualized is not a powerful resource for them, encourage your clients to use their imagination to create the Future Self that inspires and pulls them forward.

It is helpful for both coach and client if the client takes notes immediately after the experience. If the client needs direction on what to write about, feel free to use the following questions. These questions are also useful in the coaching.

- >> Describe the dwelling of your Future Self. What does it look like? What kind of landscape does it have? Are there trees? Flowers? What kind?
- >> What does your Future Self look like? What is his/her essence?
- >> What was it that your Future Self remembered about the last 20 years?
- >> What do you need to be most aware of in order to make the journey from where you are today to where your Future Self is?
- >> What name did you get?

In the coaching:

>> Note your client's energy. Is s/he quiet and reverent? Bouncy and playful? Disappointed and scared? Often as coaches we can get more excited than the client and shut down the space. Pay attention and take your cues from your client. What is the energy you can bring that will deepen your client's experience?

Consider having the client embody his/her Future Self (sit, stand, talk).

This is a place to use your intuition. If you sense emotion underneath the client's description, ask about it. If some object in their description (tree, flower, painting) catches your curiosity, explore it with the client, watching your client for cues (does it have spark or not?). Tell your client this is a resource you will use in the future. Train clients in how to tap into the Future Self on their own. (See the following pages in this section on how to work with Future Self.)

35 CREATIVE WAYS TO WORK WITH THE FUTURE SELF

To help your clients meet their Future Self:

- 1. Take your client through the inner journey at the discovery session. Debrief the experience. Use the experience to set a vision for your client.
- 2. Tape yourself guiding your clients through the inner journey. Send it to your clients. Ask them to listen to it as homework. Ask them to journal about their experience. Give them the inquiry: "Who are you becoming?"

Cultivating a relationship with the Future Self:

- 3. Help your clients fully embody the experience of their Future Self so they know this resource from the inside out. Have them stand like their Future Self, touch the place on their bodies that most evokes Future Self. It doesn't have to be a big deal. If you know their access point is their abdomen, ask them to put their hand on their abdomen when they answer a challenging question.
- 4. Ask them to create an image of their Future Self. This can be a picture, collage, poem...something to capture the essence, a series of words that evokes the feeling. Have your clients keep this image present somewhere where they will see it daily.
- 5. Have your clients spend XX minutes with their Future Self every day having conversation over coffee or tea. What brings him/her joy, excitement, goosebumps, tears...?
- Ask your clients to assemble an outfit that has them step into their Future Self.
 This can be a whole ensemble (dress or suit) or accessories (jewelry, scarf, tie, shoes).
- 7. When the client says "I don't know," ask, "What does your Future Self say!" Or "If you asked your Future Self, what would s/he say about it?" or "So, imagine talking to your Future Self about it. What would you hear him/her saying?"
- 8. When clients are stuck, ask them to get up and move around like their Future Self would this can be used in combination with questions for their Future Self. Movement itself can open up clients to more information.
- 9. When clients seem really disconnected from their lives, ask them "How far away are you from your Future Self?" and then "What is the bridge between you?"
- 10. To help clients see that they are moving toward their Future Self ask, "What parts of you now are part of your Future Self?"

Use the Future Self to make activities more compelling:

- 11. Have the Future Self comment on all areas of the Wheel of Life how satisfied with each area is s/he or not? Or how does the Future Self find satisfaction in each of the areas?
- 12. Have the Future Self do a spring-cleaning. When doing "should-loaded" tasks like creating a budget/spending plan, have your client consciously be in partnership with Future Self (like a "business partner").



 To spice up fun and recreation, ask clients to plan a vacation as their Future Self would.

Creating the future from the Future Self:

- 14. Have your clients find a home for their Future Self...someplace common, perhaps a room in the house. Then, whenever they want to check in with their Future Self, they can just excuse themselves and go to that room.
- 15. Revisit the Future Self inner journey every three months or so and add another piece: (new) gift from Future Self, important message/advice from Future Self, special secret from Future Self...make it up.
- 16. Have your clients' Future Self create a vision for the new year, what will happen, what does s/he want for your client, the theme for the new year, etc.
- 17. Send postcard messages to your clients from their Future Self. Have your client make the messages at the discovery session or whenever you do the Future Self inner journey. The client gives the cards to you, and sporadically, you will send the cards to the client.
- 18. Ask your clients about their Future Self's friends. How are they different than current friends and family? What are the surprising qualities of these friends?
- 19. Have your client's Future Self plan a dinner party. Future Self can invite any number of guests, dead, alive, known, unknown. Who does your client's Future Self invite? What does your client's Future Self say to each guest?
- 20. Ask your clients' Future Self to tell you a story or fable based on an issue they're facing now. Journal the story.
- 21. Ask your clients to write or draw their Future Self's biography.
- 22. Have your clients' Future Self create a personalized version of the 10 commandments. Have your clients use the commandments regularly. e.g., when stuck or confused, ask what do your Future Self commandments tell you to do? Or just ask any time, "How much are you following your Future Self commandments?" or even, "I notice you've been living according to your Future Self commandments this week!"
- 23. Have your clients' Future Self pick a piece of music that best represents them. Ask them to play that music every day and dance to it!
- 24. At year-end, ask your clients to find times when their Future Self was fully present and describe the impact on their lives at those times.
- 25. At the beginning of the year, have your clients' Future Self create intentions, resolutions, goals for the year.
- 26. Have your clients' Future Self create a recorded message to them. Have them play it often perhaps whenever they're in the car.

27. Have your clients make a date with their Future Self at least once a month. How would their Future Self spend the day? What would they do? What wouldn't they do?

Using the Future Self in setting up this week's coaching session:

- 28. On your session prep form for clients, put a question like "How have I moved towards my Future Self this week? What actions grew me towards my Future Self this week? What evidence have I gathered this week that I am my Future Self? To be my Future Self today, what needs my attention?"
- 29. When a client is having a whine-fest and has drifted faaaaaar away from his/her Future Self, speak in a bizarre voice with your hand cupped over your receiver (voice of God-ish) and say "This is your FUTURE SELF speaking and I do believe you've gone insane...Hellllloooooooo? Anybody home? I thought you were coming to be me...you seem to have strayed from the path dear one...!" etc.
- 30. When you ask the client, "What's your agenda today?" or other such starter questions, ask next: "What would your Future Self have the agenda be today?" Or say: "If your Future Self were planning this session, what would our focus be?" Or another option: "If your Future Self were planning this session instead of your Saboteur, what would our focus be?"
- 31. Simply answering the phone with clients' Future Self name can completely disarm their Saboteur and have you get right down to business. Example: "Hello. And how's River Mother today?"

In working with your client's Saboteur, the Future Self can be a helpful resource. The following are ways to use the Future Self in Saboteur-vanquishing work:

- 32. Ask your clients' Future Self: "Which of your Saboteurs have hung around for the long haul?" This will help your client see whom to pay attention to, and whom they will have handled.
- 33. Saboteurs are creative creatures. Ask clients to notice if they have a Saboteur that is masquerading as their Future Self.
- 34. After you have heard from the client's Saboteur, ask to hear from his/her Future Self. "We've heard from the Saboteur, now what does Sparkling Joy have to say?"
- 35. Declare Future Self Day or Future Self Week. On this day, all choices are made in accordance with the client's Future Self (as opposed to the Saboteur!).

Version 4.04 FUL-24

FULFILLMENT: Resources & Tools

SAMPLE POWERFUL QUESTIONS

Alternatives

- >> What are the possibilities?
- >> If you had your choice, what would you do?
- >> What are possible solutions?
- >> What if you do and what if you don't?

Appraisal

- >> What do you make of it all?
- >> What do you think? (is best?)
- >> How does it look to you?
- >> How do you feel about it?

Background

- >> What led up to ______?
- >> What have you tried so far?
- >> What do you make of it all?

Clarification

- >> What do you mean?
- >> What does it look/sound/feel like?
- >> What seems to confuse you?

Description

- >> What was it like?
- >> What happened?
- >> Then what?

Evaluation

- >> In what way?
- >> How does this fit with your plans/way of life/values?
- >> What do you think?

Exploration

- >> Would you like to brainstorm this idea?
- >> What are other angles you can think of?
- >> What is just one more possibility?

Example

- >> For instance?
- >> Like what?
- >> Such as?

Extension

- >> What else?
- >> What other ideas do you have about it?

Failures, Preparation for

- >> What if it doesn't work out the way you wish?
- >> What if that doesn't work?
- >> And if that fails, what will you do?
- >> How do you want it to be?

Fun, Lighten Up

- >> What was fun about _____?
- >> What was humorous about the situation?
- >> How can you find a way to have it be fun?
- >> How do you want it to be?

Hypothetical

- >> If you could do it over again, what would you do differently?
- >> If it were you, what would you have done?
- >> How else could a person handle this?
- >> If you could do anything you wanted, what would you do?

Identification of Issues

- >> What seems to be the trouble?
- >> What seems to be the main obstacle?
- >> What is stopping you?
- >> What concerns you the most about _____?

Implementation

- >> What will you have to do to get the job done?
- >> What support do you need to accomplish _____?
- >> What will you do?
- >> By when will you do it?

Information

- >> What information do you need before you decide?
- >> What do you know about it now?
- >> How do you suppose you can find out more about it?
- >> What kind of picture do you have right now?

Integration

- >> How do you explain this to yourself?
- >> What was the lesson/learning?
- >> How can you lock it (the learning) in?
- >> How would you pull all this together?

Involvement

- >> What was your part in this?
- >> How do you fit into the picture?
- >> What were you responsible for?

New Start

- >> If you had free choice in the matter, what would you do?
- >> If the same think came up again, what would you do?
- >> If we could wipe the slate clean, what would you do?
- >> If you had it to do over again, what would you do?

Opening

- >> What would you like to focus on today?
- >> What would you like coaching on today?
- >> What would you like to explore today?

Outcomes

- >> What do you want?
- >> What is your desired outcome?
- >> If you got it, what would you have?
- >> How will you know you have received/reached it?

Perspective

- >> When you are 95 years old, what will you want to say about your life?
- >> What would you like to be doing five years from now?
- >> What is your life purpose?
- >> In the bigger scheme of things, how important is this?

Planning

- >> What do you plan to do about it?
- >> What is your game plan?
- >> What kind of plan do you need to create?
- >> How do you suppose you could improve the situation?

Predictions

- >> How do you suppose it will all work out?
- >> What will that get you?
- >> Where will this lead?
- >> What are the chances of success?

Relation

- >> If you do this, how will it affect _____?
- >> What impact will that have on balance/values?
- >> How does this affect the whole picture?
- >> What else do you need to take into consideration?

Taking Action

- >> What action will you take? And after that?
- >> What will you do? When?
- >> Where do you go from here? When will you do that?
- >> What are your next steps? By when?

Summary

- >> How is this working? How is this going?
- >> How would you describe this?
- >> What do you think this all amounts to?
- >> How would you summarize the work/effort so far?

SAMPLE INQUIRIES

Inquiries are powerful questions that are used to keep the client in a learning and discovery mode between sessions. They are usually positioned at the end of the session.

Set Up/Beginning Inquiry

- >> What do I want? (Practice wanting)
- >> What is it to have a full, rich life?
- >> What am I tolerating?
- >> Where am I not being realistic?
- >> What is integrity?
- >> How do I operate?
- >> What is it to live in alignment with my values?
- >> What is it to be powerful?
- >> What is it to be present?
- >> What is my prevalent mood? Is that a habit?
- >> What is choice? What is it to choose?
- >> Where do I give myself permission to not honor my word?
- >> What is the difference between a wish and a goal?
- >> Am I being nice or am I being real?
- >> What am I doing to avoid feelings? (Alcohol, food, work, etc.)
- >> Where is my attention? (On self, others, work, day-dreams, my vision, my values, complaints, etc.)

What Works/Positive

- >> What keeps me going?
- >> What is working?
- >> What frees me up?
- >> What is it to be prosperous?
- >> Where am I too hard on myself?
- >> What is present when I am at my best?
- >> Where am I the solution?
- >> What is grace/enthusiasm/prosperity/abundance?
- >> What is it to be proactive?
- >> What is it to be centered/optimistic/supportable/non-attached?
- >> What is it to be in the flow/fluid/flexible?
- >> What is it to be compassionate?
- >> What is completion? Where am I incomplete?
- >> If I only have my attention on producing the result, what would I have to give up?
- >> Why am I taking this action?

FULFILLMENT: Resources & Tools

Motivational

- >> When am I unable to laugh at myself?
- >> What do I have to give up to reach my goals or be a "10?"
- >> What do I choose in any given moment?
- >> What is the distinction between feeling good and fulfillment?
- >> Great goals are compelling; vaguely conceived goals are vaguely manifested what type are my goals?
- >> What am I building? (Cathedral or block of stone?)
- >> What am I becoming?
- >> What is ownership?
- >> What is it to be undauntable?
- >> Who I am is who I say I am Who am I this week?
- >> What is it to allow or include?
- >> What is it to be creative?
- >> What are powerful questions I can ask myself each morning?
- >> What is it to be tenacious/persistent?
- >> What flag am I bearing?
- >> What is it to be a leader/powerful/resilient/resourceful/empowering/determined?
- >> What pain do I notice in the people around me?
- >> What is it to come from my heart?
- >> How have I withheld myself from life?
- >> Is what I am doing right now life affirming or life numbing?
- >> What is it to be intuitive?
- >> What is it to be focused?

Stopped/Blocked Client

- >> What is the Lie?
- >> What am I resisting?
- >> If I am at my best, what would I do right now?
- >> Where do I give my power away? To whom? When?
- >> What are my false assumptions?
- >> What/where do I pretend? (to know/to not know?)
- >> What do I need to "let be"?
- >> What is needed or wanted in this situation?
- >> What is it to be exceptional?
- >> What will I gather evidence for this week?
- >> What is it to generate or cause?
- >> What are my wants versus my "shoulds"?
- >> Where am I an automatic NO/YES?
- >> Where do I limit myself?
- >> What are other possibilities?
- >> Where am I too comfortable?
- >> What is it to move toward the fear?
- >> What is it to "lean into" it?
- >> Where am I selling out on myself?
- >> What ELSE can I do to honor my values?
- >> What request(s) can be made to unstick me?
- >> What is the powerful interpretation?
- >> Where am I uncompromising? Where am I too flexible?
- >> What does _____ cost me?
- >> Where do I hold back?
- >> What am I withholding?
- >> Where/what am I unwilling to risk?
- >> What is it to surrender?
- >> Where am I suffering?
- >> What will free me up?
- >> What are my assumptions?
- >> What are my expectations?

Pleasure/Fun/Light

- >> How can I pamper myself today?
- >> What is it to be grateful?
- >> Who can I make smile/laugh today?
- >> What will recharge my batteries?
- >> What is fun?
- >> How can I contribute to my reserves of fun, leisure, centeredness, balance, resourcefulness, patience, etc.?
- >> How can I have this be easy?
- >> Who can I get to play with me on this project?
- >> What is it to be tickled?
- >> What is grace/serenity?
- >> What makes me laugh? What makes him or her laugh?
- >> Do I choose heavy or do I choose light?
- >> Since I am going to do this anyway, do I choose to have it be enjoyable, neutral, hard or fun?
- >> What can I do to my physical environment to have it nurture me/lighten me up/empower me/etc.?
- >> What is fulfilling, what feels good and so what?
- >> What is pleasure?
- >> What acknowledgment can I give myself today?
- >> What is kindness?
- >> What is it to go softly into life?
- >> What is abundance?
- >> How can I have this be playful/light?
- >> How can I double my vitality?
- >> What do I need to give myself permission to do today?
- >> When will I take a break today?
- >> What thrills me?
- >> What is it to be awed?
- >> What is it to be generous?
- >> What is it to be considerate?
- >> What is it to be gentle with myself?
- >> What is it to savor?

FULFILLMENT: Resources & Tools

>> What am I grateful for this morning/afternoon/evening?

Provocative

- >> What do I regret/resent?
- >> What am I unwilling to change?
- >> Where might I be in denial?
- >> What am I overlooking?
- >> Where am I taking my foot off the gas?
- >> What is the decision I have been avoiding?
- >> Where do I stop short?
- >> What is a big enough game?
- >> What have I wanted to do and haven't?
- >> What keeps me from winning/succeeding?
- >> Where have I denied myself/others?
- >> Why bother?
- >> What am I being right about?
- >> What complaint/fear/bad habit/discomfort can I do something about today/this week/this month?
- >> Where am I unconscious/asleep?
- >> What am I settling for?
- >> Why this goal? Why bother?
- >> What am I overlooking?
- >> How do I sabotage myself?
- >> What is it to transcend my sense of failures/sense of resignation/feelings of "I can't?"
- >> Where am I selling out on myself?
- >> What am I uncomfortable about doing that I am unwilling to change/willing to change?
- >> What am I stepping over?
- >> What is my reputation?
- >> What do I expect of myself?

Ending/Completion

- >> What is it to be complete?
- >> What's next?
- >> What territory have I taken?
- >> How far have I come?
- >> What are the golden nuggets I am taking away?
- >> Who have I become?
- >> What have I built?
- >> What is the new elevation that I regard my life from?
- >> What did it take to get here?
- >> What have I learned about myself?
- >> What does it take to maintain?
- >> What are indicators of yellow-alert signals?
- >> What will keep me on track?
- >> What is it to be filled with loving kindness?
- >> What is it to live life fully?
- >> What is it to love deeply?
- >> What values require my constant attention?
- >> What will I be giving away?

FULFILLMENT: Resources & Tools

- >> What is my contribution to the world going to be?
- >> Who did I have to be to reach this place?
- >> How will I know to ask for support?
- >> What acknowledgment would I like to give myself?

Homework Assignments

- >> Forgive yourself once a day.
- >> Count the number of times a day you notice your Saboteur.
- >> Be thrilled over little things/three times a day/with THE thing you dislike/the person you dislike.
- >> Laugh/smile 25 times a day Identify 25 things that make you laugh/smile.
- >> Be present for 15 minutes at a time three times a day.
- >> Identify your 5 most prevalent Saboteur conversations.
- >> Identify your justifications.
- >> Identify your expectations.
- >> Play a bigger game this week.
- >> Eliminate _____ words from your vocabulary this week.
- >> Add _____ words to your vocabulary this week.
- >> Do the hard thing first each morning and after lunch.
- >> Say no _____ times a day.
- >> Make _____ mistakes a day, or fail in the attempt.
- >> Take _____ risks this week.
- >> Ask _____ people for the business/out for coffee/a date/etc. each day this week.
- >> Say "So what" ____ times a day.
- >> Answer the question "why bother" with every new action.
- >> Count the number of times you speak powerfully.
- >> Only speak powerfully this week (not positively, powerfully).
- >> Catch yourself growing (making mistakes).
- >> Choose what you have in every moment.
- >> Enjoy two big belly laughs each day.

NINE WAYS TO WORK WITH THE CLIENT AND NOT THE SABOTEUR

1. Simply acknowledge or name the Saboteur.

"I am hearing a Saboteur that says you can't ask for what you want because you will jeopardize your job. Is that Fred speaking?"

...and be sure to have clients separate themselves from their Saboteur.

"Now that we have heard from your Saboteur, what do you think?"

2. Ignore the Saboteur. Do not interact with it.

For example, you request that your client exercise five times this week. The client responds with excuses. You say "I hear you, and I also know you want to feel energetic and to lose 10 pounds, so will you exercise five times this week?"

3. Give the Saboteur a job to do or a place to go.

"I hear your Saboteur has you right now. How about if you ask the Saboteur to take a trip? Where would you like to send him/her?"

"I have an idea, how about we give the Saboteur a job — what would you like him to do?"

...and direct the Saboteur:

"How about sending your Saboteur to Hawaii for the rest of this session. He sounds like he has been working hard all week and could use a vacation."

"I have a job for your Saboteur...send her shopping for books to help you with this situation while we talk."

4. You, the coach, talk to the Saboteur and manage it for the client.

"Mary, I am going to talk to your Saboteur here for a moment. Josephine, I gotta tell you, Mary is acting in her best interest. She's headed towards her dream here. Spending two hours a week writing is not going to cost her relationship with her daughter or her husband. We will look at how she can spend time with them and I'm asking you to BACK OFF."

5. Ask the client to talk to the Saboteur and move it out of the way.

"Joe, we have heard quite a bit from your Saboteur on this subject today. What do you want to say to the Saboteur that will have him step back and let us talk?"

6. Have your client personify the Saboteur. Give the Saboteur a name and a life of its own.

"Diane, who is this Saboteur speaking today who says you will mess up if you try a new way? Let's give it a name. Now tell me about Frieda. What is she like? How is she different from your Future Self?"

7. Talk to the client about his/her values. Ask what values are being honored or dishonored. This often has the Saboteur disappear.



8. When you are hearing complaints or concerns from the Saboteur, ask the client about his/her vision.

"What do you want?" or "Imagine this situation one year from now; how do you want it to be?"

9. Bring in the client's Future Self.

SIX WAYS TO CLARIFY VALUES

Future Self

Have your client identify the values that showed up in the Future Self inner journey.

"I notice as you speak about the inner journey that nature and the ocean play a big part. What value of yours does that express?" or "Let's ask Magic about his top values."

Peak Experience

Ask your client to describe a peak experience and listen for the values that show up in the story (see Fundamentals Section 4: Resources & Tools for further explanation).

Suppressed Values

What makes us angry, frustrated or upset is often something that is contrary to a high value. In other words, it's a value that is being suppressed. The key is to point out to the client that most upsets are clues to values that are being suppressed.

For example, getting stuck in commuter traffic frustrates your client. He becomes antsy and angry. When asked what makes him angry, the client replies "I have no control, I'm trapped." The coach then says, "If we flip that over (look at the other side) it sounds like you have a value of freedom. Is that right?"

Invisible Values

These values are invisible to the client. The values are being honored naturally so the client doesn't think about them much. Because of their invisibility, it may be difficult for the client to spot them. As coach, look at your clients: Are they orderly and put together? Do they express creativity in how they dress? How are they at honoring their agreements with you? All of these things point to an expression of the client's values.

Must Haves

Ask clients to look at what they must have in their life. Beyond food, shelter and community, what needs to be in clients' lives to have them feel fulfilled? Adventure? Partnership? Accomplishment? Nature?

Obsessive Expression

We all are capable of obsessive behavior — insisting on honoring a value as a demand. For example, everything must be in its place to the point of perfection. When we insist on something — my way or the highway — there is a good chance there is a value being expressed in the extreme. Ask your clients to look for places they may be taking a value to the extreme. Another place to look is to the feedback clients get from friends and family. For example, your client often hears: "You are so controlling. You hog all the attention." These statements might point to a value of leadership or recognition.

DISCOVERY SESSION CHECKLIST

Welcome - Delighted to Work with Them

Set Up Agenda for the Session

- >> Where Are You Now?
- >> Where Are You Going?
- >> Primary Focus
- >> Agreements/Design Me

Where Are You Now?

- >> Wheel
- >> Values

Where Are You Going?

- >> Goals
- >> Vision
- >> Future Self
- >> Commitments
- >> Habits

Design Me

- >> Client Questionnaire
- >> Primary Focus

Training the Client

- >> Inquiry
- >> Saboteur

Payment

- >> Session Times
- >> Vacation

SAMPLE WELCOME LETTER #1: INTRODUCTION

Brilliant Coaching 1234 Main Street Anytown, USA

Amazing Client 4567 Fred Street Special Town, USA

Dear Amazing Client:

Welcome to Coaching! Congratulations in your choice to focus time and energy on your own growth. I am passionate about supporting you to extend your reach and become even more than you dreamed possible. I look forward to the magic we'll cocreate in your life.

Coaching is about you as a whole person: your values, goals, work, balance, fulfillment, and life purpose. I work with highly motivated individuals like you to develop their own definition of success. Most clients want to achieve specific goals so they can lead a more fulfilling life. We will design a plan that is specific to your needs and aspirations.

Our initial appointment, the discovery session, is meant to jumpstart our relationship. During our first session we will be designing our alliance (how we will work together), how you want me to coach you and what tools and structures I bring. Most of this session will be discovery — this is when you will train me on who you are, what you wish for in your life and what I am to hold for you as your vision.

I am enclosing some homework to get the juices flowing for our discovery session. In order to maximize our time together, please spend some time giving the homework careful thought. If you are unable to complete all of it, don't worry; we will be working with this information when we are together. It is meant to spark your thought process for our first session. The information will at least give you an idea of what to expect. Please photocopy any forms you do complete and send me a copy before our meeting.

Your discovery session is scheduled for _	We will be conducting
the session over the telephone and you	will call me at XXX-XXX-XXXX.

A word about financial agreements...

The fee for the discovery session appointment is \$XXX. The fee for monthly coaching is also \$XXX. We will be working together four times per month. The fee for the discovery session is due at the appointment. I send invoices on the 20th of each month for the coming month. You will be paying me in advance for your monthly sessions.

Amazing Client, I am looking forward to working with you. If you have any questions or concerns call me at XXX-XXXX.

Sincerely,

FULFILLMENT: Resources & Tools

SAMPLE WELCOME LETTER #2: WELCOME

Dear,
Welcome to the journey of coaching. I am confident it will add an element that will
enhance and deepen the experience of your Life Path.

I'm eager to begin, and in this packet I have included a few items that will get us moving efficiently and powerfully.

I invite you to take some quiet time to be with the forms and questions enclosed and to allow your responses to emerge clearly from within. Occasionally, you might just get a feeling for an answer and be moved to stay with that rather than use words to answer. That's perfectly fine, too.

What I'd like you to send (fax, email) back to me before our first session (make necessary copies for you):

- >> The signed agreement (policies and procedures) page
- >> The completed questionnaire
- >> The personal information sheet
- >> The Primary Focus work sheet
- >> The Wheel of Life
- >> The Goals worksheets
- >> Your payment for the discovery sessions and, if possible, the first month of coaching

The following are for you to keep. We'll be working with these as time goes on:

- >> The Daily Habits worksheet
- >> The Session Preparation worksheet

I'll look forward to your return mail or fax and continuing our work together on (date and time). Please call on XXX-XXXX.

Warmly,

SAMPLE WELCOME LETTER #3: AGREEMENTS

Confidentiality:

Our relationship is completely confidential. I will not be telling anyone you are my client and I will not reveal the content of our coaching sessions to anyone. This is sacred. You are free to share whatever you choose from our sessions with anyone.

Time:

We will begin and end our sessions on time, in honor of our commitment.

Schedule

Please call at your scheduled time. If you are early I may be completing another session. Please simply call back in a minute or two. If you need to reschedule I would appreciate 24 hours notice. I will do all I can to reschedule within the same week. In our busy lives, each of us will occasionally need to move a session. I will extend to you the same courtesy, and give you as much advance notice as possible.

Fees:

My fees are \$XXX for the discovery session and \$XXX for four sessions (half-hour each) per month.

In-Between Sessions:

If you would like to share a success or a problem with me at non-coaching times you may contact me via email, fax (XXX-XXX-XXXX), or leave me a voice mail.

Completing Our Relationship:

When you decide it is time to end our coaching relationship, please give me two weeks notice. This will give us time to capture your learning and strategize for what is next in your life.

Finally, if I ever say or do something that upsets you or doesn't feel right, please bring it to my attention. I promise we will work to strengthen our relationship so that it supports your growth.

I look forward to our journey.

SAMPLE WELCOME LETTER #4: POLICIES AND PROCEDURES

Welcome! I am delighted to be your coach and look forward to coaching you toward creating the life you really want to have. On a business note, I have some policies and procedures I want you to be familiar with. Please know that if you have any questions regarding these we can discuss them further.

Commitment:

You are hiring me as your coach because you want to make significant changes in your life. These changes will sometimes happen fast and sometimes not. Because change happens over time I am requesting a four-month commitment to the coaching process. This allows the coaching relationship to develop and be powerful, and when the going gets tough we stay in collaboration and work through to the other side. As your coach you have my word that I am 100% committed to you being powerful, successful and to having the life you want.

If during the four month phase there is any reason to change our agreement, my request is that we design a time period during which we will look at the issue/s and create a mutual resolution that honors client, coach and the coaching relationship. After the initial period we can continue on a month-to-month basis. When it is time to end the coaching relationship, I request 30 days' notice.

Fee:

My monthly fee is \$XXX and the fee for the discovery session is \$XXX. Coaching fees are commonly tax deductible as either a consulting or education expense on your Schedule C. Your payment needs to be received by the 1st of each month at (ADDRESS).

Please make prior arrangements if you need to be late, or especially if some other day of the month works better in your bookkeeping cycle. As a convenience to both of us, I offer the option of using a credit card for your payments. If you would like to use this service please fill in the information below:

Card type	
Card #	
Exp. Date	
Name on Card	

Procedure:

Call me at your scheduled appointment time. This is my coaching line and is dedicated only to clients calling in. It is also used as a fax line so if you are faxing me something and the line is busy please try again later. Evenings and weekends are best for faxes. For voice mail call XXX-XXXX. Wait for the message and then press #2 to enter my personal voice mail.

(continued)

Sessions:

Our agreement includes four sessions per month at 30 minutes each. Ideally, we will "lock in" a time that works consistently for both of us. If you are on vacation, we will spend more time before you leave or after you return. Four times per year there is a "5th week" in the month, and I use these breaks as a vacation. If I am traveling and we have a session I will let you know in advance and, generally, we will either change our appointment time or I will know where you can call me on the road.

Changes:

Rescheduling an appointment is easy with advance notice. If you have an emergency, we'll work around it. If you must cancel a session, we will make it up to have four sessions during the month, or extra time on the sessions we do have. Missing an appointment without notice is considered a paid appointment.

Extra Time:

Call me between our scheduled sessions if you need a sounding board, have a problem or want to share a success with me. I have time between our regular sessions to speak with you if needed, and I enjoy providing this extra level of service. I do not bill for additional time of this type but ask that you keep the extra sessions to five or 10 minutes, please. Also, use my e-mail, fax and voice mail as often as you like.

Problems:

If I ever say or do something that upsets you or doesn't feel right, please bring it to the session. I promise to make you right for it and do what is necessary to have you be satisfied.

E-mail:

FULFILLMENT: Resources & Tools

Communications, homework accountability and more can be handled through email. Use it frequently to stay in touch.

Please sign and return a copy of this form.

(Your name) _	 			
(Date)				

SAMPLE WELCOME LETTER #5: COACHING AGREEMENT

Client:		
This AGREEMENT, between (COACH/OR COACH COMPANY NAME) and the above named client will begin on and will continue FOR A MINIMUM of three months. The fee for the initial discovery session is \$ and the fee for the initial three months is \$ per month, payable in advance.		
The services to be provided by (COACH/OR COACH COMPANY NAME) are coaching or tele-coaching as designed jointly with the client. Coaching — which is not advice, therapy or counseling — may address specific personal projects, life balance, business successes or general conditions in the client's life or profession. Other coaching services or activities include Values Clarification, Brainstorming, Personal Strategic Planning and a process of examining various modes of operating in life.		
Upon completion of the three months, (COACH/OR COACH COMPANY NAME) will convert to a month-to-month basis. The client and (COACH/OR COACH COMPANY NAME) agree to provide one another with 30 days' notice in the event it is desired to cancel further services. It should be noted that an average of four weeks is used in calculating the monthly fee, and there is an assumption that vacations are covered by this average. In other words (COACH/OR COACH COMPANY NAME) or the client may be on vacation without an adjustment in the regular monthly coaching fee.		
(COACH/OR COACH COMPANY NAME) promises the above named client that all information shared with (COACH/OR COACH COMPANY NAME) will be kept strictly confidential. Sometimes information shared by the client may be specific and explicitly personal. Your willingness to be so truthful will be treated with the ultimate respect.		
Throughout our working relationship, the conversations will continue to be very direct and personal. You can count on me to be honest and straightforward, asking clarifying questions and making empowering requests. The purpose of our interaction is to hold your focus on YOUR desired outcome and to coach you to stay clear, focused and in action. You understand that the power of the coaching relationship can only be granted by you — and you agree to do just that. When you see the coaching is not working as desired, you agree to communicate and take actions to return the power to the coaching relationship.		
By signing below you agree to keep your agreements, to regard our appointment time frames with respect and to keep the coach informed as to what is needed to keep you moving forward.		
Our signatures on this agreement indicate full understanding and agreement with the information outlined above.		
Coach or coach company name/Date Client/Date		
company manie/ acc		

Version 4.04 FUL-45

FULFILLMENT: Resources & Tools

PERSONAL INFORMATION FACT SHEET

Client Information		
Name		
Address:		
Home Tel.:	Work Tel.:	
Fax:	E-mail:	
Employment Information		
O ccupation (what you do to earn a living):		
Employer Name:		
Personal Information		
Date of Birth:		
Significant O ther:		
Name(s) of Child(ren) and age(s):		

*All personal information is confidential.

CLIENT QUESTIONNAIRE

FULFILLMENT: Resources & Tools

As your coach, it's important for me to get a sense of how you view the world, and yourself in the world. Each person has his/her own unique way of perceiving the world, and has a unique way of interacting with others.

The following questions are designed to help me get to know you better. They are designed to be pondered and to stimulate your thinking in a way that will make our work together productive and rich. I suggest you chew on the questions for a few days before you compose your responses.

1.	Look forward 20 years you are attending a function where someone is giving a speech about YOU! What would you want them to say?
	If time and resources were not a concern, describe the things you long to do.
<i>3</i> .	Think about one or two people you know who really inspire you. What about them is inspiring?
4.	What's missing in your life, the presence of which would have your life be more fulfilling?
<i>5</i> .	Who are you being when the possibilities in life are limitless?

6.	What are your spiritual beliefs? Do you believe in the concept of a higher power? Please describe the most useful, empowering aspects of your spiritual beliefs
7.	What activities have heart and meaning for you?
<i>8</i> .	What needs in the world are you moved to meet?
9.	What two steps could you immediately take that would make the biggest difference in your current situation?
10.	When are you unable to laugh at yourself?
11.	When do you give your power away? To whom?
12.	What drives you crazy?

13.	What do you contribute that is unique?
14.	What special knowledge do you have?
1 <i>5</i> .	What can I say to you when you are "stuck" that will return you to action?
16.	If you trusted your coach enough to say how to manage you most effectively, what tips would you give?
16.	If you trusted your coach enough to say how to manage you most effectively, what tips would you give?
16.	If you trusted your coach enough to say how to manage you most effectively, what tips would you give?
	If you trusted your coach enough to say how to manage you most effectively, what tips would you give? What else would you like me, as your coach, to know about you?

FULFILLMENT: Resources & Tools

DAILY HABITS

10.

Daily Habits are small constructive actions done on a routine basis. These actions can quickly give you a sense of accomplishment and forward momentum. These daily habits form a foundation upon which major change takes place. What action, if taken on a regular basis, would make a difference for you in one of the areas on the wheel of life?

Examples: Walk three times a week. Take vitamins daily. Meditate for 10 minutes a day.

1.
2.
3.
4.
5.
6.
7.
8.

COMMITMENTS

Commitments are ongoing quality of life shifts. Commitments are different from goals. With a goal, there is a specific point in time where you have either accomplished it or not. It is measurable and specific. For example: you have either increased your income by 30% by September of 20XX or you have not. A commitment is not measurable. It has to do with a state or kind of being you want to create in your life. For example: I am committed to having joy and self-expression in my work.

Using the Wheel of Life as a guide, look to see what you are committed to creating in the following areas of your life.

My Commitments:		
Career		
Money		
Health		
Friends & Family		
Significant O ther		
Personal Growth		
Fun & Recreation		
Physical Environment		

A goal has a specific measurable result. For example: earn a promotion to VP of Sales by November 8, 20XX. It is important to remember when working with goals that a goal is a landmark or signpost to use as you move forward in life. Goals are a way of measuring progress and evaluating the effectiveness of your actions. If you do not reach your goal by your target date, it is an opportunity to look and see if:

- >> You are truly committed to that goal (it's OK if you are not).
- >> The actions you have taken are appropriate.

It is also important to set goals that are compelling and will allow you to stretch and grow. These goals are more than a glorified to-do list.

I encourage you to set exciting, challenging goals and to welcome the occasional failure that inevitably accompanies this courageous endeavor.

Your goals may come to you quickly, or you may need some inspiration. Again, the Wheel of Life will give you inspiration about areas of focus.

GOAL	BY WHEN

Love After Love

The time will come

when, with elation,

you will greet yourself arriving

at your own door, in your own mirror,

and each will smile at the other's welcome,

and say, sit here. Eat.

You will love again the stranger who was your self.

Give wine. Give bread. Give back your heart

to itself, to the stranger who has loved you

all your life, whom you ignored

for another, who knows you by heart.

Take down the love letters from the bookshelf,

the photographs, the desperate notes,

peel your own image from the mirror.

Sit. Feast on your life.

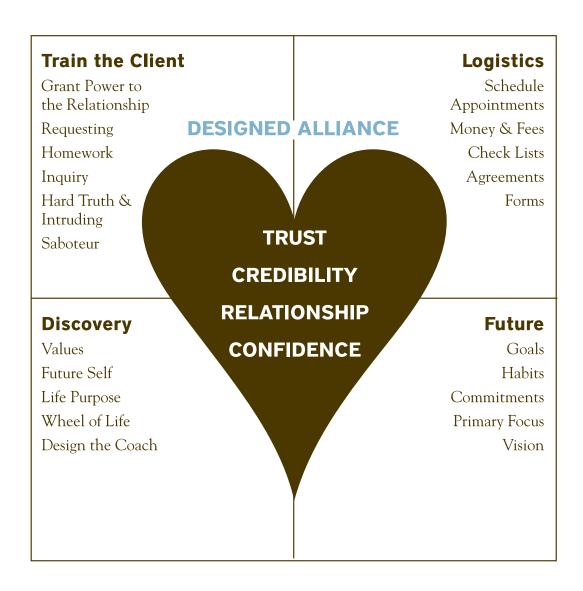
— Derek Walcott

Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. It is our light, not our darkness that most frightens us. We ask ourselves, "who am I to be brilliant, gorgeous, talented, and fabulous?" Actually who are you not to be?

YOU ARE A CHILD OF GOD. Your playing small does not serve the world. There is nothing enlightened about shrinking so that other people won't feel insecure around you. We were born to manifest the glory that is within us. And as we let our light shine we unconsciously give other people permission to do the same. As we are liberated from our own fear, our presence automatically liberates others.

— Marianne Williamson

(Nelson Mandela used this passage in his 1994 Inaugural Speech.)



FULFILLMENT: Resources & Tools

thecoaches.com®