

AUDIO TRANSCRIPTS

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#01A	Welcome and Empowered Relationships	21 min.
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#02A	The Co-Active® Model	24 min.
#02B	Cornerstones Co-Active® Coaching Demo	49 min.
#03A	Integration of Fulfillment	30 min.
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#04A	Integration of Balance	17 min.
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#01A: Welcome and Empowered Relationships

This is Karen Kimsey-House and the name of this tape is “Welcome and Empowered Relationships.” So kickoff, welcome, congratulations, you made it, you’ve gotten your clients, you’ve done your paperwork, you are in the Certification Program. Phew! Finally, you’re on your way. It’s a grand journey of learning and discovery, designed to take your ability as a Co-Active® Coach to a whole new level.

So first of all, let’s talk a little bit about how to be as you listen to this and other recordings you’ll be listening to in your Certification journey. Now, I speak to you as a former queen of multi-tasking. I used to try to do 50 things at one time. I thought I could pet the dog, eat my lunch, do my nails, answer emails and have a conversation all at the same time. And what I realized was that I wasn’t getting any of those jobs done well because I wasn’t fully present with any one thing.

So if you’re doing something else while you’re listening to this tape, if you’re reading mail, like I used to do, or answering emails, like I used to do, or even trying to have a conversation with someone else like I used to do, please stop now. Put the mail down and set it aside. Those bills will absolutely be there when this recording is over, they will be waiting for you, I promise. Those emails will be in your email box waiting to be answered when you’re done. Put aside whatever else you’re doing and give me one hundred percent of your energy and attention as you listen to this tape. So go ahead, get all settled in, put everything aside, put it down. Put it down, down! Very good. Thank you.


As you listen to this and other recordings in your program, practice that. Begin practicing right now bringing 100% of your attention to whatever you’re doing in your Certification Program whether it listening to a recording or attending your pod call or coaching your client.

Now I’m standing firmly in the assumption that the reason you’re here listening to this recording, the reason that you signed up for this Certification Program is because you’re committed to being the best Co-Active® Coach that you can be.

I also imagine that you care about making a difference in people’s lives. Whether you’re building a professional coaching practice where you’ll be working with coaching exclusively, or whether you’re using Co-Active® Coaching in combination with another set of skills or another profession... you really, really want to be a contribution to your world. And I want to give you permission, encourage you, incite you, inspire you to have this program be something that really makes the difference for you. This is your program and it’s designed with lots and lots of room for you to engage with learning.

We have so much history around school and learning environments... you’ll be well served in this journey if you put all that down. Really come to the Certification Program with a clean slate. Every assignment that you’re given, everything that you’re given to do is an opportunity for you to learn and grow as a coach, so engage with it from that place. The less energy that you spend resisting the structures of the program or having them be hard, the more energy you have to put towards learning and growing and developing as a coach. Really engage with it in a way that is forthright, committed and fully present.

This is a professional development program. However you are using the learning you’ll get in the Certification Program and however you’ll be using your Certification, it’s designed to develop professional coaches. So how you’ll be in the program is a demonstration to yourself



of your own professionalism. Do you get what I mean? It's really about you with you. If you're sloppy about your Certification Program, if you're sloppy with pieces of it and you let things slide, then you're demonstrating to yourself that it doesn't really matter. That you don't really take yourself seriously as a professional. Can you see how that really undermines who you are becoming? I'd encourage you to use the Certification Program as an opportunity to step into being the kind of professional that you want to be. If you do that, you'll develop a sense of pride in both the style of coaching you're learning, Co-Active® Coaching, and in yourself as a professional.

Much of your learning from this program will come from the fellow students in your group. Your Certification Program Leaders, we call them CPLs for short, are fabulous. They're great professional coaches and experienced leaders, and they'll be doing a wonderful job of supporting you as you journey through your Certification Program. Lots of things will come from them.

But there's only one of them, and there are many more people in your group. So there's a lot to learn from each other, along with your CPL and your supervisors. That means that feedback is a really important tool.

In your feedback to your fellow students, practice being straightforward, as opposed to being nice. Use this program as a place to have that kind of rigorous communication. It's a great opportunity to learn the kind of powerful interaction that will really serve you in your development as a coach, the kind of power and commitment that you want to hold for your clients and the people that you work with.

If everyone in your group is committed to everyone ELSE becoming the best coach they can be, the learning will be outstanding. You'll all get so much more out of your time in the program if you allow yourself to fully step into that place of commitment.

Relationship is at the center of your Certification journey; your relationship with your CPL; your pod mates and your supervisors. As you begin this journey, it's a good idea to think about what kind of relationships do you want to generate in this program and in your life?

Lets begin by looking at the Co-Active® Coaching relationship. In Co-Active® Coaching, the whole really is greater than the sum of the parts because the client empowers the relationship rather than empowering the coach. So the client is clear that THEY are the ones who are responsible for creating what they want in their life. The coach is just a tool for the client to use in that creation.

You could say, also, that the Co-Active® Coaching relationship is a space, a space in which the client is fully empowered to take charge of their life. As coach and client come together, the coach is 100% committed to serving the client, and the client is 100% committed to creating value from coaching. So, the coaching relationship, the entity that lies between coach and client, becomes a space of 100%/100%; a space that encourages and calls forth the client to their greatest self, their most alive self and who they're going to be in the world. It is also a space of great safety and great trust.

At the foundation of the Co-Active® Coaching relationship lies the creation of this safe and courageous space. It is one of the things that makes Co-Active® Coaching so special and so unique. Where else can someone go and know that they will be held so safe, and, at the same time, so provoked to step forward on their own journey of transformation with boldness and

with courage?

Because definitely, the client steps into courage in coaching. But the coach must also be courageous, as well. The coach must be willing to do whatever it takes to contribute to their client to serve the client's biggest self, and not settle for the coaching becoming comfortable and superficial.

It's paradoxical... and this willingness to ask the dangerous, powerful questions absolutely creates the space of safety for the client, because the client knows that the coach will stand in the fire with them, will be willing to go the distance for them and for their larger self. So the two things, safe and courageous, aren't separate, really. The courageous part contributes so much to the safety, and the safe is what makes the courageous possible.

What else creates a safe and courageous space? What else builds that container than holds such power for the client and for the coaching?

Well, trust is a big component. Your being trustworthy... and your trusting the client. Of course you want to be trustworthy by having good business practices... by coming to the call on time, and by giving your full attention to your client.

And can your clients really trust you to tell them the hard truth? Can they trust you not to tolerate their saboteur or buy into their circumstances? Can they trust you to remember how powerful and magnificent they are at their core, even when what they are presenting to you is their most saboteur ridden self?

How much are you willing to trust your client? Can you trust them to find their own answers to the challenges that face them? Will you truly trust, that they are naturally creative, resourceful, and whole?

And how much are you willing to trust YOURSELF? How much are you willing to trust that YOU are naturally creative, resourceful and whole? How much are you willing to believe in your own magnificence and heart?

Finally, how much do you trust the Co-Active® Coaching relationship and the process of coaching? When it gets messy are you willing to trust that just on the other side of the mess is a place of great learning and growth for your client?

Now, another component of creating that safe and courageous space is being unattached and finding your client right.

Finding your client right... the key word there, for me, is "finding," as in SEEKING. It is not about agreeing with everything that the client says. Sometimes, it is the client's saboteur that is talking. Instead, find your client right is believing in the strength and power at their core.

Think about it for yourself. You know that there is a part of you that's completely solid and powerful. You know the clear certain voice of your Captain and other times... , and that there are things that come out of your mouth that have you hold your head and say, "Where the heck did that come from?"

Well, that's the nature of being a human being. That's what goes on for everyone, especially for our clients. So your job is to see beyond what comes out of your client's mouth and into their heart and larger self.

The more that you put your attention over there on your client. The more you step into

listening at Level 2 and 3, the less you will need to look good or get it right.

Nothing kills the authenticity and magic of coaching more than the need to look good and get it right. I mean, here we all are walking around trying to look good, and just underneath the looking good is this human being... so much more alive, more real and more interesting than the façade of looking good. Here's the truth... looking good is boring. Understandable, but boring. So, maybe you want to give that one up.

Now, finding and creating a safe and courageous space: do you love your clients? Yes, that's right, I said love. Do you get a kick out of them? It's a bold thing to love your clients. It takes a lot of courage to love in this world, and that holds true for coaching too. It creates so much trust to love your clients. I mean, think about it: isn't that true for you?

I'm not talking about the false niceness, now, but the ability of someone else to really look into the essence of who you are and love you. Doesn't that make you feel trusting? Doesn't that make you feel courageous and like you can do anything?

Another key component of creating a safe and courageous space is the Designed Alliance.

OK, on to designing the alliance. For the most part, people take relationships for granted and make lots of assumptions about what each other needs and wants. Designed alliance invites the conversation forward so that expectations and agreements are more explicit.

Now the dictionary, old Webster, defines alliance as "a close association formed to advance common interests or causes." Hmm, sound like coaching? So in Co-Active® Coaching, the coach and client form a really close association in order to advance the common interest — i.e. the client's most alive, most powerful, most evolved life.

In Co-Active® Coaching, we design the alliance first at the beginning of the relationship and then ongoingly throughout the relationship.

In the beginning, coaching is new to the client and they may not know what is available to them. They may not know what is "on the menu," so you might have to prompt them a bit. You may ask the client how they want the coaching to go and what they want to focus on. And you might also ask them questions like "How you do want me to hold you accountable. Are you a "bring it on, feet to the fire" kind of guy or do you need a little more spaciousness.

What are the agreements that you want to make in the coaching relationship? Things include where and how often you will meet, who calls who, how payment is handled or a contract, if you use one.

In the initial design of the alliance, train your client. Give some thought to what would be useful here. Some coaches talk around the saboteur but never give the client the vocabulary. What are the tools you want your client to have? It doesn't need to be a secret. Let them in on your tools, your vocabulary, the nuances of coaching.

In the designed alliance, be sure that you have permission to fail as a coach. In order for your coaching to be powerful, sometimes you need to stretch, reach beyond in places you might otherwise not have gone because you were going to avoid failure. Actually, I hope you fail. It means you're playing a bigger game with your clients.

You might say the wrong thing from time to time... or you might offend your client or make them angry. It's not because you're not skilled, if you are playing full out, your bound to misstep

once in a while. By MODELING failure as a coach, by making it a part of the designed alliance right from the beginning, you make space for your client to fail and to celebrate the failure.

Failure's not a bad thing. We know that is where most of the growth really occurs, so be really present and awake in the face of it, both yours and your client's.

In your Certification journey, I encourage you to design powerful and dynamic alliances with your pod mates, your CPL and supervisors... alliances that are centered around the maximum learning and transformation for yourself and for everyone else as well... and I encourage you to KEEP designing as Certification unfolds. You have powerful allies on this journey and those relationships are worth tending.

I wish you miracles in your Certification Program. Like anything else, what you put into this program is what you get out of it. It will be as impactful, valuable, and powerful for you as you allow it to be. Right from the beginning, allow yourself to wade into it up to the hips. Stick your arms into it right up to the elbow and let it be a program that has a huge impact on you, as a professional coach and as a human being.

I want to let you know that I trust your heart in the matter. People come to Co-Active® Coaching because it calls to their heart, from deep inside themselves.

They're committed to a new way of people interacting, people really being in the world from a place of Curiosity and openness, really looking at human beings and how we can continue to deepen our learning and become more sophisticated at understanding how we work, and how we can move forward powerfully in our lives and get what we want and attain what is of value and importance to each of us individually, to really, really be able to self-manage well, so that we can get our attention off ourselves and put it over there on other people and some other problems of the world so that we can contribute and serve, really letting go of the need to know and stepping into a place of Intuition and allowing ourselves to sense and feel our world rather than always needing to have evidence or an answer.

And finally, people really, really, no kidding listening to each other, listening at the deepest place and really being present, one with another, not just in coaching but in life.

As you probably know by now from your journey through the CTI courses, Co-Active® Coaching is a profession, and it will also have a powerful impact on your personal life and your relationships with other human beings.

As you journey forth from your time in this program, once you have been wildly successful at passing your Certification exam and you're certified and you're going about the world doing what you do, you're a part of the vision of CTI, made manifest in the world, and I'm very, very grateful for that.

So, be well. Bonne chance. Have a great journey. Take care of yourself. Have a great time. Best of luck to you in this remarkable journey and in your coaching.

#01B: Supervision

Hi! This is Karen Kimsey-House. You made it through your first week of Certification. Good for you!

This week, I'll be talking with you about Supervision and giving you a few tips about how to get the MOST out of this valuable part of your Certification Program.

Over and over, graduates of the Certification Program talk about the incredible value of Supervision. All of our supervisors are experienced, practicing, Co-Active® Coaches. So your Supervision appointments are an incredible opportunity to get immediate feedback on your coaching from professional coaches that have been doing it for a good, long while.

It's really important to review the information on Supervision in your Certification materials. Take your time... The different aspects of Supervision are laid out very clearly and you'll be much more comfortable with the process once you've taken the time to read this section carefully.

As you review your materials, you'll notice that you'll have two different types of Supervision during your Certification Program; 6 individual Supervisions (three with each of your individual supervisors) and three Group Supervisions.

During individual Supervision appointments you and your supervisor will be listening together to a recording of you coaching a client and the supervisor will give specific feedback on your coaching.

It's best to use the same client for all three appointments with each of your individual supervisors. That way, you'll be able to integrate your Supervision feedback into your coaching and your supervisor will be able to track your progress with you, which means that your learning is off the charts.

Here are several great tips to have your Individual Supervisions go more smoothly:

- Contact your first individual supervisor right away and schedule all three of your Individual Supervision appointments with him or her. Your supervisors are busy people, and I bet you are too. It will make things so much easier for you if you plan ahead.
- When you begin working with a new supervisor, take the time to design your alliance. Your supervisors are absolutely committed to your learning and, as with any relationship, it's great to design the alliance up front.
- Record ALL of your coaching calls with as many clients as possible... all the clients who will give you permission to do so. If you do this you'll stop being self conscious about being recorded.

Also, you'll have a wide variety of recordings to use for Supervision and you can choose the ones the that offer the most learning and also have great sound quality... it's really important that your supervisor can hear your coaching clearly.

Best of all though, you'll get to LISTEN to lots of recordings of your own coaching and listening to your coaching from an observer's perspective is a great way to strengthen your coaching.

You'll learn so much from listening to yourself coach!

- For Supervision, use recordings where your supervisor can hear you in action, right in the middle of actively coaching your client... as opposed to discovery sessions or times when you are doing a lengthy visualization. Also, bring a range of coaching sessions to Supervisions. You'll learn a lot from sessions that were rough and you'll also learn a lot from coaching sessions that were great. So bring a balance of both... they will both serve to deepen your learning.

Group Supervisions will take place during Weeks 2, 4, and 6 of your Certification Program. This Supervision will be live and in the moment, with one person coaching, the second person being the client and the third person being the observer, just like in your coaching classes. You'll then rotate roles for the next Group Supervision so each person in the triad will have a chance to play every role.

After the coaching, the group supervisor will give feedback to the coach and then the whole triad will discuss both the coaching and the feedback with your group supervisor.

There's lots of learning available in all three roles. When you're the coach, you'll get direct feedback from the group supervisor. As a client, you'll have an inside experience of the coaching and bring that perspective to the group discussion. As the observer, you'll be able to compare your observations to the group supervisor's and you'll learn a lot from the similarities and differences.

Please come to each Group Supervision prepared to be coached on a real issue from your life. That way, if things don't go as planned, your Supervision triad can easily adjust.

For both types of Supervisions, you'll be using a Supervision Review form. You probably noticed these when you reviewed the Supervision materials.

You'll notice that the Review Forms are divided into parts by a thick black line. Above the line, you'll find the Co-Active® Coaching Cornerstones, Contexts and key relationship aspects. These are very important. When any one of these "above the line" things is absent Co-Active® Coaching can't occur, so you'll really want to get familiar and friendly with these above the line items.

Below the line are important coaching skills and tools that are sometimes, but not always present in a coaching call. During an Individual Supervision call, both you and your supervisor will listen to the recording of your coaching call and then both of you will score all of the items above the line and any applicable items below the line. In the Group Supervisions, you'll be doing essentially the same thing.

The Supervision Review form and the ratings provide a structure for feedback from your supervisor. The Review form is a great way for you to track your progress... and record the feedback you're receiving to enhance your learning.

Some of you might have been coaching for a while, or you might be using other coaching models along with Co-Active® Coaching. That's fine. Or maybe you mix other roles like consulting with coaching. No problem. However in the Certification Program, we're going to work with you purely on your competence in Co-Active® Coaching. That's what you're going to need to demonstrate, in order to pass the Certification exam. So even if your client's getting huge value from something that you're doing, if it's not Co-Active® Coaching, your supervisor won't be factoring that into your feedback. That would be unfair to you because it wouldn't prepare you well for your Certification exam.

The most important thing about Supervision, however, and the very best way to get the most value from it, is to be really conscious of who you choose to BE in the process.

I really understand that having other experienced coaches evaluate your coaching can be very confronting. It can also be challenging as your supervisor steps into a relationship that you are having with your client and tells you what is and isn't working about it. Your Saboteur is bound to kick in at some point and start telling you all kinds of unhelpful things. Count on it.

For you to be in this program, you've probably accumulated years of experience and expertise in another field, maybe even in a related field. What's it like for you to be back at that place, that beginner place, face to face with conscious incompetence? I know it would be challenging for me, and I'd have to really practice Self-Management...which in my mind is the true and greatest gift of Supervision... the opportunity to practice rigorous Self-Management – getting out of and staying out of Level 1. Like anything else, Self-Management is a muscle and Supervision is a great place to build that muscle.

It helps a great deal if you decide ahead of time how you want to hold Supervision. What perspective do you want to be standing in... One that has you feeling defensive and confronted or one that has you standing shoulder to shoulder in partnership with your supervisors?

What do you want to get from the experience of Supervision, both one on one and in a group? What is the alliance that you want to design with your supervisors and your triad mates that will support you in accomplishing that?

Give that some thought and get really clear so that you can design exactly what you need in those relationships.

Supervision is not about being right. It's not about saying, "I did that later, in the part we didn't hear." It's about hearing feedback in the moment and making the most of it.

Over the course of your Certification Program, you'll have several different supervisors who will see things differently. You are going to get different perspectives, points of view, different emphasis on what works and what doesn't, and you'll get to sort that out and find out what works for you out of all the material and all the feedback that you're getting.

It helps to remember that feedback is exactly that – feedback. Your supervisors are offering their expert opinion in service of your learning and growth as a Co-Active® Coach. They are experienced, they have a lot to offer, and they are not God. Remember the big pointer for receiving feedback is to simply say "thank you." So just say, "thank you" and take learning from there.

The big picture of Supervision is to get you to competence with the skills of Co-Active® Coaching and solidly grounded in the Co-Active® Coaching Model.

If you come to Supervision HUNGRY to improve; if you're determined to use Supervision as a place to grow your capacity as a Co-Active® Coach – you'll have a wonderful experience and your coaching will take off. You're investing a lot of time, money and energy into this program... I encourage you to make the very most of it!

#02A: The Co-Active® Model

Hi, this is Karen Kimsey-House and in our recording today, we'll be focusing on the Co-Active® Model. The model is not just a picture on a piece of paper... it really does capture the heart and soul of what it means to be in a Co-Active® relationship... coaching or any other one.

The first version of the model was born during a very longgg night in 1995 and it has been evolving and changing ever since... informing us and guiding us to what is unique about Co-Active® Coaching and about what it means to be Co-Active® with the people in our lives.

When the three of us sat down to create the first model, we'd all been coaching for about five or six years and we'd been training coaches for two.

So the initial model came out of what we knew worked, what we knew was magical about coaching from our own experience of trying things and failing and trying and failing and keeping what worked well and letting go of what didn't.

I guess that is what has kept the Co-Active® Model vibrant and alive over the years... paying attention to what we were doing and then as others came to play, paying attention to what THEY were doing... and continuing to allow the Model be shaped and pointed by what we were seeing.

We knew that the coaching relationship was held by a powerfully designed alliance... an alliance designed to forward the evolution and transformation of the client's life. We saw that there was a deep yearning in people and the three Principles were born.

The dictionary describes "principle" as "a basic truth." Isn't that cool? "A basic truth." And for us, we could see that the Principles weren't just a good idea, and not some abstract concept, but at the heart of what every human being wants, what every human hungers for.

First of all, Fulfillment: to be becoming, evolving, growing, moving towards more richness and being able to use oneself more elegantly, having more juice in life and also to be able to fulfill on one's life purpose, to be able to contribute the most and the best of oneself to life.

Secondly, Balance; that life really is about motion, about change, about expanding the possibilities or perspectives and making a resonant choice, and then taking action based on that choice.

And finally, Process: to open up to the gift of our humanness, to dive deeply into the mystery of life and to give ourselves to our experience, moment by moment by moment, to be fully in the river of our lives and wet all over rather than sitting on the banks of the river and talking about it.

From our work with our clients, we saw that the three Principles defined the longing, the hunger, of every one of our clients. Of course our clients wanted to get a better job and lose weight; that's what people want. But the richness came not so much from whatever action they took but in being connected to the Principles behind the action.

Then we turned our attention to the Contexts. What was the being of Co-Active® Coaching? What was the space of it? Not the skills, which we could pull out and use as needed, but the ways of being as a coach that were always there, always in play.

If we weren't using Self-Management to put our attention over on the client and Listening at

Levels 2 and 3, if we weren't standing in our commitment to Deepen the Learning and Forward the Action for our client, always, on each and every call, in each and every moment, if we weren't being wildly curious about our clients and what made them unique and special, if we weren't dancing with Intuition and holding an ongoing willingness to move with the coaching into and through things from our intuitive selves rather than our rational mind, if even one of these Contexts was shut down or ignored, then Co-Active® Coaching as we knew it could not occur.

Do you get that? It's not like you can say, "Oh, well, I think I'll use my Intuition now," or "Hmm, time to be curious," or "Maybe I should deepen the client's learning now." The Contexts are like the water that Co-Active® Coaching swims in, or the air that we breathe. What would the air be without oxygen and carbon dioxide? That's how important the Contexts are to Co-Active® Coaching.

And the Contexts all work together. Curiosity is critical to coaching, but without Self-Management, it's just a lot of Level 1 nosiness. Intuition is magical, but without the Principle of Deepening the Learning and Forwarding the Action, the coach will be having all kinds of intuitive ahas that don't amount to a hill of beans. So, not only are the Contexts at play all the time in Co-Active® Coaching, they are at play with each other. I guess you could say that the Contexts are Co-Active® with each other.

Finally came the four Cornerstones... powerful philosophies that create the foundation on which Co-Active® Coaching stands.

The first Cornerstone: People are Naturally Creative, Resourceful and Whole. Even after all this time, I still love saying this. Think of a newborn baby... whole and perfect just as it is. Yes, there may be "flaws", and yet anyone who has ever held a baby knows just how whole and perfect that young life really is.

It's important to note that this Cornerstone is not about people's behavior... it's about who human beings are at their core. People do some very awful things to themselves and to each other. While their behavior might be totally unacceptable... the PERSON is still naturally creative, resourceful and whole... at any moment able to shift, evolve and grow.

I learned so much about this Cornerstone when I had the opportunity to do some coaching training inside a number of prisons or "correctional facilities." These fellows, our participants, had been labeled all their lives. First they were "slow learners" or "disciplinary challenges." Then they became "juvenile delinquents." Now they were criminals and convicts. They absolutely believed that they were NOT naturally, creative resourceful and whole... and they has a whole lot of evidence to back that belief up.

We insisted. Yes, we said... we knew that they had done bad things in their lives... some of them very bad things. And we also knew that they were naturally creative resourceful and whole at their core. We said we would hold a space for the bad things that they had done and who we would be interacting with was that whole self at the core.

I'm not so naive as to believe that this was an absolute panacea, guaranteed to fix the damage that had occurred over the course of a lifetime. I also understood that just believing that someone was Naturally Creative Resourceful and Whole wasn't a cure for mental illness and drug addiction. I don't know WHAT happened after they left the classroom and went back to their cells... and in the midst of all that ugliness (and trust me... prisons are UGLY places) what

I saw, ever time I looked at one of them was the humanity the naturally... creative... resourceful and whole human being at the core.

Over time, many of them began to change... to transform. Some of the shifts were subtle and some quite dramatic. At the end of the program, several of the men looked completely different... unrecognizable from their former selves. In one location we were able to deliver the FULL Certification Program... cutting no corners at all. Five incarcerated men sat for their Certification exam. Three passed and became CPCCs. Two were released and one has gone on to build a successful coaching practice. The third is serving a life sentence and puts his training to use working with youth at risk from the inside.

These men taught me so much about pride. About dignity. About imprisonment and freedom and about what it means... REALLY means to hold people as naturally creative, resourceful and whole.


The next Cornerstone... Dance in This Moment. Truly THIS moment is all there is. The past is gone forever and the future is yet to come. Yes, it is great to learn from the past and holding a powerful vision is important. That said, any learning and any making our vision real can only really happen in THIS moment... and this moment... and this moment.

This Cornerstone is also about being agile and flexible... about being able to step outside the rigidity of attachment and self righteousness and dance with whatever comes. In this way, each of us is in a Co-Active® dance with all of life. We are both creating and being created by life in every moment. This Cornerstone calls us to be PRESENT in each and every moment... Present, agile, unattached and creating with and from life.

The third Cornerstone is Focus on the Whole Person. While each of us has many important roles in life, those labels do not define who we ARE. I am a wife and a CEO. I am a woman and an Auntie. I love all those roles and they do not define the whole of me. Every one of us is a complex constellation of many, many different aspects. Each one of us is completely unique... there is no other person in the world quite like us. This Cornerstone calls us to engage with the whole person, Emotions, Body, Mind, Spirit and everything else in between... making room for ALL of the person, most particularly the interesting and unique parts.

And the final Cornerstone: Evoke Transformation. Transformation is a natural process of movement and evolution that shows up in all of life. Sit on a ledge overlooking a river sometime and take a look around. Evoking transformation is everywhere. The river below is evoking transformation in the canyon walls as it patiently and relentlessly carves new shapes. The trees are evoking transformation in the rock as the hungry roots find the spaces and break the rock apart. So, to evoke transformation in others means to “call forth” this natural urge with intention and commitment. This can call up images of forcing or pushing or making sure one’s client has a breakthrough on every call. That is not what we mean here. Evoking transformation is the ultimate expression of the dance of “Co” and “Active”... consistently holding a container for transformation to occur and at the same time, calling it forth with urgency and power. Our definition of transformation is “an elemental shift in consciousness on the path of evolution.” So as we evoke transformation in others, in our clients, in ourselves, we are PARTICIPATING in the unfolding story of life.

There is a poem by Dawna Markova titled “Fully Alive.” The last five lines speak to this Cornerstone brilliantly... here’s what Dawna has to say:



“I choose to risk my significance; to live so that which came to me as seed goes to the next as blossom and that which came to me as blossom, goes on as fruit”.

May we ALL live in this way, deeply from purpose and evoking transformation in ourselves and in those around us... this is Deepening the Learning and Forwarding the Action beyond the individual and personal and serves the unfolding dream of all of life.

These four Cornerstones form the underlying philosophy that makes Co-Active® Coaching unique. As coaches, we stand shoulder to shoulder for this way of coaching and of working with people. Rest in these Cornerstones. Lean INTO them, stand on them... and most importantly, allow them to nourish and inform your coaching.

Over the course of your Certification Program, you will be diving deeply into the Co-Active® Model beginning with your CPL call next week which focuses directly on the four Cornerstones. I wish you joy in the journey and great transformation as you travel.

#02B: Cornerstones Co-Active® Coaching Demo

Karen Kimsey-House: Hi there. This is Karen Kimsey-House, and today you'll be listening to a coaching demo focusing on the Co-Active® Cornerstones. I'll be the coach in this particular demo. This is the first in a series of demos you'll be listening to as you journey through your Certification Program, which is very exciting as there's nothing like being able to hear live coaching in action to deepen your learning and increase your facility as a coach.

All of the demos are live coaching interactions, and the coaches are CTI leaders and master practicing Co-Active® Coaches. The clients in the demos come from a wide variety of backgrounds and have a wide range of experience with coaching. Some had an experience of coaching prior to the interactions that you'll be hearing, but the vast majority have never even taken a coaching class.

Often, the first name of the client was changed to protect confidentiality. With very few exceptions, the coaching sessions were recorded with coach and client in two different rooms to simulate telephone coaching as much as possible. So we've done our best to duplicate the kinds of coaching situations that are most common for you, our students: working with people in the moment over the telephone who may or may not have a background in coaching.

At the beginning of each coaching demo, I'll talk a little bit about the focus of that particular demo, and I'll point out a few general things to be paying attention to as you listen. Following the demo, I'll do a short commentary or tour of the coaching, pointing out major learning sites along the way.

I'm delighted to be able to offer you this series of coaching demos. I think the coaching is of extremely high quality and will make a significant contribution to your sense of what Co-Active® Coaching feels like and looks like in action. Big, big thanks to the many clients who gave their time and shared intimate details from their lives and to the masterful Co-Active® Coaches who contributed all of their talent and their skill.

So, on to this particular coaching demo. As you listen to the coaching, notice the way in which I'm standing firmly on the Co-Active® Cornerstones and the way in which they play off of each other.

There's lots of integration in this coaching as well, so pay particular attention to which Principle I'm coaching from.

Notice the point in the coaching where it could have gone to problem solving or to making a plan for incremental change with a list of to-dos. How would the call have been different if we had started from that place?

As you listen to the coaching, you might want to make some notes to refer to in the debrief afterwards, or you may want to let go of capturing anything and just let coaching wash over you. I invite you to do whatever works best for you and serves your learning.

An ideal way to use this and other demos in this series would be to listen to it twice: the first time just listening and letting the coaching just unfold, and the second time making notes for your learning, and then after that move on to the debrief that follows.

Co-Active® Cornerstones Coaching Demo Debrief

In the beginning of the call, the client is figuring out how to move forward with some health challenges. If I were not standing on the Co-Active® Cornerstones, I might begin by establishing

a plan of action... a plan for incremental change. I might have asked a question like... "What steps do you need to take to resolve these challenges?" Can you see all the richness that would be stepped over? The client would move into action, but those actions would not be connected to anything except solving a problem. She would miss the huge opportunity here for transformative change.

Then the coach says, "What's the emotion?" dipping down into process and giving the client space to explore her emotions regarding the situation. "If you could give yourself permission to say anything," says the coach, and this takes the client a bit further down into it. "Why do you suppose that is?" Now this is a powerful question here, but it doesn't send her to figuring it out as many "why" questions will, but asks her to put things together a little bit and gives her more space and more permission for her experience. This is a great example of the Cornerstone Focus on the Whole Person at play.

"What do you want?" Now we're moving into Fulfillment. "What are you hungry for?" would have been a good question here, too. Now, this part of needing her body to be strong in order to sing and dance is actually the voice of a saboteur. It's very subtle and sophisticated, and if you really listen, you can hear the dissonance of the saboteur's voice.

This client has actually been working on getting her body strong, and she's angry because her body isn't cooperating. It's not unfolding in the way that she wants it to.

Then I ask a question that is not a particularly powerful question. "Do you really need your body to have people sing and dance?" Not a powerful question. A more powerful question would have been, "How do you have people sing and dance even when your body is not strong?" Something like that.

In the coaching, I'm feeling my way here a little bit, following my Intuition, so I fumble around before the coaching really moves forward. That's fine. That's completely OK. The yes/no question doesn't hurt the coaching interaction, and a different question would have been more powerful, would have had the coaching move forward more quickly.


The next part about the trap that I see she's created is a good example of the skill of articulating what's going on. Then the coach says "I think that is not true." Now this is an opinion from the coach and I offer it for the sake of Evoking Transformation in the client. I'm not attached to my opinion and I am committed to this client having the biggest life possible. Can you feel how offering my opinion serves the coaching? I offer it up to the client as grist for the mill and then I ask her "What do you think? Again with incremental coaching, we would have been busy trying to figure out how the client is going to get strong.

But she doesn't need me for that. She's been busy trying to figure that out, trying to accomplish that for quite awhile all on her own, and it hasn't been going according to plan.

"I experience you as someone who is deeply, deeply connected to her humanness." An acknowledgment has the client feel seen and known and gives her a larger sense of herself and more access to appreciate the richness of what she's gone through.

"What if this was it?" A very powerful question that takes the client more deeply into process, so, rather than going to the place where she's already been, exploring her process, her anger with God and with her body, we get to a deeper place of emptiness and despair.

"It sounds like you have the scope of your spirit collapsed with the scope of your body." Now



this is a great example of the skill of making distinctions, and it's really, really, useful here for the client.

"Step outside your body." The skill of using geography. It's also good perspective work even though I don't use the word "perspective," and it gives the client a way to access a different perspective on things. Can you see how this opens up the client's power and frees her up?

"The way in which your body has called you forth." Articulating what is going on and a different perspective that opens the space for a new relationship between the client and her body. What is the gift of Samurai training and impeccability? Great question. Very powerful, and incorporates her value of impeccability. Can you hear how that's a value of hers?

Intuition at work here. I could feel that there was something else before moving forward, but it wasn't quite time for action, and I couldn't pick up what it was, so I asked the client, "Anything else?"

"What's the alliance you want to design with your body?" Great, powerful question. This request is great, that she take action based on moving more into communication with her body rather than fixing a symptom or a problem. The action points the client towards the transformative change of having a new relationship with her body rather than fixing the problem as she has been doing most of her life. Throughout, I'm holding the client as Naturally Creative, Resourceful and Whole, allowing the coaching to unfold by Dancing in This Moment and holding lots of room for all aspects of the client.

#03A: Integration of Fulfillment

Hi, this is Karen Kimsey-House and this recording will focus on the Principle of Fulfillment. We'll be focusing today on some of the key tools that you can use, like Life Purpose, values and Captain and Crew.

More importantly, though, I'll be talking about this space of Fulfillment, the essence of it, the heart of it. So on a scale of zero to ten, how fulfilled are you? Right now in this moment, take an inventory of your being, check for your own aliveness. Now, what's present that has your score be either high or low or somewhere in the middle? Where do you look to really gauge that Fulfillment, that aliveness? I invite you to choose to have this next stretch of time be as fulfilling for you as you can create it. You may need to even turn off this recording and come back later.

Maybe you need to shift an environment or sit on a more comfortable chair or light a candle or go outside. Something that will have you feel fully alive and present in this moment listening to this tape like there's nothing else in the world like you're hungry, hungry for the information that you have been listening from that saboteur space of mind chatter.

How do you own your own values? Bring yourself fully present to your own Fulfillment as you listen to this tape. If you're not in a place right now to really have a fulfilling time listening to this tape, then let it go. Come back to it when you are ready to choose and create that space for yourself. Really, no kidding. Only listen to this tape when you can be in a place of Fulfillment.


Now, that's a pretty radical thing that I'm asking you, isn't it? The decision to live one's life based on the Principle of Fulfillment is a radical act. I know you've probably heard that before in your Fulfillment class and other places but I want to slow down for a minute and just fully appreciate the courage and the commitment that it takes to step off the game board of business as usual. Living one's life according to circumstances, money or what's expected or what would be easiest or what is usually done or even what's sensible.

And instead live according to what's fulfilling. Man, that is radical. That takes a huge amount of courage. It's almost guaranteed that you'll rock the boat. That people would be unhappy with you plus you must navigate from your own internal compass. The way everyone else does it won't help you much here. There are not a lot of road maps to point you to your most fulfilling path.

The radical act of Fulfillment is also about those little choices. The choices that one makes in any given moment to live your life from a place of commitment, to have every moment be fully alive and juicy and fulfilling. Yes, it takes tremendous courage and commitment to change your life and take those bold actions. Leave your job, move to a new location, whatever it is that are those big choices. It takes even more courage and commitment to keep choosing Fulfillment over and over again in every moment.

I'm not trying to scare you here. Instead, I want you to have a healthy respect for the vast bravery of your clients. I want you to be inspired and moved by their willingness to trust themselves and coaching and step up the edge of the cliff over and over again for the sake of their Fulfillment. And I want you to become keenly, deeply aware of both the opportunity and the challenge that all of us humans have to create Fulfillment at each and every moment or not.

It really is something of a paradox, isn't it? The radical act of Fulfillment has us take bold actions towards the life that honors our values more fully and at exact same time, we can step into Fulfillment. Experiencing Fulfillment at any moment. You see Fulfillment isn't a



destination. It's more of a state of being or an experience. You can do things to bring more Fulfillment and it's not about the doing.

While tools like Captain and Crew and values are great tools to access Fulfillment, they are not the actual experience... they just point the way. A vibrant life purpose statement helps one CONNECT to an experience of living on purpose. If we are not LIVING on purpose the statement is just words on a piece of paper. Fulfillment is not about having and yet there is deep longing. There is no final destination and yet Fulfillment IS a journey. You'll never arrive and yet you have the opportunity to be there in each and every moment of your life.

There is a wonder and magic in the space of Fulfillment and if you, as a Co-Active® Coach are not able to step into that wonder, and magic, it will be challenging for you to truly bring your clients there.

In Co-Active® Coaching, you are consistently holding a vision of your client's Fulfillment of your client's most fulfilled life.

You as the coach hold a space of them living into that more and more all the time. You see them in all their glory at all times. This is really important. We, coaches, can get so trapped into solving the client's problem, or looking at obstacles that get in their way. You as a coach must hear who the client is at their core and you must continuously and in a variety of different ways call them to the depth and truth of that place of who they are.

You must feel their aliveness or lack of it and from your desire to have your clients be fully present in their lives and choosing constantly a life that is most fulfilling to them, you shine a light on their values and who they are becoming again and again. You must see beyond their saboteur, the limitations and their circumstances and all that grows from their self-doubt. Then there is that irritating thing. The thing about when you can't see that for yourself, when you can't quite find that place of majesty and greatness and possibility for yourself.


It's pretty difficult to embrace stepping into that being place in your coaching with your clients. So, just as you need to listen for the core of your clients and keep seeing and believing in the vision of who they are becoming, you need to also be curious and connected to that within yourself. This is actually one of the great gifts of being a Co-Active® Coach. It's what makes being a Co-Active® Coach such a great personal workshop for us as well as for all our clients.

Let's take a moment now and really give in to the experience of that place where you see, hear and sense your client at their core. I'm going to be doing a little visualization with you now. So if you're in the middle of doing something else, please just set it aside and give your attention 100% to me now.

I want you to shift your body into a comfortable position, a position where you can really feel relaxed.

You might want to sit or stand with your shoulders wide and your neck long and relaxed, your feet firmly on the ground; or you might want to lean back in your chair and unclench your jaw and let the furrows ease out of your brow. Whatever that posture is for you, find it now. Good. Really settle in and take a really deep breath in and let it out slowly. And as you breathe easily and effortlessly, feel your breath going in to the core of your being.

The core that holds the wise, compassionate, certain, clear voice of your Captain. The core that holds all the seeds of your values.



It's that secret core that knows that who you are at the center of you is a profoundly valuable human being. Your gifts lie in what is most important to you. This part of you knows that who you are becoming is infinitely beautiful and an integral part of humankind.

From this core, this center of you, you can see that the path for you is a path of aliveness and you trust yourself from this place to choose wisely and well. Now, shift your attention to a client. Imagine one of your clients right there across from you, connected to you. Maybe you want to imagine a client that's particularly challenging or difficult for you to connect with. With your mind's eye seeing from the core of you, look into the core of your client.

See who they are when you look past their limitations, their circumstances, and their human ability. Breathe them in. Listen from the core of you. Imagine that your heart is an ear and let your heart listen to your client. Hear the aliveness in the client's voice. Hear the song of their heart and soul. Hear the muffled cry when they don't honor themselves at their core. Hear the pain, the deep, deep pain of that.

Hear their hunger and their longing, their vast desire to become. Breathe in deeply and hear who they are. Savor the sound of their core. Now, once more, take a big breath and feel your client's essence. From this place, you can know, truly know the essence of this client's most magnificent self. This feeling place can tell when your client is living through to who they are and who they are becoming and when they are not.

This feeling place, this intuitive sensing knows how to call them back over and over again to the depth of themselves into the truth of who they are and who they are becoming. Take a deep breath now and know that you have the ability to coach from this place and to see and to hear and to feel your clients in this place.

Take another deep breath and open your eyes.

And become present once again to your environment. You might want to pause this recording to make some notes of what you discovered. If so, go right ahead and do that now. If not, that's fine, too.

The connection that you just made is a place inside of you that is the heart of fulfillment coaching. If you can't listen from that place inside of you to that place inside of your client, you'll have a hard time hearing, really hearing, their values. If you can't see and believe in where your client is going, you'll continue to interact with their smallness, their saboteur and limitations.

If you can't sense and feel the aliveness of your client when it's fully there and when it's not, you'll be limited to using just words that you hear in your interpretation of your client and limited to just rearranging the circumstances of your life. The good news is that I know that you can do this. I know that you have a core in you that is so richly forged from your values and who you are becoming, that you can listen for and hear that place in your client. It's what drew you to Co-Active Coaching rather than some other mode because you wanted to coach from that core place deep inside of you. I truly believe that.

So, now that you're grounded in this core place to listen from, let's take a look at values. In your Fulfillment course, you learned the values clarification process; how to determine a client's values. But really, that's just the beginning of the conversation. Where values really come alive for the client is in the process of their life.

The values clarification exercise is a great way to get them started, but listening for a client's

values is something that is on-going and dynamic, as opposed to just words on a piece of paper.

Every value that you discover in that initial values clarification will deepen and shift over time. You'll find more values along the way. So be sure they're written somewhere for you to refer back to and you will want to have them handy and nearby whenever you are coaching.

Values are really a way of speaking to the truth. The depth of who the client is. That aliveness is all about resonance. Just like the deep rich resonance of the tuning fork when it is struck. Think about that image for a moment. That sound.

When a tuning fork or a bell or a gong sounds. Think about the richness and the purity and the rightness of the sound. The center. The truth of who a human being is, who a client is has great resonance. The further you get from that center, the more diminished the resonance and the louder the dissonance.

Values are a way to move a client more deeply into their own particular resonance. So when you're listening for values from your core, listen for their resonance. Listen for the aliveness. Listen for that dissonance. Then you know that there is a value that is being stepped on or that the saboteur is present.

The wonderful thing about coaching – OK, so there are lots of wonderful things about coaching, right? One of the wonderful things about coaching is how deliciously different all of us human beings are. Values are one of the places where that uniqueness gets expressed most fully.

What is completely resonant for one client is ho-hum for another. One client is lit up by going out dancing and being with lots of people, another cherishes an evening at home with a good book. One can't imagine living anywhere but New York City, another can't believe that people actually choose to live in New York City – give her a good 10 acres and a big view of the mountains.

As you work with your clients and listen for their “resonance” of values, as you work with them to more fully honor their values in their life, they are empowered to be who they are, to love what they love, and to celebrate themselves and all their “uniqueness.” And to make the choices that are most pleasing to them, particularly.

As you tune your ears to listening for the “resonance” of values, keep your senses open to dissonance, as well. The “squeak, squeak, squeak” of toleration. The “yaddita, yaddita, yaddita.” The noise of the saboteur.

So here are two stories from my own life to help you sharpen your “values ears.” One is my story, and one is the story of a friend of mine. Both stories are real. They really happened.

Listen to the stories and listen for the “resonance” of values, or the dissonance that comes when they're not being honored. Listen for what is being stepped on. You might want to have a piece of paper in front of you so you can jot down the values as you hear them in each story.

The first story is my own. Here goes. I used to go to this really great yoga class, and what I loved was how different each class was. Every one was like a unique adventure. Sometimes it would be really challenging and strength-building, and other times it would be about deep relaxation.

I love challenging myself. The combination of physicality and spirituality; that class brought me to a really deeper place inside myself and my teacher was great. I loved her. She put a lot of

context around the poses that we did. I didn't really just feel like I was doing exercises, I really felt like I was developing a deeper understanding of myself and yoga with every single pose.

Another thing that she did that I love, was that she did a lot of hands-on correction. First of all, I'm a big touch person. Secondly, I felt really supported and like I had an ally in my development and I loved being able to draw into the energy of the class, too. There was something about it. Even though we didn't talk during class, even though I didn't know much about the people in the class. I felt really connected to them. I felt really tuned into them somehow. I would feel the class feeling very connected and grounded and in touch with/connected to everything, into spirit, I would say.

So about a month ago, my yoga teacher stopped teaching yoga. She had other things to do, I think. I started looking around for another yoga class and recently I started going to Bikram Yoga.

For those of you who don't know, Bikram is kind of a "hot" yoga, where you do yoga in an enclosed room, and the temperature is about 105 degrees, and you really sweat. I mean you sweat a lot! I like to sweat. Actually I like the sweating part, but the class is boring. It is just the same 26 postures over and over and over and over again. Nothing ever changes. It's always the same.

The teachers — I've tried a bunch of different classes — and the teachers are all alike. They just do those same 26 poses. There's no individual correction. There's no encouragement. There's not any real connection from the different people in the class, either. Connection into spirit? Forget about it. We're just there sweating and doing these 26 poses. But I do notice that my flexibility and strength are increasing, so I think I should keep going.

Now, here's my friend's story. She actually used to go to that first yoga class with me all the time. Because she said that as she got older, she knew that yoga would be really good for her and so she went. She thought it was OK, but the fact that the teacher kept changing the class structure all the time made her crazy.

She said that she never really felt like she was learning anything and she felt that the teacher talked too much and was always talking about the universe inside each pose which also drove her nuts. She wanted the teacher to be quiet so that she could turn her attention inwards and really focus on the pose.

The other thing that drove her crazy about the first yoga class was that teacher gave lots of corrections; hands-on stuff. She really wanted the teacher to leave her alone. She appreciated that the teacher was paying attention to each person, individually, but it kept interrupting her concentration and she'd sort of lose her place and it would take her outside of her own experience.

So even though she felt like she was getting stronger and more flexible, and she really wanted to do yoga, it got harder and harder for her to go to the yoga class. So when the teacher left because she's my bud, she went to Bikram with me. She loved it. She loved the heat of it first of all and she loved the fact that it was the same posture every time because that really made it possible for her to go inside and really drop deeply into her own experience.

The other thing she loved about it was how challenging the postures were and she really loved the chance to challenge herself and to get better, see herself get better and better every time. And she felt that she felt really connected to herself and felt really grounded and clear for the

rest of the day. So she loved Bikram, she was a Bikram yogini, sold, signed and sealed and delivered. Interesting, huh?.

Exact same classes, two different stories, two different people with some similar values and some very different values. What were some of the values that you've heard in my story? Maybe variety or newness, maybe we could call that the "surprise" value and definitely, some kind of value around partnership or relationship or connection, something there. And in my friend's story, my friend really has a value of independence.

Can you hear that value being more suppressed in that first yoga class? The dissonance of that? How hard it was for her to really not have the room to do it on her own? And can you hear how it gets honored much more fully at Bikram? And definitely, both women have a value around challenge and one around spirituality as well.

Can you hear the "should" in each one? The "should" about getting in shape, about being stronger and more flexible. Can you hear how there is less resonance, less aliveness for each of them in that? It's why they each went to yoga but not what kept them coming back. What had them love the class they loved? What had them keep doing it over and over and over again was that they got to more fully honor their values.

How long do you predict that I lasted at Bikram? Not very long, I'll tell you. And my friend was really, really relieved when the first yoga, their teacher, left and we could switch to something different. Notice if you felt pulled to making some good recommendations. If you knew what kind of yoga or a kind of exercise that you thought might be more pleasing to one or the other, notice if you had an opinion about which yoga class was better and if you really, really want it to share that opinion. When you turn your attention to that core place, turn it now. Look in that core place.

From that core, what do you want for me and my story? What is next for me? How might you use values, coaching with me and that story to increase my experience of Fulfillment in my life? Not just about yoga or yoga class but expanding it to other areas of my life. How might you have helped me see those values that were being stepped on and now that they are down there in my core saying, "Help, help. I'm not being honored."

So often when a client is upset, it's because they are not honoring their values and in that not honoring themselves. So, rather than a resonance of Fulfillment, there's frustration and anger and dissonance. When you hear dissonance from your client, you can find out what values are being stepped on and have them look at how to honor that value. Or you may choose to do a little process work and have them really be with and feel how this value continually gets stepped on in their lives.

One last thing about values: Fully honoring your values is about RESONANCE, not about being happy all the time.

When I was 27 years old, I had the great privilege of taking care of my mother as she was dying of cancer. I can tell you it was not a happy time for me and yet, I was so very fulfilled.

In that time, I was honoring all of my values fully. That was huge resonance for me even amongst the grief and pain and loss. So know that resonance is about being fully present to humanity, fully with the breadth and the depths of that, fully alive. In that aliveness is joy and grief and passion and failure and loss and excitement and disappointment and anger and all the



great wide experience of being a human being.

I hope you are continuing to come into deeper relationship with your life purpose and to play with your Captain and Crew as that will continue to connect you to that core within you and within your clients. Both are powerful tools to use in expanding Fulfillment with your clients.

The Captain and crew map is a great place to invite forward the voice of self-authority and internal resources of your clients. Think about the Captains that you know... don't they have a tremendous amount of resonance, those Captains? And Appreciators... wow, what a valuable crew member, always able to create value from any circumstance. Of course clients may want to add other crew members... or may not like working with the Captain and Crew map at all. Each client is unique in how they engage around this tool. Some coaches begin working with the Captain and Crew map right in the intake and others introduce it later on in the coaching. Trust yourself to find the best use of this tool in your coaching.

There are a number of different ways to work with clients in accessing their Captain. Of course you can use the visualization that you learned in the Fulfillment course.

What I want you to understand, however, is that it is not always best to use a visualization. That doesn't work for all clients. I want to encourage you to experiment! Sometimes it will be best to ask the client to get grounded and turn their attention inward to that voice of self-authority. You can ask the client where that "inner leader" or "inner authority" resides inside their body. You can ask, "What would that voice of self-authority say, or what would your inner leader say? What is the wisdom and guidance that is there for you? You'll notice that I didn't use the word "Captain." While the Captain and crew metaphor works well in relationship to life purpose, it's not the right or only way to reference the client's self-authority and clarity.

As long as you are coaching their brilliance and power rather than their limitations, the resonance of the client's life will expand and they will have an experience of Fulfillment.

#03B: Fulfillment Co-Active® Coaching Demo

Karen Kimsey-House: Hi, this is Karen Kimsey-House and today you'll going to hear and today you'll be listening to Michele McHall doing a demo on Fulfillment coaching. This coaching is face to face at the request of the client.

What I loved about this coaching is that it's filled with Fulfillment coaching and with values and dreaming.

Michele does such a great job of allowing Fulfillment to unfold from the coaching rather than asking the client "What does your Captain say or how could you honor your values in this situation or what would be on purpose for you?"

There's nothing wrong with those questions and they're common ways to access Fulfillment, and with Michele, she lets it come from the coaching. As you listen, pay attention to the feel of the coaching. Listen for the deepening resonance of Fulfillment and the occasional dissonance of the saboteur. And notice how Michele draws the client's values from the Level 2 and the Level 3 of the coaching.

Now, here's Michele.

Fulfillment Co-Active® Coaching Demo

The coaching begins with an exploration of where the client is and her path toward Fulfillment. And then very early in the coaching, you can hear the dissonance of the Saboteur come in with frustrations and considerations about money.

The client isn't wrong here. If you're doing Fulfillment coaching, you can expect the Saboteur to show up. Michele asks "what is banded in you?" Great use of Intuition, and it gives the client a different slant on a phrase that she's familiar with. It's also another way, and a more personal way, to ask "what is the value that's being stepped on?"


Then Michele asks "what is it like when you're doing what you love? What is most important to you when you're in that place?" Great, powerful questions. Can you feel the client moving into connection with the experience of Fulfillment? Then the client says "what holds me back is really putting myself out there and failing." More Saboteur.

Michele doesn't even interact with this, and says "another season goes by without fulfilling your dream". Michele repeats this to connect the client with the pain of selling out on herself. Then Michele asks, "what would amplify your passion?" Great, powerful question that points the client towards Fulfillment. But the client goes to a time in the future where the circumstances will allow her to have more passion. The Saboteur is coming in here.

But Michele blows right past it by intruding and modifying the question "what would amplify your passion today?" Great adjustment, and makes the experience of Fulfillment real and attainable rather than being dependent on future circumstances.

Great use of the metaphor of the bird, and Michele connects it to Fulfillment with "tell me about opening and sharing your dream to the world." Now the client's vision opens up, and the space is resonant with Fulfillment. Can you feel the resonance? Michele asks, "how do you see them?" A powerful question that gives the client a chance to speak of what she loves and deepens her experience of Fulfillment even more.

Another question "what would it be like if not one more day goes by without your fulfilling



your dream? What would have to happen?” Two great, powerful questions. Now the client is out of frustration and hopelessness and really looking at how to make her dream real. Great playing with the metaphor of making a deposit in her personal fund, and great reading of values here. Even though Michele doesn’t say the word values, she says “connection is important to you.

And freedom, and beauty.” Can you hear the values being articulated there?

Then Michele asks, “what keeps your energy flowing?” Now she’s actually working with the client on how to honor her values more fully. “How much do you love your dream?” She’s deepening the client’s connection to her dream. Once again, imagine another season going by.

Then Michele says, “You have a huge commitment to education and the expansion of knowledge around the birds and nature.” Do you get how seen the client feels as Michele acknowledges her values here? “It feels like you just claimed your dream.” Articulating what is going on at it’s very best. The client is inspired and moved to tears. Then Michele says, “this is you.” The client is connected to that core place that we spoke of in the recording of Fulfillment.

“What path are you on now?” Great tying the coaching together with where it began. The client is off and running quite literally. “what if you’re an artist of nature?” Great question, and a terrific metaphor for the client. Metaphor can be so powerful when it comes out of the coaching in the client’s own language.

Great request in closing, to have the client plug in and connect to this place of fulfillment rather than depending on outside circumstances.

“Will you do that?”

The client says yes and comes up with some structures on her own as to how to do that. Hiking every day and being with the birds. And then the really, really magical one, to be up in the dawn with the birds.

The coaching closes with an acknowledgment of the client, her impact on the space, sweet and gentle, and opening with all the senses alive. “That is what you take us to”, Michele says, “who you are, and what you take us to”. Can you feel the impact of that on the client? Of course, Michele closes by sharing the bird’s perspective, and their love for the client.

#04A: Integration of Balance

Hi, my name is Henry Kimsey-House and in this recording, we are going to be focusing on the Principle of Balance. The thing that really lights me up about Balance is how dynamic it is, how much it moves. That movement is all around us, in all of life. In all of life, the “Co” or “being” is dancing with the “Active” or doing. So the Principle of Balance is really about the dance or the movement between these two primary energies in all of life. Wow... that’s a really big deal isn’t it?

Just like in Fulfillment and Process too, for that matter, Balance isn’t a destination or something to accomplish. Instead it is a Principle.

Webster’s defines a Principle as: “A basic or essential quality or element determining intrinsic nature or characteristic behavior, i.e., the Principle of self-preservation.” So let me just look at that again. It’s a basic or essential quality or element determining intrinsic nature or characteristic behavior. Wow.

You have the Principle of Balance, or of Fulfillment or Process, and that Principle has an essential nature that is inherent. At the heart of that essential nature of the Principle of Balance is movement, that which calls us into action. Balance is dynamic, it’s always in motion. Yes, I know you heard that in the Balance workshop and we had you stand on one foot and all of that, but I want you to take a moment to really get it. Balance must move. That is its nature.

Take the wheel of life, for instance. The wheel of life is actually an elegant way to look at the simple movement of my life. Yes, it is also a snapshot of my life at any given moment, but the Principle of Balance has even a snapshot shifting and changing moment to moment. It is never really static or frozen.

If one area is getting too heavy, logic or common sense calls us to put more attention on that area. The Principle of Balance pulls like the tide pulling the ocean from the shore. It pulls the energy, attention, action, to a different area of life. The heavy area is automatically lighter.

If you’re working with a client in one area of their life and nothing is happening, try shifting the focus to another area for a while and see what happens. The Principle of Balance will always come into play and motion will be restored.

What causes “stuckness” is when we start believing there is only one way, one truth. We begin buying into “the way it is,” and that is the one and the only truth. Working with perspectives opens up the space. There’s no longer just one way, just the way it is, but many perspectives on any given situation. Then we can access choice, and the Principle of Balance can once again begin to work.

Perspectives opens up choice. If there’s just one way to look at something, one way that something is, there is no choice. Once we have opened up perspectives and choice occurs, action must follow. The Principle of Balance actually calls for action, pulls us to it like the tide pulling the ocean.

In a way, the wheel of life is a basic perspective wheel. It’s different perspectives on my life. I am not my career. I am not my money. If I start believing that I am my career, then I get stuck. But I can view my life through the perspective of career or money or health and choose to focus on one or the other.

The Balance formula is a great way to get clients moving, and each step in the formula flows naturally into the next because of the nature of the Principle of Balance.

OK, so let's say you have a client who is really stuck. Her job is horrible or writing her book is just too hard or her marriage just doesn't have any juice. Step one of the formula is to have her get that she is stuck in that perspective. You could suggest that there might be some different ways to view the situation, different lenses or points of view or windows, all those metaphors are always good ways to talk to the client about the fact that she is stuck in the way it is, or you can just really be blunt and ask her if she feels stuck.

If she can feel how stuck she is, how there is no movement here, no flow, then you can ask her if she would like to shake things up a bit, open things up. Look at the situation from some different angles. Make sure the client sees the angle from which they're viewing the situation and that they realize that this is only one angle to view it from.

Now, step two is to brainstorm perspectives. You might ask the client for some other ways to view the situation. She doesn't have to agree with them. You can feel free to throw in some as well. The point here is to get some movement going, get lots of different perspectives showing up. The perspectives that you get down aren't all that critical, the most important thing is to keep it moving.

Now, step three is to try on the different perspectives. You might ask the client to look through each perspective as if it were a different window in a house and the house were looking out at the situation. What is the view from each of the windows? Or you might have her move her body and physically, actually physically, step into the different perspectives.

Remember geography? It's really useful to have clients get into the geography of the different perspectives, try them on, feel what it's like to be in there. This stepping into the different perspectives is bound to bring the client new information. What does she see?

What does she see? Ask her what she sees when she looks out the different windows. What's new? What's new when she sits in that different chair? What is there to discover that she hasn't seen before?

Now step four is to have her make a resonant choice. Get your client connected to the larger resonance of her life, to her purpose. Have her access the voice of her Captain. Of the many perspectives that you have brainstormed, which one is most "on purpose" for her? Which one will most serve her growth and development, will most nourish the journey of her life? In this step of Balance coaching, the client might choose one of the perspectives that you have already brainstormed, or combine several to create something completely different. A totally new perspective might show up that didn't come forward in the brainstorming perspectives step. As she makes this resonant choice, there will be more aliveness, more excitement, more momentum and clear connection to a larger sense of purpose. Resonant choice generally leads to transformative change.

Step five will be to create a Co-Active® Strategy with the client. In order to make this choice really real in her life, she will need to make some shifts at the level of being or essence. What does she need to say "yes" or "no" to here? Perhaps there is a limiting belief or a particular internal conversation that she needs to set aside. Perhaps there is a more life affirming belief to put in its place. This the "Co" part of the Co-Active® Strategy.

Step six is about Commitment which can be anywhere from a big hoo-ha step across the line thing to basic accountability, what will you do and by when will you do it, to a basic request, will you do whatever? The point is that there needs to be some form of nailing it down, here, getting the commitment solid, getting it real and in her body.

Step seven is about the action that the client takes, which will generally occur BETWEEN coaching calls. As always the process will unfold and change and as the client is in action around a resonant choice, transformation will occur. The most important thing is that there needs to be action. Resonant choice does lead to empowered action and without the action, the coaching has been an interesting conversation.

That's the whole process. It's a good formula, a good tool to use in getting the client moving, but it is only a tool. It's not about moving the client from point A to point B or going methodically through these steps, it's about breaking up the "stuckness," the powerlessness that lives in the static place and giving the client a way to open up to more possibilities and more creativity that ultimately results in some kind of action.

You can also use this process to create an alive place from which to plan. Whether the client is stuck or not, it's just a great formula to use when planning something new.

I'd encourage you to practice the formula in its entirety on your triad coaching calls until you become facile with each part; until you really get how to move from one place to the next. Then, forget about the formula and just coach your client. Put your attention over there and let the Principle of Balance guide you. What will create movement?

So, use the steps or not, either way is fine, just don't let yourself be dominated by them because that is, well, it's static, no flow, no balance. If the coaching becomes about the technique, about making sure you go through all the steps rather than about the client, then the coaching will get bogged down and the client will resist you. Who wants to be moved along like a piece of luggage?


There's a human being over there who wants, for the most part, to have the most opportunity and choice that they can get their hands around, and if they want to be stuck in the way it is, then by all means, let them. It must be OK to make that choice, too, otherwise the Balance coaching is actually sort of manipulative. It becomes a way to manipulate your client rather than as a way to open up the conversation.

If the client really wants to stay stuck in this one area, then go to process instead and explore the "stuckness," or just focus someplace else. Go someplace where you can get some movement.

Let's say a client brings to a coaching session a situation where they're challenged. Let's say they want to apply for a new position that just opened up at their workplace but they're afraid to apply because it's a big step up. You, being the competent Co-Active® Coach, will help the client find the perspective they're in about this. You say to the client, "I hear you're in a perspective that's not working for you. Let's find out what it is."

And then let's say that together, you uncover that the perspective is "I'm not enough." Well, that probably is a really old story for them. It's likely a perspective that the client gets stuck in other areas of their life, as well, wouldn't you guess?

So you brainstorm some other perspectives they could have about applying for this job, knowing all the while in the back of your mind that this is really a lot bigger than one job application.



Let's say that you and your client come up with other perspectives like "I am enough," or "I can do it," or "I can do anything I put my mind to," or "I am worth it," or "I'm a soaring eagle," or "I can dance that dance," and then there's a final one, maybe, that "the job is already mine."

After exploring these perspectives, your client gets deeply connected to her purpose, to the evolutionary path of her life and make a resonant choice, choosing "the job is already mine." With the understanding that there are fundamental beliefs that need to shift (Co) and clear actions that need to be taken (active) you work with your client to create a Co-Active® Strategy. She then commits to this strategy and moves into action... probably actions that she would not even have considered when she was standing in the perspective of "I'm not enough."

Now, you can feel how transformative the shift in perspectives is, right? ...from "I'm not enough" to "The job is already mine? Of course it is important in this job application but it's most likely also transformative for the whole of the client's life. This is what the Cornerstone "Evoke Transformation" is all about... working with the events of a client's life to call forth a elemental shift in consciousness on the path of evolution.

There is a playfulness, a creativity and a lightening up that comes with Balance coaching. It's really difficult to hold on to struggling and suffering and victim in this space.

I want to be clear that Balance coaching isn't about fixing or solving the problem. When you brainstorm perspectives, you are not brainstorming different solutions to a problem or different actions that the client could take, it's about opening up the client's way of being about an issue, shifting where they are looking from. Once you open up their looking and they get a choice about how they want to be interacting with their life, the client's natural creativity and resourcefulness will take over and they will see what course of action would be best.

If you've been focusing really hard on one area of the client's life and there's no movement, it's likely that the coaching has become static. Let that hard focus go, and turn the coaching to another area. Find the place of movement, of action, and the Principle of Balance will begin its dynamic dance all over again.

#04B: Balance Co-Active® Coaching Demo

Hi there. This is Karen Kimsey-House and today you'll be listening to Susan Carlisle doing a demo of Balance coaching. With integration, balance generally gets woven through many of the coaching demos you'll be listening to throughout this program and I'll point out examples of that in my debriefs. It's also fine to use any part of the Balance formula... you don't have to use the whole thing.

In this particular example however, Susan does a great job of demonstrating the formula step by step. That said, she doesn't get trapped in just doing the formula. Throughout the coaching, she's actively standing on the Cornerstones and engaging all five Contexts for the sake of the client's Transformation.

Notice how the Balance work and resonant choice brings more aliveness to the client's trip to Spain. There is a huge shift in who he gets to be in this trip as the coaching brings more expansion, clarity, dignity and self-respect.

Susan begins by clearly identifying the topic of the coaching... your work in Spain. Then she moves quickly to identify the perspective the client is currently standing in.

Next she moves on to brainstorm perspectives. I love the way that Susan works with the steps of the Balance formula without getting all tangled up in the steps. She is always focused on the four Cornerstones and the Contexts of the Model. Can you feel her Curiosity and deep Listening throughout?

As she explores each perspective, she uses geography and metaphor to deepen the client's experience of each one.

Notice she doesn't step over the perspective that holds the client's resistance and uses geography to have him embody and experience that... as he finds himself standing staring at a blank wall. Notice that Susan is working with this client over the telephone and yet working with geography as if they were right in the same room.

Next she has her client make a resonant choice and you can feel her delight and surprise when the client makes a choice that she does not expect.

She immediately embraces his choice and builds the resonance of his perspective with acknowledgment.

Then she begins to create a Co-Active® Strategy of doing and being.

We're ready for commitment. Can you see how she creates the whole step across the line scenario over the telephone?

She closes the coaching by creating a structure for the client to remember the resonance of the perspective that he chose and she also designs a check-in after his trip to look at what he has learned and lock in the perspective. Action will be taking place off the call so Susan is making sure that the whole of the process is held and that there will be an opportunity for the client to learn from the action that he has taken.

#05A: Integration of Process

Karen Kimsey-House: Hi, this is Karen Kimsey-House, and our topic this week is the third principle in the Co-Active® Coaching Model: Process. Process is about having the client be in the moment where they are, not where they think they should be, or where they want to be. This is such a simple concept, and yet it's rare that people have the willingness and the courage to truly step into the present. It seems that we always want to be rushing off to the next thing, the next meal. In our society, we're trained to fix, to answer, solve the problem, and produce results. The Principle of Process stands for the richness and fullness of the present moment.

Within this Principle lies the acute awareness that the present is really the only place to live. It's all that exists. Life is such a precious and rare gift. And the only place we get to have, the only place that "aliveness" exists is in the present moment. This is it. On this physical plane, anyway, this is the only life you'll get to have. It's not like you can go back to the "Life Store" and trade it in when things get hard.

Experiencing is at the heart of Process coaching, having your client experience their life, rather than just talking about it. So if one's life was a river, Process is the difference between sitting on the banks of the river and talking about the water, and theorizing and sounding quite wise and intelligent about the river, and actually being in the river and getting very, very wet.

We stand firmly in the assumption that people want to experience their lives, not just rush through life and talk about it once in a while. That said it seems like we humans want to avoid being with our experience like the dickens. We're also afraid we'll feel something. That often we get really busy understanding and realizing, and then moving on as quickly as possible.

This is one of the biggest traps of Process coaching that I see Process coaches fall into all the time. The client is talking away, having lots of insights and realizations. And the whole time they aren't really fully present, and they aren't in their experience. That's why it's so useful to go to the body in Process coaching. It's not the only place to point the client to move into the present and connect to what they're experiencing, but it is really, really effective.

The body is so honest. It can't lie. And the body lives in the present always. Our bodies don't know about the past and the future. They only know about the now. So pointing a client to what they're experiencing in their body is a great way to bring them into the now.

In order to bring your client into the present, you can just point them to their physical experience and ask them to notice their body. Or you can tell them to just notice their breath. That automatically brings the client into the now. Then once they're really present, you can have them look at what they're experiencing with maybe a powerful question. For instance: "What's that like for you to have your father be so ill?" You try it. No, really. Try it.

If there's something in your hands, put it down and relax a bit. That's it. Good. Now just let your eyes fall closed. Just let your eyelids drift shut. Feel your feet on the floor, and your body where it makes contact with the furniture. Notice your breath as it rises and falls. Put your attention on your shoulders. What do you notice there in your shoulders? Let go of any judgment you might have about "gee, my shoulders are so tight" or whatever. Just notice.

Now let your eyelids just drift open and notice what's different. Can you feel how you're just a little bit more present, just from that very short moment of paying attention to what was happening with your body? That's why geography is so important in Process coaching.

Remember the geography lesson from your Balance Course? The geography is the space or state of the client and coach. It includes mood, internal pace, emotional fields, and thoughts. Remember when you studied geography in elementary school? When you studied the geography of, say, Argentina, you looked at terrain. Was it mountainous? Were there rivers? Where were they? You looked at crops and agriculture. What grew there? What were the imports and exports?

So when we talk about geography, it's kind of the same thing. In any given geography, there's a particular terrain. Certain kinds of things grow in that terrain and others don't. Let's do a geography experiment. I'll bet you didn't get to combine science and geography in school, did you?

Begin by crouching down close to the earth, maybe enough so that your hand is resting on the floor. Let your shoulders drop forward and let your head drop down so that it is close to your chest and your whole body is kind of curved in on itself. Really let your body sink into this geography, take a big breath and let yourself drop into that curve even a little bit more.

Now think of a sad time in your life, notice the details and the experience of that memory, really let it play through in your mind's eye. Good. And now think of a happy time in your life, and notice what that feels like, let that play through the details and the experience of that memory.

And now take another deep breath and stand up tall with your shoulders thrown back and your head held high, spread your arms wide out to either side of your body, really expand your chest area.

Now think of a sad time in your life, pick a different one than the one before, so really think of another sad time and let that play through in your memory and notice what that feels like. Now think of a happy time and notice what that feels like. Good. Now let that body posture go to and just relax.


What did you notice in your experiment? Were you surprised how much easier it was to think about a sad time when you were crouched down and a happy time when you were standing with your arms wide? That's how geography works.

The body is part of geography. Notice I say that it was part, not all. The body is sort of an access point to different geographies. The body is also an access point to Process coaching and it is not the same thing as Process coaching. There is lots of great ways to bring your client into their experience or to take them deeper into the experience that they are having.

A really great powerful question will often send the client right to their experience. Acknowledgment is a great skill to use in Process coaching.

The use of metaphors can make the client's experience much, much more real for them. Championing and meta-view are very useful in Process coaching. And last of all, witnessing, just being with the client right where they are can be very, very powerful to use in Process coaching.

Articulating What is Going On... another GREAT Process skill. Any tool that will support the client in dropping in and experiencing the emotional experience they are trying to push away. Geography, like the Contexts of the Co-Active® Coaching Model, is always present. It exists and sometimes you are attending to it consciously and sometimes it is more unconscious, but geography is always at play in coaching and in life.



So how do you know if a client is talking about their experience rather than being in their experience? As you tune your listening, as you pay attention, you will begin to feel it. Being with an experience often slows things down, words come more slowly, sensory metaphors often predominate. Often but not always, there is some kind of emotion that rises to the surface.

When the client is talking about their experience, the paces usually get a bit quicker. They will often have some a-ha's and lots of understanding. The Level 3 will feel different, sort of more heady and intellectual with lots of understanding and realizations.

Often the client will be avoiding their experience all together. They may come to the call saying something like "My manager just let me know that I am going to need to fire one of my direct reports, I really need to strategize about how I am going to cover the work that needs to get done," or "Yeah, I'm a little anxious about moving, but I have got a zillion things to do before moving day, I just have to buck up." Or something like "Well, I did finally get that big promotion, now's let's take a look at what's next."

If you pay attention, you can feel the higher breath, the faster pace, the clinging to doing, the push that is covering up something that the client doesn't want to be with. Or sometimes there will be a resistance or anger and the client will be trying to be good on top of that.

If the client is being good or performing for you or someone else, it is often a good time to slow things down or even stop and have them drop into the moment and take a look at what they are experiencing.

Once you have the client exploring their experience, it is important to go with whatever they are experiencing. If they are experiencing blankness or numbness, then explore that. As you move the client more fully into where they are, things will begin to shift and move, and other images, other experiences will begin to arise.

With practice you'll begin to be able to feel the difference between the rich, deep resonance of being present in the moment when the client is fully with their experience, and the confusion and dissonance that occurs when the Saboteur is present. Often I've heard coaches doing what they think is Process coaching when really all they're doing is following the Saboteur around.

It's important to understand that in Process coaching you're definitely doing something. You're not just drifting around. Yes, Process coaching is not linear, and perhaps not even logical.

And yes, often particularly in the beginning it will feel to you like the coaching is not going anywhere.

But as a coach, you're actively and with commitment taking the client to where they are, to the now, to what they're experiencing in the moment.

Imagine that the moment is like a big pool of cool, cool water. The coach is the container holding the pool and saying, "Here, dip or dive into here, back here. Deeper now, let's go a bit deeper," in the case of down the tube or, "Higher, a bit higher," in the case of up the tube. In both cases however, the coach is actively holding the space of the moment, holding the container and the safe and courageous space of coaching so that the client feels safe enough to move into the pool and get wet.

Sometimes I've heard coaches DOING Process coaching. They and the client are both going through the motions but nothing is really happening. The client isn't really experiencing anything.

Process coaching — all coaching, really, but particularly Process coaching — is much more about who you are than what you do. If you can't embrace and celebrate your own humanity, if you cannot become somewhat comfortable with the vast discomfort of your own humanity, it will be difficult for you to hold that space for your client.

I've heard coaches fall into the trap of needing to take care of the client, to solve the problem and make it go away so the client won't have to be with their experience, or a number of different ways to take the coaching away from the experience. For some reason we have made emotions and experience scary.

I guess it's because experience is messy and it poses some threat to our continuing attempt to create a sense of control and order. Oh my god, my client is experiencing an emotion. What do I do? Something is happening in the coaching that is way too real. Help!

I'm not encouraging you to get in over your head in coaching. You do want to stop at your own competence level and not take your client deeper than you feel you're able to manage at this point in your coaching development. However, your client doesn't need to be in therapy just because they're feeling an emotion.

It's reasonable for our human being to grieve a loss. It makes sense for your client to have anxiety over making a change in their life. And it's completely, totally normal to feel pain and heartbreak. There are so many things in life that occur that are worth crying about, worth grieving over, worth celebrating. How in the world can people fully experience their lives if they aren't allowed to feel?

Emotions are energy and it is when we refuse to be IN the experience of our lives that energy becomes trapped. Once clients can be present to what they are experiencing, emotion truly does become (e) motion... energy in motion, providing power and energy that they can use to move forward in new ways. Being fully present to the emotional experience of our lives changes us, teaches us, transforms us.

I know that Process coaching can sometimes feel a little frightening... not knowing exactly where you are going... not knowing exactly how it will turn out. The Co-Active® Cornerstones provide such a solid foundation to stand on in Process coaching. Hold your client as NCRW. Dance in THIS moment. Make room and hold the WHOLE of their experience and in that holding know that you are evoking transformation, just by witnessing the incredible humanity of another.

In the coming week, I really invite you to dive deeply into Process. Dive into the delicious homework for Process... Turn up the Curiosity knob on what it is to be human, and to feel and experience your life fully. And notice all the things you do and all the things you put in the way of the incredible intimacy of that experience.

Brian Swimme, a famous cosmologist, says that if we were to be able to be with the world around us fully, we would be shattered by its greatness and beauty. Let yourself be shattered a little bit this week. It's in that depth and breadth of experience that true aliveness lives. That's where greatness lives, and that's one of the great privileges, the great joys of coaching.

#05B: Process Co-Active® Coaching Demo

Hi this is Karen Kimsey-House and today you'll be listening to the infamous Mr. Henry Kimsey-House doing Process coaching.

Now, this coaching was recorded under slightly different circumstances than the other coaching demos you'll be listening to so you will notice a difference in the sound of both the coach and the client.

This was such a terrific example of Process coaching though and I wanted you to be able to experience the level of intimacy that Henry created with his client, even though the coaching took place in front of a group of over a hundred people.

As you are listening to the coaching, notice how present Henry is with the client. Notice how open, spacious and curious he is about her experience and how real he makes the client's world... how much he trusts her experience and her images.

A particular thing to pay attention to in this coaching is how Henry uses the language of the client to create powerful metaphors that support her journey. You can tell that he is Listening fully at Level 2 and 3, 100% holding the client's agenda with Curiosity and accessing his Intuition all over the place.


Lots of room. Lots of space for the client to have her own experience. Pay attention to how comfortable Henry is with the silences. He really holds his client as naturally creative, resourceful, and whole. He knows she knows where she's going. She's doing her work over there. And he knows that when she's ready, she'll come out the other side with new resources and expanded awareness.

Actually, Henry is standing firmly on all of the Co-Active® Cornerstones throughout this coaching, completely present and dancing with her fully in THIS moment, holding space for the full range of her experience and standing in a fierce commitment to her ongoing evolution and growth. Lots of great things to pay attention to in this coaching demo. So, OK, here's Henry.

Great coaching, huh? So, just a couple of comments on the coaching, just a couple of observations that I want to make. First of all, did you notice how Henry starts out by getting the client's buy-in to Process coaching? He asks not the most powerful question maybe, but he held the big picture, the payoff for the client, so that she was willing to go into it to get the goodies on the other side. And then because he was really Listening at Level 2 and 3, he got his hands early on around the image of the door, and the coaching took off from that place. Notice how he asked the client to give him a metaphor. You know, it's not like you have to come up with all the metaphors yourself. You can actually ask the client, and in this demo, Henry actually said, "Give me a metaphor," and the client did. "It's like pushing a car," she said.

Also, I really want to point you to how Henry used sensations to make her world more real. He talked about temperature, warm, cold. Texture, is it wood, is it metal. And sound, the sound of a clanging cell door.

And did you notice how real her internal world was to him? I mean, he asked her to take a look around and see if there's another way through besides the door, as if she was standing right there in the room with him.



And then when she goes through the door, “You’re in, oh, good. Good job, you’re in.” And what’s here on the other side of the door and exploring that, constantly really allowing the client step-by-step to go down into that well and explore what’s ever there.

Now, as the coaching drew to a close, I want to point you to the homework assignment, Henry started it off with a not-powerful question, “Did you bring your flashlight?” Yes/no question, right, which fortunately didn’t send the client too much to her head, but then he wrapped it up with a great homework assignment that’ll really keep her in the process.

Well, it would’ve been a great homework assignment too if the client had been more in the middle rather than coming out the other side. For this particular client, the exploration got a bit lighter when she moved through the door, but even it hadn’t, Henry could’ve left her with her flashlight, you know, journaling and still exploring, and let her know that he would be there next week waiting to hear what she discovered.

And then finally at the very end, an acknowledgment, not particularly elegant or well crafted, but right from the heart and right from the gut, both validating the client’s experience and validating what she’d been through and celebrating what she’d accomplished. And also calling her forth to the bigger place to her more magnificent self, and letting her know that he saw her there and saw how huge she was.

What I most want you to take away though from this particular coaching demo was the space that Henry was holding, the intensity of his listening and his commitment to the client. This demo took place in front of over a hundred people and yet the relationship between the two of them became so strong as the coaching unfolded that it was like they were the only two people in the world.

That deep listening, that complete belief in the client, in their process and in the importance and value of their experience is at the heart of Process coaching.

#06A: Deepen the Learning and Forward the Action

Hi. This is Henry Kimsey-House again and our topic this week is the Context of Deepening the Learning and Forwarding the Action. Now, this is more than just one of the five Contexts of the CTI coaching model. Deepening the Learning and Forwarding the Action speaks to the purpose and outcome of Co-Active® Coaching. They are inseparable partners. It is the coach's role to make sure that both are happening for the client at the same time. As you well know by now, coaching is about change. Change is why clients hire you because they want something to be different in their life. And how do clients change? They change by learning more about themselves, what they want, who they're becoming and what makes them tick. They change by taking action. Action that redefines what is possible for them and creates their next reality. Their next place to learn and to grow and to move forward in their lives.

Now, coaches, lots of coaches at your stage of the game, think that Deepening the Learning and Forwarding the Action are two separate objectives and outcomes.

Actually, they're not separate at all... they are irrevocably intertwined and dance together in service of evoking the client's transformation.

Deepen the Learning and Forward the Action are what make coaching coaching, rather than therapy or consulting or just a fabulous, caring, one-sided conversation with a friend. Learning and action are why the coaching relationship exists. Also, learning and action shape the space or nature of the relationship between the coach and the client.

On this recording, we'll explore how to use the space of Deepen the Learning and Forward the Action to move your clients toward changes in their lives. Deepen the Learning and Forward the Action also forms the foundation of the agenda for your client. As a coach, it's imperative that you want for your clients, that you want more for them than they want for themselves.

In the coaching relationship with you, you want your clients to be able to move forward powerfully in their lives, to take constructive action that will bring them more of what they truly want and you want coaching to be a place where a client learns deeply about themselves. About who they are and who they are becoming, about what they, truly, deeply desire, about what works for them and what doesn't work, about how they trip themselves up and most of all, about how they can be more effective, more fulfilled, more in balance and more deeply in the process of their lives.

As we look at Deepen the Learning and Forward the Action with your client, several major coaching skills come into play. These include powerful questions, acknowledgment, championing, requesting, challenging and inquiry.

Remember, Deepen the Learning and Forward the Action is a Context in the coaching model as opposed to a skill. A Context is something that is always present. It's like the ground you stand on, the air you breathe. A Context is present regardless of the content of the coaching exchange. So, in any coaching interaction, Deepen the Learning and Forward the Action must be present in order for coaching to occur.

Let's say that your client needs to make a big decision about whether to sell her home and move across the country. In Fulfillment coaching you might explore her values and whether the move would bring more resonance to her life. In Balance you might have her see that she is trapped in a perspective, called "it's scary and hard to make a move like this", and you might explore different perspectives with her and have her pick the one that feels juicy. And then you might

give her an assignment to create and design the move around the theme of “This is a bold adventure,” or some other perspective. In Process, you might go deeply into her experience. What is it like for her to be looking at a move like this? What comes up for her, et cetera.

In each of the different scenarios above, the coach needs to be coming from the Context of Deepening the Learning and Forwarding the Action. Even Process, which is all about taking the client where they are, will forward the action. As the client becomes more and more present to themselves in the moment, shifts and changes will occur for the client.

And even in Balance, as the clients gets to choose a new perspective powerfully and gets into action to make it real, they’ll also be learning about themselves. So, these two ingredients are the inseparable halves of one whole and as a Context they are always in play.

Learning and insight provide fuel and motivation for action. Action creates more learning which, in turn, leads to more action which, in turn, leads to more learning and so on and so on. Like two hands washing each other.

Learning without action has lots of insights, but no movement. It’s like navel gazing; fascinating, but it doesn’t change people’s lives. On the other hand, action without learning is a sure way to burn out. What’s the point of action, action, action if it’s not based in insight and discovery?

The purpose of coaching is not to add a bunch of items to your client’s to do list, which probably is too long anyway. Rather, the purpose of coaching is to provide meaningful action that moves them directly towards what they most desire in who they are becoming in their lives. In fact, learning hasn’t happened if there’s no action. The client may have new information, but until they apply it, until he or she acts on it, learning has not occurred.

The point here is that you can’t break learning and action apart, because human beings just aren’t wired that way. As with all the other Contexts, the Context of Deepen the Learning and Forward the Action rests upon the four Cornerstones. You must hold your client as fully resourceful, whole, in order to deepen and forward. This is not about recognizing their potential about who they might become someday in the future based on the seeds you are planting. Rather, it’s about who they already are. Hugely capable and absolutely complete right in this moment.

Oh yeah, in coaching the client will expand and transform. They will evolve and grow... and it is important that they know that right at the same time they are complete in every moment. If coaches don’t hold their clients as naturally creative, resourceful and whole then forwarding the action and deepening the learning becomes a way to solve a client’s problem or fix something that’s broken.

“You’d really better learn this about yourself, client,” or, “If you will do this, than your life will be so much better.” Unh-unh. When grounded in the Cornerstones of naturally creative, resourceful and whole, and the other three Cornerstones as well, forwarding the action and deepening the learning becomes a dynamic commitment on the part of the coach to create value for the client in each and every moment of coaching. This is not necessarily comfortable. There is no room for the coach to be small.

It’s necessary that you hold yourself as magnificent and whole just like your client. In this Context of Deepen the Learning and Forward the Action, you will use lots of different coaching skills from time to time to serve the coaching. We will be deepening these skills in different demos throughout your programs so I just want to touch briefly on them here. The skill of

using powerful questions is such an important coaching skill that we devoted a whole coaching demonstration to that. I once heard a motivational speaker say the quality of your life is the quality of your questions.

The same is true of coaching. The quality of your coaching is the quality of your questions. Questions take the client some place. They send them into some tunnel to find the answer to your questions. Do your questions send your client to a rich and juicy place? Do they move your client forward and deeper in their learning? A really good question will often be followed by a moment of silence.

Give that client time to think about the question that you asked. If it's a juicy question, they'll need a little time. Often at the end of the coaching session, you'll give the client an inquiry. A big question. So powerful that it can't be answered all at once or completely. It's a question that your clients put on their back burner or simmer on all week long like spaghetti sauce watching for the many savory insights that will bubble up to the surface.

One of my favorite inquiries is "what are you tolerating?" Can you just see how looking at that question over time will deepen the client's learning and forward their action? They will see things that they didn't see before. And once toleration comes to light, it's actually painful not to take some kind of action.

Now, acknowledgment. Another critical skill. Acknowledgment is not about having the client feel good. It's about having them feel known. The skill of acknowledgment is about impact. What is the impact of acknowledgment on your clients? Do they light your client up? Do they open a space for the client and give them a larger place to stand? Do they create a sigh in the space, the sigh of being known and seen?

Championing. Championing is the wind beneath the wings of the client as they move forward in their lives and learn how to operate more effectively in the world. Holding the client as naturally creative, resourceful and whole is the foundation of championing. Whether or not the client will move forward remains up to the client. Whether or not they can create what they want in life is not a question.

As a coach, how are you at championing your clients? Do your clients feel like you are completely 100% on their side? Do they feel encouraged and called forth by your belief in them? Do they know that you will refuse to hold them as small because you can't bring yourself to see them that way?

Now, requesting. Requesting absolutely gets the client into action. And also deepens their learning. They get to say "yes," or "no," or "counter offer." A request forces the issue. It has the client look more deeply at what is true. What they really want to move forward on and what is just a nice fantasy. Of course, your client is not bad. This is what people do. Sort of sitting around, talking a good talk, complaining or tolerating. This is what I do. I bet you do, too.

So, requesting is a big clarifier. "Yes," "no," or "counter offer." So many times in my coaching practice, clients have done amazing things because their coach, that would be me, was committed enough to make a request, to ask them to do it. And when they didn't, they got to look at that. What was really true? What did they want?

If your client accepts all your requests readily with no counter offer, your requests need to be more powerful. Remember, a request isn't about what you a coach should do rather you are suggesting an action in service of the client and they get to look and see what works for them.

It's great and worthy of celebration when a client says a clear "no" to your request.

It creates a great deal of clarity about what the client will take action on and what they won't. Remember that many of us are not very good at the life skill of saying "no." As a coach you need to listen for if your clients are truly saying "yes" to a request or whether they are avoiding saying "no" to one.

You may need to call your clients forth into their ability to say "no."

This in and of itself may be the biggest gifts you can ever give to your client. The ability to say "no" when they need to say "no" in their life.

Now that brings us to challenging. A client should say "no" to your challenges. The purpose of a challenge is to break up the client's reality, to shift their perception of what's possible. If my client is writing a book and she has been dragging her heels, I might challenge her to finish the book by her session next week.

Imagine that. She's got a 200 page book and she's written 10 pages and I challenge her to finish the book within the week. The appropriate response to that challenge would be "you want me to do what?" Can you feel how a really good challenge shifts the space and breaks up the client's perception of what is possible?

Imagine placing your hand in a bowl of water. The water is still and smooth. Then imagine moving your hand all around very quickly in the water. The water gets all stirred up and mixed around and eventually settles back down but not quite to the same place it was before. It's moved around, it shifted. That's the impact of the challenge. Stirring it up.

As you build the coaching relationship over time, you'll get to know your client and what is the level of challenge that works for him or her. Don't be afraid to experiment. As a matter of fact that is the big tip that I'll give you as we complete our time together here. Experiment. Your clients are not fragile. They will not break.

How will you know what a big challenge is if you don't keep swinging out there and experimenting? It's not something you can figure out in your head. You have to leap in and learn as you go. Experimenting, trying things and deepening your learning and forwarding your action as a coach as you go.

Go forth and multiply.

#06B: Requesting, Challenging and Inquiry Co-Active® Coaching Demo

Hi, this is Karen Kimsey-House, and today you'll be listening to Laura Whitworth doing a demo on requesting, challenging and inquiry.

Requesting is such a powerful coaching tool. Often times clients will do things that they normally would not have done, just because the coach asked them to.

It's really important to remember though, that there are three responses to a request, yes, no or counter-offer. Any one of those three must be an acceptable response, otherwise it's not a request. Each response is powerful in its own right. It's just as useful for the client to be very clear about what they will not do as it is for them to say yes to the coach's request.

The counteroffer is useful as well, because it gives the client the opportunity to modify the request so that it fits them perfectly. Speaking of challenge, the purpose of a challenge is to take the client right out of their comfort zone and expand what is possible. As a coach, you're not expecting that the client will say yes to your challenge. As a matter of fact, if the client is saying yes to your challenge, the challenge isn't big enough.

The point of a challenge is to stir things up a bit and expand the field of possible action.

Inquiry as a coaching tool is a useful way to deepen the client's learning in between coaching sessions. A big hefty inquiry at the end of the session will keep the client moving and learning in-between the time that the coach and the client are talking.

So, into our recording. This recording was made under different circumstances so you'll notice a very slight difference in the quality of the recording. This demo does a great job of providing clean, clear examples of the skills of requesting, challenging an inquiry in action. Laura demonstrates some fairly rigorous requesting and challenging.

So for the sake of bringing the demonstration of those skills to you, we sacrificed a wee bit of quality in the recording. It's my hope that listening to this demo will raise the bar for you as a coach on what you're willing to ask for from your clients. And now, here's Laura.

Requesting, Challenging and Inquiry. Co-Active® Coaching Demo

Laura: So, hi Loretta. How are you doing today?

Loretta: Hi, Laura. [clears throat] Excuse me. Well, it's Friday. Laura: Yeah, isn't that great?

Loretta: Yes. [laughs]

Laura: So, what would you like to kind of take a look at in our coaching today?

Loretta: Well, I've gotten very derailed on exercise; the balance of exercise in my life and that's affecting me. I can feel that it's affecting me.

Laura: How long has this been going on for? The derailment, I mean.

Loretta: I'd say the derailment has actually been going on for a good, oh, about 10 weeks or so. Then it just recently was capped off with the fact that I had a very bad cold and flu, which I'm just now coming out of.

Laura: Yeah. Loretta: Yeah.

Laura: And let me do a little space check here. What happened 10 weeks ago that had you start to get derailed?

Loretta: Issues with my back, and my right leg... Laura: So...

Loretta: And...

Laura: So, I'm hearing that in both cases, your health, this cold or back problems, got in the way of your taking action around your exercise, right? Am I hearing that right?

Loretta: Yes. Coupled with the fact that I was taking Vicodin to mitigate the pain, and I stopped taking the Vicodin about a month ago. So, I had a, kind of an adjustment period with that as well.

Laura: Well, let me ask you an absurd question. Why bother exercising? Loretta: I feel better when I exercise.

Laura: But you have, you know, you have all these body aches right now, right? I mean, or do you? I mean, is the back all better? Is the cold all better?

Loretta: Everything is still there at different levels, but I was noticing today that although when I first wake up I'm kind of stiff and it takes me a little while to get going, after I'm in movement for a while, I feel better. And if, let's say I go for a small walk, I actually do feel better.

Laura: Oh, OK.

Loretta: I just feel — I seem to be lacking the motivation or discipline to get back into doing it.

Laura: Well, I will tell you this. I know that what I see over and over again with my coaching clients is they'll have a pretty nice regimen of something going. It might be exercise, it might be eating or meditation, and they'll go and get sick or they'll go away on vacation and it often gets derailed. So, I just want you to know that it's not unusual that that occurred for you. And so, why don't we find a good reason now? Feeling better is a pretty good reason, but it doesn't sound like it's quite enough. So, let's look at creating, perhaps, a game. Let's look at finding some good reason for you to exercise. My request for you is for you to identify that reason before the end of this call. There, you see? I'm trying to squeeze in a requesting skill. How'd I do?

Loretta: Well,...

Laura: Not so good, huh? [laughs]

Loretta: Well, I think that I got it and what you're... you want me to identify a reason to exercise other than feeling better. Something...

Laura: In addition to that. Loretta: ... more motivational? Laura: Yeah. In addition to that.

Loretta: Yeah. In addition to that. OK.

Laura: Here's one for you. I'm actually going to pose a challenge for you. Loretta: Hmm?

Laura: Here's a challenge, that you enroll yourself in one of those body building women... women body builder contests. Loretta: [laughs]

Laura: [laughs] So, you think that's funny, huh? Loretta: [laughs] I do.

Laura: Why...

Loretta: But, it's fun. [laughs] It's a fun idea.

Laura: Do you see that as something bigger outside of you than how you feel in the morning if you know you have to go and do this body building contest?

Loretta: Yes.

Laura: So, would you do that contest?

Loretta: I would do that because, actually, I received my Ab-Doer, which is a unit for working on my abs that is not hard on my back. It's been in the box in the living room for a week. So, if I open up that up and put it together, which is pretty simple, then I could get in the body building contest.

Laura: So, how do we find out where body building contests occur? I mean, here's what you need to know. I really am asking you to develop enough physical health that you could be in a women's body building contest. Do you want to do that, and will you do that?

Loretta: I don't think that I would do that. I would have to say no to that.

Laura: OK. If you won't do that, what will you do? You see how that is something outside of you, Loretta?

Loretta: Yes.

Laura: And so, it would call you into action a lot more readily than, "Oh, gosh, I should get up this morning and exercise."

Loretta: Well, I commit to getting some exercise buddies, which if I'm with somebody else doing the same type of activities, I'm motivated. My past has shown that to me.

Laura: Oh, that's great. So, how many exercise buddies will you commit to? Loretta: I will commit to two.

Laura: And when will you have them by?

Loretta: Well, let's see. I will have one by next Thursday, and I'll have one by next Tuesday because this is an idea that I was kind of thinking about, but it's just been in the thought realm for awhile.

Laura: So, this coming Tuesday, and this coming Thursday? Loretta: Yes.

Laura: OK. So, a week from today you will have arranged for two buddies?

Loretta: Yes.

Laura: [inaudible 06:58] Now, here's my counter-request, as well. It sounds to me like you've got two people in mind.

Loretta: I do.

Laura: If one of those people decides not to be your exercise buddy, my request is that you find someone else. Will you do that?

Loretta: I accept that.

Laura: By a week from today. Loretta: Yes.

Laura: OK, great. So, Loretta, let's look in one other place here. If you are exercising, we'll know you're feeling better, but how else will we know that you're exercising is successful?

Loretta: My clothes will start fitting better because I'll start either losing weight or inches. Laura: So, do you have an outfit, Loretta, that is too snug for you right now?

Loretta: Oh, yeah.

Laura: Do you have one you really like? Loretta: Yes. [laughs]

Laura: What's it? What color is it?

Loretta: It's actually, believe it or not, it's my jeans. Laura: Ah-ha. And how about a top?

Loretta: So, it's blue. Yeah, I have a kind of a flannel shirt that's a bright green that I really like, but I'm not comfortable wearing it right now.

Laura: So, how long, if you're good but not great, just doing a good job at exercising, how long do you think it's going to take you to get into those? That shirt and those blue jeans?

Loretta: If I'm diligent, I think three weeks.

Laura: So, here we are. It's a Friday. Three weeks from now would be the end of the month.

Loretta: Right.

Laura: So, and it'll be a Friday. So, here's my request. My request is that you call up someone and you make a date that calls for blue jeans and... did you say it was a flannel shirt?

Loretta: Mm-hmm.

Laura: And that calls for blue jeans and flannel shirt. I don't know. It's bowling. It's horseback riding. But that you create some kind of date that requires you to fit into those clothes three weeks from now. Will you do that?

Loretta: I will. That will be fun. Laura: Do you know what it will be?

Loretta: I don't know what it will be right now because it depends how my back is feeling.

Laura: Well, so, oh, OK.

Loretta: But it could be even... it could be playing Pee Wee golf. Or it could be even going walking at the lake.

Laura: It could just be going out to dinner.

Loretta: It could be going out to dinner or going to a movie. It could be any of those things.

Laura: Now, when will you let me know exactly what the date's going to be?

Loretta: Well, why don't we set it right now?

Laura: Yes. So, you're going to set the date right now?

Loretta: So, I don't have my calendar in front of me, but we were saying the last Friday in the month. It probably needs to be on — it does need to be on that following — on that Saturday.

Laura: OK. So, that's the first of the month. There you go. Nice and easy. Loretta: So, December 1st. OK.

Laura: So, that's when you're going to do it, but when are you going to have decided what the event is going to be?

Loretta: I'll decide that...

Laura: Because I want you to let me know. Loretta: This weekend, and...

Laura: Ah-hah.

Loretta: And call you, or how about I'll send you an email? I'll either call you or send you an email. I'm writing this down.

Laura: Good, please.

Loretta: Because this is lots to be committing to and thinking about and keeping in one's head [coughs]. Excuse me. How about by this upcoming Monday, so that will be [inaudible 11:02].

Laura: That's great. That would be perfect. OK. Now, I know that exercise is a big part of it, and that you have been concerned a little bit about your weight, so I want to challenge you, Loretta, to having lost 10 pounds within the next three weeks. Like, no kidding, like really. Doing whatever you need to do to make that happen. Loretta?

Loretta: I'm thinking about that. Laura: OK.

Loretta: [laughs] That's hard to commit to that.

Laura: Yes. Hang there with me for just a minute longer. Loretta: Yes.

Laura: Because here's what I'm trying to do. I'm trying to turn up the heat here. We could have some nice normal steps for exercising and losing a little bit of weight, without any urgency, kind of a little lackadaisical. What would you guess would be the likelihood of that occurring?

Loretta: Well, what I can see, is that I won't fit into the jeans and the top if I don't put some urgency behind it.

Laura: OK.

Loretta: Definitely.

Laura: So, what's the urgency that we're going to put in here?

Loretta: Well, I want to fit into the jeans and the top, so... you mean specific things? Laura: Yes, I can give you an example of some urgency.

Loretta: OK.

Laura: For every pound under 10 pounds, you send \$50 to Red Cross. So, if you only lose seven pounds, you have to send \$150 to Red Cross.

Loretta: That's a great one. I can't commit to that, because I don't have [laughs] \$50 per pound.

Laura: Well that might... you know what?

Loretta: Which means I have to hit it. Laura: That's right.

Loretta: [laughs]

Laura: So, do you get a little sense of the urgency there? Loretta: Yes.

Laura: But I want to actually keep something alive, and I really know that \$50 is too much. I sort of wanted to take your breath away. Loretta: You did that.

Laura: Why would I want to take your breath away, Loretta? Loretta: To make it more real.

Laura: Yes. To kind of like...

Loretta: To bring it into focus really sharply. Laura: To make it urgent.

Loretta: Yes.

Laura: So, here's what I would ask. That for every pound under \$10... I'm sorry, for every pound under eight pounds, because I really think 10 pounds is really quite a stretch for you and your health and well-being for the next three weeks. So, I'm asking you to target eight pounds, and that for every pound under eight pounds, you send \$15 dollars to the Red Cross. Do you really want to lose eight pounds?

Loretta: I really do.

Laura: So, if you only give seven pounds... Loretta: I'll commit to that.

Laura: You'll commit to that? Loretta: I'll commit to that, yes.

Laura: Now, so here's the other way to keep this really urgent. You notice I'm really not going to let up here. So, here's another way to keep this really urgent. I invite you to tell three people that you're playing this game, that it be public beyond your coach and you. Who would you tell?

Loretta: My significant other, Mike. Laura: OK.

Loretta: My oldest daughter, Traci. Laura: And somebody at work. Loretta: And Paula at work.

Laura: Great. And when will you tell them by? By Monday? Loretta: Mm-hmm.

Laura: Great.

Loretta: I'll tell them by Monday.

Laura: Loretta, do you know that we don't have time on this call, but you may or may not have the steps all clear in your mind on how to make this happen. Or do you kind of know already how to make this happen?

Loretta: I got it. I'm going to exercise at least three times a week. I'm going to do a high protein, no candy, and low carbohydrate.

Laura: OK.

Loretta: And I'm going to use my buddies and the three people that I tell for motivation.

Laura: Oh, great! Loretta, could I ask you to exercise no less than four times a week? Given that you're going for eight pounds in three weeks? No kidding.

Loretta: That's true. I'll commit to that.

Laura: OK, great. You know, you could go to five or six. That's optional, though. OK. You're supposed to laugh, Loretta [laughs].

Loretta: [laughs] Well, you know, I was considering that, and I was like, "Oh, OK." Because I can remember those days when I enjoyed exercising almost every day, and I do like to exercise. It's just a matter of doing the type of exercise that'll work for me and will get the results.

Laura: Well, you know what? I want to leave you with an inquiry. It's kind of funny, I was... I'm doing this training on certain skills, and I want to use with you an inquiry that I've already spoken of to this class, and I want you to write it down. The inquiry is, "In the face of my health and back pain, what is it to be 'undaunting?'" If you just write down, "What is it to be

‘undaunting?’” Just write that one down. How does that feel, resonate right now? What is it to be ‘undaunting’ about your weight and exercise campaign?

Loretta: Well, one thing I’m going to have to refresh myself on what “undaunting” means.

Laura: Great. I couldn’t be happier.

Loretta: Yes. I think it means not being intimidated or keep on going in the face of whatever.

Laura: Yes.

Loretta: If that one didn’t work, just go on to the next one and the next one, and the next.

Laura: I do invite you to look this up, and you know about inquiries, so we will talk about it next time, but I want to make sure that you look at this question a couple times a day.

Loretta: OK.

Laura: Especially in the morning. Put it someplace where in the morning when it’s time for... or whenever you exercise.

Loretta: On the TV. Laura: OK.

Loretta: [laughs]

Laura: That’s great. And we’ll talk about this in our next coaching session. Thank you very much, Loretta.

Loretta: Thank you. I appreciate it. Laura: OK.

#06C: The Dip

Hi, this is Karen Kimsey-House. Welcome to “the dip.” In leading certification programs over the years, and talking to lots and lots of people in certification, one of the things I’ve noticed is that for some students – for almost all students, really – there was at least one place in their journey through the program where they were beset with huge doubt.

What made them think they could be a professional coach? They were never going to get this thing called Co-Active® Coaching, certainly never going to be able to build a practice. They had been crazy, deluded, full of themselves, and they should just get over it, hang it up and go out and get “a real job,” because this thing called “coaching” was never going to happen for them.

Maybe they had gotten a low Supervision score... or two... or three. Maybe they had lost a few clients... or two... or three. Whatever the circumstances, the impact was the same: Whee! There they went. Down into the dip.

I made this tape as a sort of emergency backbone that you can call and listen to when you’re feeling in that “less than resourceful place.” Know that you’re not alone. At any point in the program – even the program you’re in – different members of your groups will go into the dip. People have been in the dip, many of them before you, and will be in the dip after you’ve graduated and are successful as a Co-Active® Coach. You’re not alone there. It’s something that we all go through as part of the process.

So here we go. You, sliding away down the tubes into the dip, and me wanting very much to provide some context for your journey and also to hold a very big and very loving space for you. One thing I know about the dip – at least my dip – is that in that place of dip, there’s not a lot of compassion. There’s not a lot of compassion that I can find for myself in this particular part of the process. That’s been my experience in working with other people, too.

Please, take the hammer away from your head, and stop pounding yourself over the head with it. Settle back into your chair and take a deep breath, and just join me here as we explore this place called the dip.

First of all, what the heck is the dip? Well, it’s a term we coined – you’ve got to love that jargon – to name that place of falling, and failing, and doubt and confusion that is an important and natural part of any deep learning process. Let me say that again, because it bears repeating. It’s an important and natural part of any deep learning process.

That’s right, the dip is natural, it’s important, and it’s beautiful. Easy for me to say, right? I’m not in the dip. Well folks, I’ve been in the dip a time or two in my life and I know from firsthand experience that it’s not fun. Remember the learning steps? Unconscious incompetence, conscious incompetence, conscious competence and unconscious competence.

That place of unconscious incompetence, where you don’t know what you don’t know, well it’s sort of a blissful state. It’s kind of great to be floating around out there on waves of unconsciousness. Ignorance really is bliss, sometimes. And it’s not a lot of fun to wake up and come face to face; to really come to know your incompetence in any given area, whether it’s coaching or downhill skiing.

I remember when I decided that I was going to learn to downhill ski. I fell and I fell and I fell and I fell and I fell and I fell and I fell, and Oh my God! Was I in the dip. And I was absolutely face to face, very, very, very conscious of my incompetence.

That process is a critical part of any learning process. It's a critical part of moving on to the next step. Conscious incompetence, it's essential.

Now I have some really good news for you-at least I think it's good news. In all my years of working with students, I've never seen one, not one, whom with even moderate good humor and some hard work and persistence over time, was not able to move up the learning steps. Sometimes it was hard for people to let go and be present to their incompetence. Some held on to knowing for awhile. But once they stuck with it, every single one was able to move up the learning steps.

Know that you're not crazy, or a total disaster as a coach. Know that you haven't lost your mind, or forgotten every smart thing you ever knew. Know that you haven't turned into a babbling idiot. You're in the midst of a pretty challenging and confronting learning experience, and right now you're in that part that is the dip. That's all. You're in a dip. That's it, plain and simple.

Tomorrow, or next week, or sometime in the not too distant future, you'll be in another place, one of celebration and clarity. Not today. Today, you're in the dip.

So, given that you're here in the dip, I encourage you to settle in and get familiar with this place. The more you can get really familiar with the discomfort of this place, the more of a learner that you'll be in this program and in your life. Learning and growing and moving forward is what I believe is at the heart of our human nature.

The more comfortable you can get with the discomfort of this learning process, the more you're going to be able to get your hands around new learning and experiences and expand your skills, not only in coaching, but in many, many, many different areas of your life.

So really kind of scrunch down into your chair and get all settled in, get all comfortable, that's it, good, good. Now that you're all settled into the dip you might as well take a look around. What's in here for you? If you're not getting yourself all tangled into a knot trying to get out of the dip, there can be real value in learning for you here. So it's a great place to be really, really curious; that old Context of Curiosity about yourself and your process.

Here are a few inquiries for you to ponder. Don't take them all on, but if one strikes you, you might jot it down. I'll try to go slow so you have time to jot them down, and I'll repeat each inquiry twice.

Now these aren't the right inquiries or questions for you. They're not the most brilliant ones or the best ones. They're just some examples of things to look at and places to be in this dip; a way to point your thinking and your looking. Use them just as a springboard, as a place to be exploring, and looking and thinking about you and what there is for you to discover here in this place of the dip.

Here's the first inquiry, and I'll say it again and repeat it more slowly: what is it that you're attached to? What is running you? Again, what is it that you're attached to? What is running you?

Here's inquiry number two: what is the really significant meaning that you have given to failure in this program and in life? And once again, what is the really significant meaning that you have given to failure in this program and in life?

And then here's a really down and dirty one that I always like to ask myself when I'm in a dip

kind of place. Where are you trying to look good? That one definitely bears repeating. Where are you trying to look good?

Looking good is really hard. It takes a lot of work. What would it be to just surrender, to let go of looking good? That's part of the opportunity of conscious incompetence because it's really hard to look good when you're falling on your butt in the snow. Trust me, you can't. You have to just laugh at yourself and have a sense of humor about the whole thing. So what is available there in that place of letting go for you? I wonder.

Now, those are just a couple of places to look. And they're also really good questions to ask yourself when you're in this place at the dip. I encourage you to really look around and be curious about what's here for you in this dip place. Work with your coach on it.

There's so much learning to be had here about you and how you view the world, about conversations that you have with yourself that truly support you and conversations that you have with yourself that truly don't.

You know, one of my favorite lines from the Dr. Seuss book, "Oh, The Places You'll Go," the book that we read sometimes in the Process workshop, is the one that says, "And you'll play lonely games, too. Games you can't win, because you play against you."

So, really look in this place in the dip and where it is that you're playing against yourself and being harsher and harder and more judgmental on yourself than you need to be.

You know, it's a really courageous thing that you've done entering the certification program. It takes a lot of courage, and it takes a lot of vulnerability to be willing to just show up and play a tape for a supervisor that's not so good, and then to open yourself up to the feedback that you get. You can be really proud of yourself and feel inspired by yourself and your willingness to keep going and your willingness to learn and grow.

So, that's a little bit about the value of the dip, just a little bit. There's lots more value there, and I encourage you to keep going because we've only scratched the surface here on this tape; to keep going and to be in conversation with your coach and your group about it. And your triads, get coaching on it.

There's so much richness here, and I want to make sure that you get your hands around every single drop, because if you have to feel so crummy and so down, you might as well be able to get the goodies from it.

Now there might be ones of you who are feeling hugely confused. Maybe you've gotten feedback from two different supervisors, and the feedback they gave you says exactly the opposite thing. Or maybe the tapes overlap, and information seems to conflict with each other, and you're not really clear what's the right answer, and you're frustrated and confused.

What I want to say to you is, "Relax. It will all come out OK in the end." I know that this program can feel really confusing at times. We're hitting you with lots of different ways to look at being a coach. We're engaging with you from our most authentic place here, and when people do that, what they say doesn't always line up nicely and neatly. It's OK.

You're being steeped like a tea bag in Co-Active® Coaching, and you're shaping and molding your coaching all the time. There are breakthroughs ahead, and if you just keep applying yourself and doing your homework and showing up on your group calls and engaging and swinging out there and participating, I promise — I promise — you'll arrive at your destination

pretty much all in one piece and fully grounded in Co-Active® Coaching. It probably won't look like you had planned. When does life ever look like you have planned? And it will be fine, just dandy.

Now, I want to remind you a little bit who you are, who I know you to be because you enrolled in this program. First of all, you're someone who wants to make a difference. People just don't go into coaching because they want to make the big bucks, not that you can't make good money working as a coach, but people come into coaching because they care about people, and they want to contribute.

So, that's who you are. You're someone who cares and wants to contribute. You're also someone who is and has been inspired by the Co-Active® Coaching Model, and you care about the world around you. You care about there being a shift and an improvement in the way people be together, the way that people communicate with each other, and the way people work together.

And I'm going to add my own little bit here. This isn't necessarily a part of the Co-Active® Coaching Model, but the way that people love each other, and you want to be a part of that. I'm sure you would put it in your own words, and you absolutely have the right to make it your own. I want you to.

And in my heart, I know that there's a piece of that in why you decided to take the certification program, and if you told yourself you were just going for the credential, you were, you know, kidding yourself a little bit I think. Because I think at our core and in our hearts, we all want to learn and grow and contribute. So, that's who I know you to be. That's who you are.

And we get confused. We get confused all the time. We get lost and frustrated. We get upset, and we get in a dip, and we think that we don't know, and it's really all OK. It's all a part of this process that you've engaged in, in the certification program where you're learning to be a certified Co-Active® Coach.

And I believe it's part of the bigger certification program that we call life, and that's the best that we can do, I think, to be present to that and to each other. As Rick Tamlyn says, "In our humanness and our human mess." And certainly going down the tube and in that place that is the dip, you're really, very, very, very much in touch, directly in touch with your own humanity.

So, I really want to ask you to be gentle with yourself, not to be easy on yourself. That's different, to sort of let yourself slide and slip and not do what you're going to do. Hold your integrity and be gentle with yourself. How much love and compassion can you manage for yourself in this place? How much of the giving and space that you hold for your clients are you willing to hold for yourself?

I mean, engage with me here for a moment. Imagine that you were talking to a client in this place of the dip. Would you talk to that client in the way that you talk to yourself? Would you berate them? Would you belittle them? Would you be angry and frustrated with them? I think not. I think you would be way, way more compassionate and more spacious and understanding.

So, I'm going to ask you to do that with yourself and for yourself, that you treat yourself as you would your very most important and special client. Because here's the bottom line, folks — you are. In this profession called coaching, we don't have a lot of fancy equipment or tools of the trade.

When it comes to coaching, pretty much you're "it." I mean you have a headset, and if you're really fancy, you have a computer maybe with a computer program. But by and large, what you

bring to the party and this thing called coaching is you. So, there's no resource, no resource whatsoever, that is even remotely important to your coaching practice as you are. You are the central resource.

You want to take really, really good care of that resource and respect it and honor it and acknowledge it as often as you can. Pretty much by and large you're doing the best you can. That's what I believe anyway. That's what I believe people do.

I believe that people do the best they can. Sometimes they slip, and sometimes they slide, and sometimes they even get slimy and slippery, but by and large, we're [laughs] doing the best we can. So, you're doing the best you can. Give yourself a break.

Here's one more thing. I want you to take a look and see if there's a place where you're out of integrity in your certification program. Maybe you're not telling the whole truth in your stats and on your group call. Maybe you've really allowed your homework to slide, or maybe you've gotten way, way, way behind in your Supervision appointments and you don't know how you'll ever catch up.

I want you to know that it's really important when you're out of integrity to step in and clean it up. Tell the truth. Tell the truth on your group calls. Tell the truth on your coaching triads. Tell the truth to your coach and get some support, and really, really clean it up and move back into integrity with yourself.

It's OK. It happens all the time. We slip. And it's not the falling or the failing or the slipping that matters. It's how willing we are to really get back up and dust ourselves off and step back in and engage forward.

So, whoever you are, whatever's happened, I really encourage you to step forward and reach out for help and support, because there is a lot of support in this program for you. Make sure that you're talking with your coach, with your certification program leader, with your group, with your triad about the next steps for you so that you can be back in integrity again.

The last thing I want to let you know is how inspired I am by the people who come through this certification program. I want you to know that I hold this deeply in relationship, even though

I may never meet you face to face. You're very much a part of our vision being made real and alive. I mean basically, you're it. You're our end product here at CTI, and you're very important, and you're very special.

It's been a pleasure talking with you on this call about the dip. Have a listen whenever you feel the need, whenever you feel low or down, whenever you find yourself in the dip. Take care. Bye-bye.

#07A Listening and Self-Management

Hi this is Karen Kimsey-House and in this recording we'll be taking a deeper look at the Contexts of listening and Self-Management. Remember, contexts aren't like skills that you use as needed. In order for Co-Active® Coaching to occur, all five Contexts must be at play.

So really, really listen to this recording. Listen into what I'm saying and practice listening at all three levels together, Level 1, Level 2, and Level 3. Now, right off the bat at the Fundamentals course, we assumed you knew how to listen. And as coaches, we like to feel that we're earning our money and working hard to get the job done. We want to make sure that we use all those big coaching skills that we've learned.

However, so often it's the quality of our listening that really has the impact on our clients. It's so rare that we have someone listen to us actively. It's part of the specialness of the coaching relationship, that the coach is committed to actively listening to the client, listening into what they're saying, listening for where the client is going, listening between and underneath to what is not being said, to what's being stepped over.

So from your CTI courses, you're familiar with the three levels of listening, at least I hope you are. What's also true, though, is that each level of listening has its own awareness and its own impact.

First of all is Level 1 Listening. Now, Level 1 tends to get a bad rap. You know, Level 1 is who we are inside ourselves. As human beings, we are Level 1 of our thoughts, opinions, and feelings. Level 1 is about focusing on self, and you need to focus on yourself to operate in this world.

Level 1 is the client level, so when you're being a client in your coaching interactions, your job is to really be fully at Level 1. When we explore our life purpose, our values, we are in Level 1. Level 1 is a learning level, and where we take in information, so we can get over making Level 1 wrong and having it be bad.

If you're in Level 1, where's your awareness? On yourself, right? Now, when your attention is focused on yourself, what's the impact that you have? All you're aware about is yourself, not really noticing anything else. Your Level 1 might be having an impact on someone else, but you're not aware of it. So your ability to impact, to choose and point your impact, is focused and limited to yourself. That's not a bad thing, that's just the result and the outcome of Level 1 Listening.

Level 2 opens up our awareness. You're completely present to yourself at Level 1, so you're 100% at Level 1, present with yourself, and you're looking beyond Level 1. There's a hard focus on the other. You're listening actively for things and into what the person's saying.

At Level 2, your awareness is over there on the other person. So you have yourself fully, and you're also over there on the other person. And you have a huge capacity to impact that other person from Level 2 Listening.

Level 2 Listening often has the impact of the other person feeling seen or known. And if you're listening in Level 2, they'll notice that you have an impact on them.

Level 3 Listening is global, energy, sounds, all around, your awareness opens up 360 degrees and you feel, sense, and hear with your ears, body, and senses. Your awareness is everywhere, spacious, taking it all in.

And the impact is fluid, in the dance of all that is within you and around you. It's a space of mindlessness, and you're relaxed and present and in sync. Some people might say that you're in flow.

The focus of Level 3 is soft and receptive, open to what comes and not needing to know where you're going or evaluate where you've been, it's really present and in the moment.

Each level of listening builds on the one before, so to get to Level 3 you have to start at Level 1. I'm going to say that again. You can't be at Level 3 until you're fully present to and grounded in yourself. So in coaching, being present at Level 1 gets you kind of onto the playing field of coaching.

Here's another way to look at the awareness and the impact of the levels of listening. Imagine that your awareness is a light, sort of like a flashlight. So your awareness is the light, and the impact is where the light shines, the places that get illuminated. Shine the light inward, and Level 1 is illuminated. Shine the light in a focused way over on another person, and they become illuminated. You can see and notice that your impact is over on the other person. Now open up the flashlight so that it shines all around, your environment is filled with light and the awareness of your impact is at Level 3.

So if it sounds like I'm selling you on Level 2 and 3 listening, you're right, I am. It's not that Level 1 Listening is bad, it's essential, in fact, that's why it's important to have your own coach and to keep on a path of growth so you keep aware of what's going on at your own Level 1, and you know about your unconscious perspectives that get in your way and things you can't be with, and to keep expanding your capacity as a human being so that you don't collude with your client, which is so easy to do.

Until you can move beyond your own Level 1 and listen at Level 2 and 3, your coaching can't help but be limited. And I want that unlimited place for you, for both you as a coach and for your clients, and truth be told, for the world at large.

If the impact of your listening is like the light from a flashlight, Self-Management is the muscle that enables you to point that light wherever you choose... deeply inside yourself to explore and understand the richness of your interior landscape (Level 1 Listening) or firmly focused on your client and their agenda (Level 2 and 3). I know that the word Self-Management implies control in some way... actually, this Context is not about control... it's more about awareness and discipline. Developing strong Self-Management allows you to choose where you want to focus. There are many different voices inside of you. Self-Management allows you to pay attention to whichever voice you want or need in any moment. As you practice Self-Management you'll be able to make the resonant choice to move away from the voices that are life diminishing and focus your attention and grow voices that are life sustaining.

As you exercise your will, pointing your attention where YOU want it to go, your "Self-Management" muscle will grow stronger... Just like all the Contexts, more you practice them, the more skillful you will become.

Holding the client's agenda lives in the Context of Self-Management. Being able to choose to move beyond years of training in having the answer and solving the problem and instead, put your attention over firmly on your client and hold THEIR agenda. So Self-Management is a wonderful paradox of focus and surrender. From your commitment to your client, choosing to listen at Level 2 and 3, and then trusting yourself and the flow of Co-Active® Coaching enough



to let go and Dance in this Moment.

Can you sense the incredible power and spaciousness of Self-Management? Can you feel the wonderful dance of “Co” and “Active” here?

In this Certification Program, you are particularly focused on learning Co-Active® Coaching. You want to become a fabulous coach or to be able to use the Co-Active® Coaching tools fluidly, in some other way, professionally. The great thing, the really, really great thing about learning the Co-Active® Model is that it has a transformative impact who you are as a human being. So, not only do you get to use these great tools to contribute to people professionally in some way. Your life also shifts and changes as well.

Imagine a world of people who are present with themselves and able to point their attention to their strongest self. Imagine the impact of people with the capacity to focus on others and listen deeply from Level 2 and Level 3. Relationships in families, offices, classrooms, boardrooms around the world, would be quite different.

#07B: Powerful Questions Co-Active® Coaching Demo

Hi, this is Karen Kimsey-House, and today you'll be listening to John Vercelli doing a demo coaching on powerful questions. Powerful questions are like the hammer or screwdriver of your coaching toolbox. They're sort of the bread and butter of coactive coaching. What makes a question powerful? Well, that's a great powerful question. Let me consider it. You see, questions ask something of us. They send us someplace. So imagine, if you will, that every question sends your client to a place, to a cave for instance, and asks them to explore or spelunk that particular cave.

Some of the question caves are studded with gems and offer rich, rich exploration. Some of the caves have filing cabinets that contain information. Some of the caves have two chambers, and the client gets to choose. Other still are pretty bleak.

Can you see why yes/no questions are not very powerful? On occasion, they're very useful and essential to coaching. Notice I said, "on occasion." And the caves of yes/no questions usually only contain two very small file folders lying on the floor. One is labeled "yes," the other is labeled "no." Can you see how the coaching would shut down if you sent your client to this cave too many times in a row?

Now, let's look at a question like, "What did you have for breakfast this morning?" Not a yes/no question, right? But the cave that question sends the client to is just a list to read from, still not very interesting.

Now, let's take a question like, "What about that is important to you?" Wow, lots of cool things to explore, lots of richness and gems and gossamer fabrics, lots going on in that cave.

Now, requests are yes/no questions that are really powerful, because they imply other questions. "Will you do that?" really includes, "How committed am I, and what will it take to make it happen? And what do I really want," all rolled into one question.

So sometimes — notice I said "sometimes" — yes/no questions can be really powerful. In the case of requests, they are. It just depends on what's available in that particular cave.

As a coach, start thinking about questions as plane tickets to caves, and make sure you give your clients plane tickets to interesting places that they really want to visit. In the coaching that you're about to listen to, you'll get to see lots and lots of powerful questions in action. As a matter of fact, this coaching consists almost exclusively of powerful questions, with a bit of articulating what is going on to support the client in solidifying his answers.

In the coaching, notice how much the client is talking and how little the coach is talking. Notice how much more powerful it is when the client has big powerful questions to play with, and is allowed the space to arrive at his own answers and conclusions. Finally, just pay attention to who John is being. You'll get to see all the contexts and the four cornerstones at play throughout the entire call.

Interviewer: Hello, Paul. Paul: Hey, how are you? Interviewer: Good.

Paul: Good.

Interviewer: What's the situation you want to talk about?

Paul: Well, it relates to my new role in a new company and sort of a part of it that I've been

struggling with a little lately or a lot sometimes. And the operational part of it, I feel like I've got my hands around. It's work I've done before, so I'm fairly confident there. Where it's getting tricky is it's a very different kind of structure from any organization I've worked in, in terms of reporting lines and having clarity around who works for you. And there's some pretty big changes and decisions that we need to start moving through soon, and I struggle with how to make that happen because it's certainly not a top-down kind of organization. It's very flat...

Interviewer: But what's the difference between the kinds of relationships you encounter here and what you were used to?

Paul: Honestly, I think the way that I'm used to it, the relationships were much more... You know, you had someone that you reported to, and there were people who reported to you, and generally decisions flowed from the top down. And there was consensus and input all around, that when a decision got made it got done, and your job was to execute around it, and you could expect that everyone would follow suit. And I think what's new here is it's a lot more collaborative; it's a much flatter structure. Some of the people that are most critical to getting things done aren't actually even employed by the company but are external partners. So yeah, it just feels like a different dynamic, and I know that it's not one of people reporting to me.

Interviewer: Well, tell me about... In the old model, what was good about that?

Paul: It was efficient; things got done quickly. We didn't spend a lot of time discussing and trying to reach a consensus. It was less of a consensus model, much more of a traditional top-down model, which definitely has its drawbacks, but you're able to move fairly quickly and adjust quickly.

Interviewer: Right. So, quick action? Paul: Yeah.

Interviewer: Predictable?

Paul: Predictable. You knew who you needed to bring on board to get something done. So yeah, predictable. There weren't as many surprises; you sort of had a clear line of sight in terms of who needed to be on board, who needed to be enfranchised in the decision, and then you could roll it out. Whereas in other structures, like this one, I'm sort of constantly surprised by how many people have opinions and legitimate opinions about it. It's like this spider web that just goes out... [laughter]

Interviewer: Well, to wrap up looking at the old model, what was the downside of the top-down... ?

Paul: It wasn't that fun to work in, for one. There's certainly a lack of creativity that happens, especially if you're not the one who's making the decisions. And, you know, lack of engagement. Certainly, as a leader and as a manager, it's difficult to keep people engaged and enthusiastic about the work they do when they don't feel that clear connection between their voice and the decisions that get made. So, yeah.

Interviewer: And how about internally? So, for you, looking at the old model, how did it fit the way you like to work?

Paul: That's a good question. It served in a couple of... You know, I like clarity. I like clean lines. I like making complex things as simple as I can. So it definitely played to that predictability part.

Interviewer: Yeah, so the clarity, the predictability, the clean lines.

Paul: Yeah.

Interviewer: And how did it not serve you?

Paul: The creativity part doesn't really get... you don't have a chance to express that. You can feel a disconnect between the decisions that get made and actually what's happening in the field. And, you know, it's a hard place to lead from when you're needing to just execute on a decision that maybe you're not even totally aligned with, but it's sort of your job to execute and get other people executing. So that can feel a little demoralizing and kind of difficult to work with.

Interviewer: I'm going to throw in a distinction of commitment and compliance. So, in the old model, I'm hearing easy to get compliance: clear lines, tell people what you want, things happen. Wondering about commitment...

Paul: Yeah, much harder. Yeah.

Interviewer: So, moving to... OK now, you're here in this new job, new world – I feel like an English teacher. Compare and contrast. Paul: That's right. [laughter]

Interviewer: What do you notice is the difference?

Paul: What do I notice is the difference? A lot's the same. It's a business, and the dynamics and the functions of the business are broadly similar. The thing that's really different is how flat the organizational structure is and how much senior management respects and even calls forth the voice of those further out in the organization. And so, that's really different. And the pace of reaching the decision when a lot of different voices have a chance to be heard equally. I get that it strengthens the end result, and I guess I'm also coming to terms with just the pace of being able to get there and kind of balancing the need to move – to be agile – with the desire to be inclusive.

Interviewer: Yeah, it takes longer. Paul: Yeah.

Interviewer: It takes longer to get in motion. Paul: Yeah.

Interviewer: What do you project is the outcome?

Paul: I do think that the decisions that get made will stick and people will broadly be engaged around them. So, I don't doubt that. I don't doubt that and where I struggle myself is balancing the fact that I do recognize the value of that. And also recognize the value of needing to be agile. Is there a place in the middle? Do you surrender agility to have this more egalitarian decision process? That's where I'm sort of confused at the moment.

Interviewer: It sounds like... I'm hearing an assumption or belief that this new environment cannot be agile.

Paul: Yeah, yeah. I guess it wasn't intentional but I see why you say that. Yeah.

Interviewer: Well, I'm checking. I was hearing that. Now I'm checking in on what is your belief?

Paul: Yeah, it is that... We are in a business in an industry that is moving very quickly and yes, so, I guess there is a concern and a bit of a fear that agility is a real key to our success and that... Yeah, you're right that somehow this structure doesn't allow for agility to happen.

Interviewer: If this company was a client and you were the consultant, what do you have to say about it?

Paul: Yeah, great question. So I'll avoid all of my consultant speech and give you a real answer which is already different. You know that there probably is a balance to be struck and I would challenge the assumption that a flatter structure means that a company is not as agile.

That actually agility is a reflection of both the ability to move quickly but also the ability to move deliberately and that you may lose some quickness but the intention behind that movement is much stronger in a place where everyone has a voice and a decision is more of a consensus based one. It may be sort of a reframing of what agility really means. It's not just speed. Yeah.

Interviewer: Well, that's an inspiring vision. Paul: That's right.

Interviewer: What will it require of you as a leader to actually realize that vision?

Paul: As we're saying this is the first time I actually said it out loud to put those thoughts together. It makes a lot of sense. I get the image of a running back in an American football game and the great ones that are really agile are the ones that can turn very quickly but plant their feet really securely and that's part of what gives them ability to turn so fast. And so, that's kind of an image that comes up for me is that agility means something a little different than I think it used to and that speed is only half of it. And actually we have the sure-footedness and if there's maybe a way that I can bring a little bit more speed to the system that would really be some place good.

Interviewer: I'm going to have you define a term "courageous authenticity." What does that mean?

Paul: Courageous authenticity.

Interviewer: You get to make it up.

Paul: So how would that I make it up. I would define it as the having the fortitude and the self confidence to move in a direction that you know is correct and you know is in service of the group even though it may not be at that moment popular or agreed to by everyone. So that is that.

Interviewer: And to live with that. What would be required of you as a leader of this organization?

Paul: Yeah, I think the courage to move which I feel like I have, so I have the courage and the conviction and the part that I need to develop as we are talking about it is the ability to hear the comments and criticisms of others. And to be informed by those but not to allow those to take me off of my course or to allow them to correct my course but not to be some knee jerk. And I think that where I have been lately is in this place where there are so many voices, I find myself sort of running back and forth instead of staying a steady course and allowing those voices to inform me and not reacting so immediately every time someone disagrees or has a concern.

Interviewer: I am hearing there was more of an image than an interpretation of your words. It was that there is a knowing in you that may be a voice, that really is your guide. Those other outside voices provide information and that's not what determines your action.

Paul: Yeah, yeah. No, it's true. I think it's at the core of where I've been struggling. It has been

that and knowing what to do with all those voices. For better or for worse, I'm not used to hearing so much commentary on every decision and because it's new, I think I just would react immediately to everything I heard and it was just exhausting because I felt like bouncing off the walls instead of being informed by those voices but not allowing them to drive my actions.

Interviewer: So what would it take for you to honor that internal voice? To honor your knowing?

Paul: Yeah. I think just that. Giving myself the space and the time to listen to that voice, to hear that voice. Because it's a new role, because I'm so consumed in the sort of the doing, things start Monday morning 8:00 a.m. and all of a sudden, it's Friday night. And you wonder what you did in between. And so I think there's something about carving out some time.

Interviewer: Actually, I'm going to challenge on that. Let's just assume for a moment you don't need more time, you don't need to think about it—you know. That part of you knows right from this minute to the time you get back to work and amidst the work.

Paul: Yeah, it's different.

Interviewer: What would it be like to show up to work tomorrow morning and say unpopular things, disappoint people, create some mess?

Paul: So, I mean, I am smiling as you say it because there is a part of me that wants to do that.

Interviewer: Tell me again. Hold on to that part.

Paul: Yeah.

Interviewer: Tell me about that part of you.

Paul: Yes, as I think about it, I have been told by the folks that brought me in that it's part of what they brought me in for—was to set direction and potentially that direction would be very different. And everyone is accepting of that. So, I like that idea of not just making messes randomly but that there is something about my presence and about why I was brought in that is, in the very near term, a little bit messy in service of something bigger and better as we regroup later. No doubt about it.

Interviewer: I imagine that you are going to make a mess and it's not going to be destructive. That's not who you are. You are not making a mess to make a name for yourself or to stand out. It's in service of your vision not only for this company but for what it's bringing to the world.

Paul: Yes.

Interviewer: So what's courageous authenticity again?

Paul: The courage to see through to your vision even if it means that you make a mess along the way. Yeah.

Interviewer: Yeah. So, how will you lock this in, since we're just about out of time?

Paul: Yeah, the thing that really sticks with me out of this conversation is that comment you said about making a mess. Tomorrow morning when you walk into the office, I notice the reaction I had around it. It's a little bit of excitement. I get to do that?

Interviewer: In fact you said that's what they hired you for.

Paul: Yeah. Exactly. I don't know if the word mess was used in the job description but it

certainly was about starting things up and change. So, I don't think it would surprise anyone and I do get that it would change the way I am around the folks on my team. It would give me a lot more creativity and a little bit more space to think about some of these questions if I'm not so constantly trying to imagine how is everyone going to react and how can I make the decision that is going to have the least surprising reaction from people.

Interviewer: What's a symbol or a name for this part of you?

Paul: Yeah. What comes up for me as you say it is I have a two and a half year old boy and a two and a half year old and the word 'mess' just seem to go together. And the way he manages — I don't know— he could turn anything into a mess. He could get dirty playing with a bag of white marbles. There is something about him as a place to remember. His learning and it's never malicious. It's never intended to be bad but he makes messes along the way. People forgive him of that and he learns.

Interviewer: There's even delight associated with what you're describing. Paul: Yeah.

Interviewer: Whether it's his delight creating the mess or your delight in observing it.

Paul: Yeah. Well, the people around him as well. It's an interesting perspective on it. That there is something delightful when watching someone.

Interviewer: Did you have a nickname when you were a kid? I'm just wondering-so that's your son, what about you?

Paul: Yeah, me. Did I have a nickname, I would have blotted it out. I have many nicknames.

Interviewer: Or you can give yourself one now.

Paul: Yeah. Just that the other stupid cartoon character Messy Marvin or it's a character from a commercial or something. But there's something memorable about that name. Let me stick to that because I want to stick with something good. I like it. And there is something about the messy part of me which is not the part of me that I typically think of as being my business part but I think needs to come out more.

Interviewer: Yeah. So you're going to work on that. So to wrap this up, the feedback for you is that you've chosen to be in this role, which is asking of you to be your courageous authentic self in the full range from the guy who handles the operations and likes the clean straight lines to the one who creates a mess. If you leave out any part, it won't work. Paul: Yeah.

Interviewer: What I'm hearing is you're willing to embrace that part of you to serve you, to serve the mission of this organization in the world.


Paul: Yeah. Now that's said, I need to get a little more... I need to get more comfortable with the messy part of me. And I get how that matters, especially here. I think I got by without it before and I get that it's not going to work here.

Interviewer: So, Messy Marvin for now and you'll let me know what your real name is.

Paul: A work in progress. Yeah, absolutely.

Powerful Questions Co-Active® Coaching Demo

Narrator: John begins the coaching by listening at Level 2 and 3, as the client lays out the situation at work. And then helps the client become more clear by asking "what's the difference between the kind of relationships here and what you're used to?" Nobody gets to be wrong here,



neither the old organization nor the new one. John is just asking the client to look at what's different and therefore challenging for him.

Then, as John continues to ask powerful questions, having the client look at first his old job and then his new one, the client becomes more clear about what's important to him in the workplace. Then, John uses the skill of making distinctions, drawing apart the distinction between commitment and compliance.

And then uses the skill of articulating what is going on by saying that in the old business he saw that it was easy to get compliance, but not necessarily commitments. Then, John moves onto the new job with a powerful question again and asks the client "what's the difference between the old job and the new one?" Then, John does a great job with a skill of articulating what is going on.

He says, "I hear an assumption or a belief that this new environment cannot be agile." Then he asks the client another powerful question "what is your belief?" Now, the coaching really starts to gel as John asks "if this company was the client and you were consultant, what would you say?" a wonderful, powerful question that gives his client permission to use his expertise in this new situation, and once again, to arrive at his own answer and solution.

In this next part of the call there are many powerful questions, too many to count. Notice the fruitful, rich places, caves if you will, that they send the client and the rich, rich answers that he finds for himself. As the client begins to move into a place of more permission to make a mess and say unpopular things, John gives him a beautiful acknowledgment.

"You're not making a mess," he says, "to make a name for yourself or to stand out. It's in service of your vision, not only for this company but for what this company is bringing to the world." Notice how this gives the client a fuller sense of his vision and who he is in the matter. As the coaching draws to a close, the client is left looking for the perfect name for that messy part of himself. And also, he's pointed towards using that looking as an anchor to both access and give permission to bring that part of himself into the business environment.

John closes the coaching with a brilliant articulating what is going on. He says "you've chosen to be in this role, which is asking of you to be your courageous, authentic self in the full range. From the guy who likes the clean straight lines to the one who creates a mess, and if you leave out any part, it won't work." John leaves the client committed to exploring and embracing that messy part of himself.

#08A: Curiosity and Intuition

Hi, everyone. This is Henry Kimsey-House. Aren't you wondering why I'm here today talking to you? Aren't you just a little bit curious? [laughs] That's the key word right there. The key word is "curious." Well, that is what we are talking about here today, Curiosity. Oh, wait! I have a hunch! We're also going to be talking about Intuition.

Two of my favorite Contexts.

Now, way back in the 1980s, my mom took me to Africa..

My mom has five kids in her family, and I'm the eldest, and she wanted to go on a safari to Africa. And she wanted to take one of her kids. She wanted to take a kid and have the kid enjoy the trip.

So she looked around at all her kids and she said finally, she looked at me and she said, "Henry, you're the one I want to take to Africa, because you're the one that's going to go, 'Wow, what's that?' Or, 'ooh, what's that over there? Hey look over there, what's that? I wonder why they do that? Ooh! Why do they do that? What is that over there?'" All those questions. [laughs]

And she was right. It was great trip and I was filled with Curiosity. I was born curious. I will be curious until the day I die. Curiosity is one of the things by which I live and it's something I want to spread like Johnny Appleseed among everyone I talk to. I think that a big chunk of the world's ills will clear up with one good dose of Curiosity.

So, let's take a look at this thing called "Curiosity." What is it about? What difference does it make? Why is it a Context in our model? How is it crucial to coaching? Boy, all of those are wonderful questions, aren't they?

All those questions are born in the land of Curiosity. Curiosity is about that ability to be someone who is open, available, in wonder, in awe, gawking, and amazed, filled with fascination. All of those kinds of qualities are what Curiosity is about.

Remember the last time you hung around with a two or a three year old? Or if you're lucky, remember when YOU were a two or a three year old? Recall how you were, how that three year old was in the world. What were they like? Who were they?

Well, who they were was someone who walks around amazed, just constantly open and amazed at what was in front of them in every single moment. They never, never stopped to think they knew or assume that they had it all figured out, unless figuring it out came from a place of Curiosity [laughs]. You'll see those three-year-olds stewing and trying to figure out something, but it's always from a place of Curiosity.

Once they have taken that watch apart to see how it works, then they let it go and move on to the next thing to figure out, and you have to clean up the mess. Because it's no fun sticking around with the thing you already know. You want to go find something new.

This is where the innocence lives. And Curiosity definitely lives, and is born, in innocence. It's what I say is the starting ground, the ground of being that all coaches need to come from.

So, whatever had us not be curious? Why did we not just stay sort of wonderfully innocent, curiously wandering around the Earth, being amazed at everything we saw? Well, somewhere along the line, someone told us we needed to know something. We needed to have the right answer. We needed to do it right, not get it wrong.

Remember back to grade school? Pretty much it was all about getting the right answer and getting a good grade. As that stuff started coming into our system, we started turning off the Curiosity and the innocence.

As a result, we ended up like the grown-ups we are now, struggling very hard to maintain the status quo, going about life, and assuming that we know what's in front of us. We know why it's there. The trouble is, when we know all that stuff, we get bored, tired, burnt out. Many of our reasons for living disappear.

I'm going to tell you people a couple of quick stories here. The first story is how I got turned on to Curiosity in my adulthood. I was an actor in New York City. I was taking an acting class from one of the best acting teachers in the world, an incredible teacher named William Esper.

He was talking to us about the distinction between a great actor and a mediocre actor. He said the difference is that a great actor is truly fascinated with everything. There's nothing that a great actor isn't fascinated with.

After he said that to us, of course everyone in the class went out and started looking at everything in a whole different light, being fascinated. And fascination, of course, leads to Curiosity. It leads to the question that follows the fascination.

The other great man I want to quote, or look at, is Brian Swimme. Brian Swimme is a cosmologist and a physicist. He looks at the whole construction of the universe, what he calls "the unfolding story of the universe," and how humans ended up where they are, and what they are doing here.

What he realized is, the big thing that separates us from other species is that we humans are self-aware. We're not only aware of ourselves, but our place in the universe. As self-aware beings, our only function, the only thing that we do in our life, the purpose of life really, for all of us human beings, is to gawk.

To stand with our mouths open and gaze at the world in total wonder, it is to be in wonder and amazement at the world all around us. To wander around the world, to wander around your world fascinated, amazed, and gawking at everything that you run into.

When was the last time you were in wonder? When was the last time you were shattered literally, torn apart, by seeing something that you have seen a million times differently? That is where Curiosity is born, in that wonder, in that amazement, in that gawking. In all of that comes the question, what is it, where did it come from, why does it exist? And in that question, the wondering, the Curiosity is as important if not more important than the answer.

Now, as a coach what happens to Curiosity? What goes on? Well a couple of things. Often you start out with a new client and maybe you're pretty curious for the first couple of weeks, you stay curious because there's a new thing in front of you.

And what happens is as you coach this person over time, what happened to me many times is that you start to think you know something about this person. You know something about this person, you have them pegged or labeled and you start to assume and think you know who this person is and how to coach them. You begin interacting with them based on history and the Curiosity just dries up.

What happens sometimes is that you start to get bored with the client, so someone who was exciting to coach six months ago, that exact same exciting client becomes boring and

predictable, what happened? What happened is that you stopped being curious.

How can you look at that client everyday and be curious anew? How do you find something different, new and wonderful in that person that you never noticed before and be curious about it, look into, dig into deeper than you ever have before?

So part of what we do is that we start to take our clients for granted, much less take all the other people in our lives for granted. As a result of that taking for granted, we start to numb ourselves to the subtle shifts and changes and surprises that are happening in all of our relationships, because we assume we know.

Curiosity has no assumptions in it, Curiosity is not attached to anything, it's free, it's open, it's innocent, it's not needing to make anything happen. It's a wonderfully open free space to roam around in and a bonus: As you model Curiosity with your client, they will start being more curious about themselves and their world as well, wondering about what their values are, what makes them tick, why they do certain things and what they really want, curious about themselves and their process. Doesn't Curiosity sound like a much better option for the client than all that trying to get things right?

From very early on in our lives, we're trained to pay attention to only what we can see, what could be known and proven with our minds. This is understandable, but it leaves out a huge part of what's available to us in the world. Curiosity helps us return to a place of openness and wonder. In that spaciousness, Intuition opens up and all kinds of images and ideas come together that we might discount from our educated, rational mind. At CTI, we believe that there's an inherent intelligence that exists in the universe, a well or a field of knowing. Intuition taps into that well and provides a connection to that intelligence. Now I'm not talking about intelligence in the usual sense of "he's really intelligent", the intelligence I'm talking about is innate.

Intuition is our ability to access that intelligence and the spaciousness and openness of Curiosity helps us tap into that well of knowing. When we are attached to knowing the answer or having something smart to say, the space shuts down. There's no breath... no room really for the flow of intelligence to come through.

The important thing about this "access-ability" is that the access point lies in different places for different ones of us. Some of us get a "gut" feeling, tingles, some don't get any physical sensation at all. For some of us it may be a picture coming or a word. We all have different places or ways that we access that field or well of knowing. If you've grown up in an environment that doesn't value this kind of abstract information it may be difficult to locate how you, particularly, access Intuition. And it's there for each of us... it's just a question of attention and practice.

We assert that our Intuition is never wrong, however, our interpretation may be incorrect or not applicable. The good news about this is that it doesn't really matter if your interpretation is correct, incorrect or not. As long as you remain unattached and fluid, the coaching will move forward. Non-attachment is the key... once you're attached to being right or to having the "smartest" thing to say or to having your client say... "Oh wow! Golly. That is the most brilliant thing that anyone has ever said to me"... once you're attached to that, the space shuts down. Can you feel that? Get a sense of that in your body... the tightness, the lack of spaciousness of needing to know or to have the right answer as opposed to the fluidity of being open to whatever comes.

Hold your hands out in front of you for a minute... no, really, do it! Make two fists... like you are holding onto something very tightly, and even squeeze it tighter and tighter, holding on to being right... trying really hard to know. Feel in your body what that feels like. Feel it? That's attachment. It's difficult to breathe deeply and it feels tight and tense. That's what attachment feels like. You almost CAN'T relax the rest of your body because you are holding on so tightly. Now, relax your hands and let them float around a little bit, dancing gently with each other. Let your shoulders fall back and relax. Let your back open up and allow your breath to deepen. I KNOW it feels a little silly to be waving your hands around in the air... go ahead, do it anyway. Humor me, ok? Let them float there.

Can you feel the spaciousness and the openness of this geography? Receptive, and... well... willing comes to mind. In this more relaxed place our access-ability opens up and the innate intelligence of our Intuition can flow through.

So, really, let it flow. If your interpretation of the Intuition is incorrect, often the client will come forward and say something powerful. Can you see how that is even better... that it didn't come from you but actually came from the client instead? And can you see how you served the process by willing to blurt... to respond to the tug of Intuition, even though your interpretation was incorrect?

So how do you establish trusting or believing in Intuition? How do we develop our access-ability? Well, there are three steps, and like learning most new things they are simple. It's just a matter of focus and attention over time, combined with a willingness and hunger to learn.

First, you need to learn where to look for YOUR Intuition? Where is your intuition? What is that accessibility point for you?

Does it lie in your body? If so, which part? Maybe you feel a lightness in your head, a heaviness in your chest or a tingling across the back of your arms and shoulders. Maybe your palms get sweaty. Or you get some sort of rumbling in your gut, or your belly, or a tightness in our chest?


Or does your Intuition come to you in words or pictures? Does a phrase or word "pop" into your head? Really begin to tune into, turn up the volume, to pay attention to these sensations and messages.

Second, once you have uncovered WHERE to look, you need to remember to look there. Practice taking a pause to "listen" for those messages. Practice in short segments at first, being guided by them.

You might develop a structure for yourself to practice remembering to look for your Intuition. Maybe you pick an hour a day or a half hour a day or five minutes a day and practice looking there first. Really slow things down and breathe so that you have the space to notice.

Lastly you make this access-ability muscle nice and strong by using it! By being willing to blurt or speak what we are picking up without any attachment to being right or looking good. The more we "blurt", the stronger we will become and the more we will come to trust our intuitive knowing. And then the more we can access... the more it will flow so that we can trust it even more. It's like a cycle building on itself and then building on itself again.

So Curiosity and Intuition dance together! The wide-eyed wonder of Curiosity is a great way to open up the channels and get the Intuition flowing and when coaches are in Curiosity, they are able to Dance in This Moment with whatever is coming from their Intuition.



As a Co-Active® Coach, I am curious about something much larger than the presenting problem or issue. What's going on BEHIND what the client is saying? What are the values that are or are not being honored? What is the sense of purpose and contribution that is trying to come through? What is the resonant choice, the evolutionary transformation that is wanting to come... that is actually being evoked and called forth by the current situation?

Sometimes I hear coaches being curious and it sounds like they're grilling their client. Where did you go?" "What did he say?" "Well, what happened next?" "Oh, why did you do that?" This isn't Curiosity, this is grilling, this is gathering information, this is the third degree and it ain't what Curiosity is about.

In coaching you need to be curious about the person themselves rather than the details or the story of their life. As you coach your client, you might discover some of the details in the story of their life. This is very interesting. Where they were born and what kind of work they used to do and whether they lived in a big house at the ocean or they lived in a little shack by the sea or what. That's all OK, but that's not where coaching really comes alive.

In coaching you must be curious about the person as opposed to the details of the story about the person. Be curious about the human being that your client is, how they operate, what makes them tick, rather than the details of the client's life or the details of any situation. Be curious about that person.

Now, how do you get better at Curiosity? Well, let's do a little experiment. Take your hand and put it in front of your face, palm facing you. Good. Now look at that hand. First of all, let's just be amazed by it, move your fingers around, notice how they work and how they bend, notice the different colors in your palm, notice the cracks in your hand, the lines, the little blue ridges where the veins run close to the surface, notice how supple the bones and the joints are, and all the different directions that the hand and fingers can move.

And be amazed by it, be in wonder about it. Where does that movement come from? How did those joints connect? What makes the movement happen? What tells them to move? If you can get this curious about your hand, imagine how much Curiosity you could have about your client. As you turn up your ability to be fascinated with the world around you, not with its story or its circumstances, but with its inner truth, your ability to coach from the Context of Curiosity will grow. As you learn to trust and value your intuition, your inherent knowing. Your capacity to dance in this moment will grow and bring dimension and power to your coaching.

Okay... now there are several special homework assignments waiting for you this week to help you build your Curiosity and Intuition muscles. Aren't you curious about what they are? What does your Intuition tell you?

#08B: Intuition Co-Active® Coaching Demo

Hi, this is Karen Kimsey-House, and today you'll be listening to Michele McCall demonstrating using Intuition in coaching. Now, it's not Intuition coaching. We're always using the Intuition in coaching, because it's one of the five Contexts, but this is a demo that points particularly and highlights the use of Intuition.

Sometimes in life it seems like that big field of knowing is sending you hints, if you're paying attention. A friend of mine calls these universal flirts, as if that vast field that exists just outside of our conscious mind is flirting with us and encouraging us, "Yoo hoo, look here."

The same thing is true in coaching. There are Intuition hints and clues all over the place if you're paying attention, in your body, with your listening, and listening to the client, and in the environment.

By the way, this coaching was done face-to-face at the request of the client.

Things to pay attention to as you're listening to this demo:

This is a great demo of Intuition, because Michele accesses her Intuition all over the place. As you listen to the coaching, notice all the places and ways that Michele uses to access her Intuition. There's also a great use of metaphor throughout the coaching, so that's another thing to pay attention to as well.

Notice also the unfolding nature of the coaching, the dancing in this moment that comes as the coach opens to her intuition.

Debrief

The coaching opens with a metaphor of giving flight. Metaphor is often really useful in expressing Intuition. Next, Michele says, "I just got this image of a bat." Here, Michele accesses her Intuition visually. Can you feel how she trusts what's coming completely, offering her Intuition up for the client to create from and bounce off of? Next, "I feel this desire for freedom. There's something in relation to flying and money." Here she has the Intuition, but the client comes up with the intuitive hit. Next, "I feel sparklers in my belly." More Intuition, this time in the body, and the client's mischief gets called forth rather than slugging, as he was doing in the beginning of the call.

Next, "I'm noticing these wild, tribal things in our space." This is a great example of using the external world around us to open up Intuition. And the whole idea of bringing the third world to businessmen opens up for the client. You can use your environment in this way. If you're feeling stuck in the coaching, notice for a moment what's going on around you. Look for an image or a picture, anything in your environment really can spark your Intuition. Whatever catches your eye, just focus on it and allow your Intuition to be informed by that image.

Next, the client says, "When the wildness becomes a focus on you rather than on the connection or the other person, it's too much." Now, even though this client hasn't done coaching training, and he's not in a coaching relationship, he understands the difference between the impact of Level 1 and Level 2 and three. So, Michele uses that in the coaching, calling forth his natural leadership and having him look there.

"I hear a solid value on world view," Michele says, acknowledging his value there. Can you feel how the client feels more known and has a larger place to stand out of this acknowledgment. It's great use of metaphor all through here with the snake. "What is the light switch?" Michele



says, another intuitive metaphor.

Next, she says, “I just heard this crackle.” Now, Michele is using the auditory plane to access Intuition. Another acknowledgment. Michele says, “You have this incredible ability to see above and below, and you can create something from it.” As the coaching draws to a close, Michele gives a great request, and a good structure, asking him to practice five times a day.

The client counters with two times a day, which is great and moves the coaching forward. The coaching draws to a close with a great example of inquiry that comes from the coaching: “What is it to be magical?” Next, Michele weaves together several images of the coaching and points the client to the next place he is becoming.

She closes with an acknowledgment of the client’s striking combination of depth and vision, “Can you feel it land?”

#09A: Coach the Client, Not the Topic

Hi this is Karen Kimsey-House and today we'll be talking about coaching the client, rather than focusing on the problem or topic. At first glance, it seems like this would be a fairly uncomplicated conversation. After all, we are here to coach people, right?

Unfortunately, most of us have been trained from an early age to believe that we create the most value by solving problems and producing results.

It's great to be good at solving problems... it's great to be able to exercise one's brain and figure out the best solution... and that's not the main focus of Co-Active® Coaching. Problem solving may produce a quick solution or outcome and it doesn't generally result in change that is truly transformative... that happens at the level of identity or being.

Our current culture places great value on being able to produce results. We want to be "results oriented" and "outcome focused." It's wonderful thing to reach for challenges... to want to push forward and produce results. However, when those results are disconnected from a larger sense of purpose or meaning, they lose resonance and don't really make us happier or more fulfilled. As a matter of fact, in this disconnected place people become less and LESS fulfilled, desperately searching for some THING to fill the deepening void.

Now, the topics that your clients bring to coaching ARE important... they matter very much. It's not about ignoring or dismissing the results that your client wants to produce. It's more a matter of looking at the topic through a larger lens, understanding that moving towards the result involves both "Co" and "Active"... both being and doing.

Everything that happens in one's life is an opportunity to evolve and transform. When we focus on the topic or result only, we're missing a very important part of the equation.

Here's an example... let's say that your client wants to find a new job... that's a common coaching topic. What does the client need to do to move forward?... put together an action plan involving sending out resumes, using the internet, setting up interviews, etc. Right? Put together an action plan and that's that.

Not quite. Like any transition, this job transition is an opportunity for your client to transform. What's most important to them about their work? What is their purpose and how can they insure that they are fully grounded in resonant choice based on that purpose? Looking for a job can be very demoralizing when the lens is on accomplishing a proscribed outcome. How is this process an opportunity for your client to learn to believe MORE fully in herself... to stand more firmly for who she is and what she believes in?


The actions are very important... "Co" AND "Active" right? It's the dance between the doing and the being that generates the magic and resonance of Co-Active® Coaching. In that balance of "Co" and "active, your client will generate results that are truly life changing.

Let's take a look for a moment at the deeper meaning behind the word "Co-Active." What does that really MEAN?

Co-Active® is about the dance between two primary energies of life. "Co": Relationship, Connection, Holding, Being.

"Dash": Paradox, non dualism.

"Active" Action, Power, Intention, Doing.



There are so many examples of this... think of the yin/yang symbol... the dance of dark and light. It's about both/and rather than either/or.

There is an inherent and dynamic tension between “Co” and “Active”... that's the NATURE of paradox, right? And huge creativity, breakthrough and magic become available when we can open to paradox.

As a Co-Active® Coach you need to become comfortable with that creative tension and the four Co-Active® Cornerstones provide a solid foundation for you to stand on.

Holding your client as naturally creative, resourceful and whole... absolutely complete in this moment and, at the same time longing to evolve and grow. Dancing in THIS moment with flexibility and non attachment, clear that whatever that arises is an opportunity to create, focusing on the whole person of your client... making room for their complexity and humanity... and evoking transformation; understanding that the challenges and failures of your client's life are all opportunities to learn and grow.

I once heard the motivational speaker Jim Rhone say “Set goals, not for the outcome itself, but for who you get to become in the process. I've always loved this quote because it points so directly at the balance of Co-Active.

So much opens up when you view the clients desired outcomes as an opportunity for them to grow. When you begin to open to the dance of “Co” and the “Active” in your client's life. You'll begin to view their topics or issues as a doorway to a deeper sense of meaning in their life (Fulfillment) as a path to deeply resonant choice that is connected to purpose (Balance) and as a way to open to the emotional dimension and power of their life (Process).

Whatever the current topic... whether your client wants to garner a promotion, lose 30 pounds or find “the one”... when held in the larger view of Co-Active® Coaching, each one becomes a transformative journey... rich and deeply fulfilling.

#09B: Coach the Client, Not the Topic Co-Active® Coaching Demo

In this recording, you'll be listening to John Vercelli coaching his client about a new project at work.

In the beginning of the coaching, the client is very focused on the topic of this project. If John were focusing on the topic, he would have talked about the project, working with the client to lay out the specific steps of to execute well.

Instead, John does a great job of shifting the focus beyond the topic to the client himself. Notice how he uncovers the client's excitement and passion for this project and his fears and concerns as well.

As the John connects the client to his sense of vision and purpose, the client's attention expands beyond just the execution of the project the project becomes an arena for the client's transformation.

Early on in the coaching, John intrudes and takes charge of the coaching, pointing the client to what is most important for him personally about the project. The client continues to focus on the particulars of the project and John begins to connect him to his vision with the Studs Terkel quote.

Then John does some great visioning work getting the client to really EXPERIENCE his vision by asking him to look forward and imagine the impact of this project. Notice that John is doing a great job of matching his client... he doesn't use words like "imagine" or "vision." Instead he says things like "What would be a reasonable time frame for significant change?" and asks questions like "what are you hearing from people now that this culture has shifted?" and "what are you saying to people like your wife or friends about what's happening here in 2012?"

The client's enthusiasm builds as he responds to these specific questions.

John asks a many powerful questions, "What was the turning point?" is one good example, and articulates what is going on throughout. A good example of articulating is when John says a "There's a level of satisfaction and giving it your all that was fulfilling." YES, the client responds... see how he has a larger sense of what he is trying to express through the articulation? He sees more fully who he is in the matter.

Next, John uses the "step across the line" commitment step from the Balance formula... notice how he creates this over the phone. Can you hear the shift in the client's energy once he has stepped into commitment?

The coaching closes with John making two clear requests of the client to create structures to support him in standing in the "leap of faith" that he has taken.

John's closing acknowledgment really nails the transformative opportunity for this client with "this is part of the way to express your spirit."

#10: Ethics

Laura Whitworth: Hi. This is Laura Whitworth. The topic this week is professional ethics.

So, ethics. Hmm. Really, this is an important conversation for any industry, particularly those that serve the public. However, with the coaching profession, the conversation is particularly critical. And those of you who are not creating your private practice as a coach, but are using coaching in combination with some other set of skills, or who are coaching internally inside organizations, you are also very much a part of the coaching profession, and so, pay attention to this topic.

You are important and your viewpoint and participation in this conversation is important. Coaching is still a fledgling profession. And those of us who are practicing coaching, in whatever capacity, have a big responsibility to make sure that our profession stands on solid footing.

We are pioneers, and how we conduct ourselves has an impact and makes a difference in shaping the future of the world of coaching and the profession of coaching.

We want to leave a legacy behind for future generations of coaches. What do we want that legacy to be? What's also important is how we be in this conversation about ethics. There are a number of different perspectives to stand in. Sometimes ethics can feel so heavy and overwhelming. "Good grief! What's the big deal?"

It is also easy to become overanxious and fear based; to become so anxious about what might happen that it's hard to move forward at all. Let's not stand in those perspectives.

In listening to this tape, I'd like to encourage you to stand in a perspective called "professional pride." From a place of excitement and enthusiasm about coaching, we are working towards greater clarity for effective standards of operating.

As a professional coach, once one is clear, then it becomes easier to operate, not more difficult. At the end of the ethics chapter of your Certification Program, it's my hope that you will feel more freedom rather than less, more relaxed rather than more afraid, because you're clear about what the rules are- the ICF's, CTI's, and, most importantly, your own.

So first of all, what are ethics and what is the difference between ethics and morals and values? Personal ethics are your own barometer for what you will abide by in the world. Professional ethics are Principles chosen usually by a professional organization for that profession.

As it says in your manual, professional ethics are rules for correct and honorable conduct adopted by a given profession. Most of the time, professional ethics are chosen or created by a professional organization, like the Bar Association for attorneys or the American Medical Association for doctors., or the International Coaching Federation for Coaches, people that come together and decide the professional ethics that you, as a doctor, or you, as an attorney, are going to abide by in order to be in this profession.

Morals are a decision made by your culture or your community, and sometimes, that might even include your religious or spiritual community. Morals define what is right and what is wrong.

Values, on the other hand, are who you are How you know a value is that they arouse an emotional response when they are honored or violated. Our values, morals, and ethics might all align closely or they might vary, because our values come from the resonance of who we are, and

our morals and ethics come from outside.

So I might have a professional ethic that I would conduct myself in a manner that reflects well in my profession. I might have a moral called “Honor thy neighbor as thyself.” And, I might have a value called “Full self expression.”

As well as subscribing to the ethical guidelines for the ICF, CTI also has suggested rules of correct and honorable conduct which you will find in the ethics section of your manual. When you align yourself with a professional association such as the ICF, or with a training program like CTI, you promise to adhere to the ethics of that association, profession, or training program.

Number one: “We hold the content of relationship with our clients as confidential. Even the names of our clients are confidential, unless the client gives us permission to mention or use his or her name.” Now, CTI holds that confidentiality is an absolute must for you to be a coach. What that means is that a coach doesn’t talk about their client under any circumstances to anyone, unless you ask the client’s permission.

Even in case management, where you’re stuck with a client and we want to get the advice of another coach or group of coaches, it is unethical to share client information without first getting permission from the client.

This is pretty clear and self-explanatory, and it’s easy to get thoughtless or sloppy and casually mention client details in a gathering or when you’re with other coaches. Be vigilant here. Pay attention. Be a professional.

Confidentiality is very sacred to the coaching relationship, as you know. It’s one of the reasons that a client is willing to hand over the intimate details of their life to you, because they know that you will be honoring their confidentiality.

Now, there are some exceptions to this. For instance, if subpoenaed, coaches do not have the same client privacy rights as do licensed therapists and doctors, at least in the United States.

Now, on to number two. As professional coaches, we do not break the law for our clients. We do not act as accomplices to our clients’ acts of violence. Well this one’s pretty clear. Or is it? What would you do if a client asked you for a receipt for services you didn’t render? Or possibly, they just want a receipt just a little bit in excess of what your coaching services actually cost.

Now I assume the violence part of this is clearer, right? What would you do, coach, if you heard that your client was physically abusing his wife or his child? In some places, there are laws that require any citizen to report child abuse. And, again, we must abide by these laws. This is a pretty juicy topic and a good one for you to take up on your group call.

On to number three. As professional coaches, we do not enter into financial agreements with our clients based on the results of the client. For example, the client will give you a 10% bonus based on the sales bonus they receive from their company. To take such an action is the client’s option, but the coach does not count on it. But wait a second. What if your client’s only reason for hiring you is to boost sales? And the only thing he knows will work is if he ties your compensation to his earnings? Tricky, isn’t it?

Here’s what CTI holds: that your client can make whatever arrangements they want to make, but we do hold that you don’t suggest it or solicit it. Here are three reasons why: first, it keeps

the relationship cleaner; second, no conflict of interest or even the appearance of a conflict of interest can be seen. It doesn't matter if there is real impropriety or not. What do people see?

So, I want to make it really clear that in conflict of interest around ethics, what matters is what the general public might presume, not what is really true.

The bottom line is that coaches don't guarantee results. That's something that consultants do, but as a coach, you really can't, because the results that are produced in coaching belong to the client, not to the coach. And it is really up to the client to produce the result, not you.

If you guarantee someone will make their million dollar sales quota, you'll be holding the agenda of that result. And, you'll be less able to hold the "Big A" agenda of the client, that human being over there, the one who wants to live a magnificent golden life? So, tying your coaching to the results, it's so easy to take your attention off of the "Big A" agenda.

Item number four. When we enter into agreements with corporations, we hold the individuals as our client and respect their right to confidentiality. When you do coaching and someone other than the client is paying for services, it's critical that you design an alliance right from the start, addressing how progress will be reported out.

Here's an example. Let's say, a manager in a major corporation is hiring you to coach a failing salesperson. Right up front, you'll need to design how reporting the results and progress will be handled. Often, it is useful to have that conversation with all parties involved. And other times, it won't be appropriate. But you do want to make sure that this is explicit and crystal clear to all parties involved.

On to number five. We do not work with clients we cannot champion and see their growing edge. This one cannot be overstated. It's at the heart of being a coach. You really must be able to stand in your client's corner. Championing stops when you are not holding your client as magnificent and huge. If you are finding that you have a client that you are not able to hold as naturally creative, resourceful and whole, then you either need to put some attention on Self-Management or refer the client to another coach.

We hold that it's actually unethical to keep working with them, because you're trying to fill a quota or a number of clients to fill your practice.

Which brings us to number six. Coaches shall manage their own saboteurs in such a way that it does not detour the client's progress and enables the coaches to hold the client's agenda, rather than the coach's agenda. That's why it's really important to work your Self-Management muscles in this program. That you use Supervision and other activities that invite the saboteur and build those muscles, so that they are really, really strong.

And number seven. Treat our colleagues, competitors and the coaching profession with honor and respect. This is a big one, too. When you speak honorably about others in our profession, it says a lot about you. Remember rule number one: nobody gets to be wrong. Stay with that rule. Because your preferences are just that: preferences, as opposed to a judgment or the truth. Treat your professional colleagues just that way: as professionals and honor them.

Actually as a coach, in resonance with your client, you know, you have a sense of right action. You know what ethical action is. At least, I assert you know that. You know what is better for your client and the coaching profession and for humanity.

Here's the key for me. Your job is to remind yourself to be ethical, to avoid the automatic pilot



of Level 1 and to serve the Level 3 of your magnificent client's life, not to serve your own life. That's what it is to be professional.

I really want to encourage you to do your homework for this section of your Certification Program, because it's important both to you and to the profession that you spend time thinking about around the ICF and the CTI guidelines and how they apply to the particular ways in which you are working with Co-Active® Coaching clients. Step into a place of creativity as you do your homework. Imagine yourself creating a strong foundation. Create clear professional boundaries for yourself and for the coaching profession.

#11A: Bringing It All Together

Hi, this is Karen Kimsey-House. Wow... your Certification Program is nearing its end. I imagine it's been quite a ride... exhilarating at times and challenging at others.

Sometimes we are so busy learning the specifics that we don't take the time to pause and evaluate the whole picture... so this week, we'll be doing a review of sorts, using your Individual Supervision Review Sheet (ISR) as a guide.

I'll be going right down the ISR, so it will probably be useful to have one in front of you as you go along. Also, you'll be jotting things down as we go, so make sure that you have a pen handy as well.

As I go through the ISR, I'll be asking you to take time to review yourself... not based on your supervision scores or input from your CPL. All of them are experienced Co-Active® Coaches and I know their input has been invaluable. It's time now to start trusting what YOU know about Co-Active® Coaching and your own sense of where you are as a coach. So, I'll be asking you to do a self-assessment of your coaching.

Have your self-assessment be both rigorous and compassionate... Hold the same safe and courageous space for yourself that you do for your clients. Right now in this moment, what ARE your great strengths as a Co-Active® Coach? Where do you really shine? And what are your weaker areas, the ones you need to put more attention and focus on?

OK, here we go:

First on the ISR is my favorite Cornerstone and maybe my favorite part of the whole Co-Active® Coaching Model: People are Naturally Creative, Resourceful and Whole.

How are you doing with this Cornerstone? How are you at trusting your clients and seeing them as magnificent and capable, especially when their saboteur is trying to convince you to the contrary? Think over your recent coaching interactions. In retrospect, were there places where you were less than direct, where you found yourself trying to protect your client or shelter them from the hard truth?

Holding people as naturally creative, resourceful and whole means that we know that our clients have brilliant and creative solutions inside of themselves, just waiting to be uncovered... that they are absolutely the best judge of their own life and of what they need. Doesn't mean we don't offer them our Intuition, that we don't articulate what we see going on... but always from a place of non-attachment, knowing that we are providing the raw materials for the client's creativity.

So now, please rate yourself on a scale of 0-10... not as it pertains to any particular coaching interaction but as an overall assessment of your coaching. 10 means that you are terrific at holding all of your clients as naturally creative, resourceful and whole, zero meaning that this is quite a problem area for you... and the vast majority of you falling somewhere in between. Go ahead... this is not a pop quiz. No one will see your answer and I'm certainly not going to be grading your paper! On a scale of zero to 10, how skilled are you at holding your clients as naturally creative, resourceful and whole?

Next Cornerstone: Focus on the Whole Person. How are you at understanding that each of your clients are a complex and unique being rather than just a collection of parts. How are you

at having room for ALL of your clients... body, emotions, heart and everything in-between? Give yourself a number from 1 to 10 for your facility with this Cornerstone.

Now, before we go on, I just want to check and make sure that your authentic and true self is the one doing the scoring here. How are you doing at holding that safe and courageous space for yourself? Are you coming from your own unique and personal resonance? Or has the Saboteur crept in, filling your mind with lots of chatter, judgments, evaluations... seducing you away from that place of honesty and heart. If the Saboteur has sidled into our conversation, take a deep breath and return to the resonance of your true self.

Next on your ISR: Evoke Transformation

How are you at sorting through the day-to-day issues and complaints and reactions and hearing the path of transformation shining underneath? How are you at compassionately holding the ongoing transformation of your client and calling that forth with fierceness and commitment? Take a moment and write down the appropriate number for this Cornerstone.

Last Cornerstone:, Dance in This Moment. If you are solid with Dancing in the moment, then you know that everything (EVERYTHING) that happens is an opportunity to coach... so there's not much "oh no" and a whole lot of "oh boy" in your coaching. Dance in This Moment has a roll up your sleeves kind of glee to it. Even when you have no idea how things will come out, you know there is something really good on the other side.

Dancing in This Moment also speaks to the "unfolding" nature of Co-Active® Coaching... unplanned and unrehearsed... allowing the direction and thrust of the coaching to unfold, moment by moment by moment.

Ok... take a moment and score yourself, zero to 10 on Dance in This Moment. Now we move down the ISR to the five Contexts.

First, Curiosity. Are you fascinated by your clients and by their humanity, are you wildly curious about what makes them tick and change and learn and grow? Score yourself on a scale of 1 to 10. How much Curiosity do you hold with your clients?

Here's a sidebar: it's really helpful to be curious about yourself too. What helps you be your best as a coach? Who are YOU and what has YOU tick and learn and change and grow? How good are you at being curious about yourself and your own process? Just for fun, score this one too on a scale of zero to ten. I'd bet money that for most of you, it's a lower number than the Curiosity you hold for your clients.

Next Deepen the Learning and Forward the Action. This Context speaks to a commitment to create value for the client... to make every moment of the coaching count... if you are wandering around in the coaching without really moving forward, or rushing from problem to problem and result to result without asking the client to be observant of their own process, then the Context of Deepen the Learning and Forward the Action is dead in the water and Co-Active® Coaching can not occur. Score yourself now on your ability to hold the momentum and "the deepen and forward" of your coaching interactions.

Next context is Intuition. How is your Intuition muscle coming... how is your access to that ability to that deep pool of knowing. How willing are you to trust Intuition when it tugs at you? How practiced are you at blurting your Intuition and being unattached to being right? What is the score that you give yourself for Intuition?

Listening. How are your Level 2 and 3 “ears” these days? Can you put your attention “over there” 100% and hear what the client is trying to say, below and behind all the flood of words? How are you with silence? With letting there be space and room and pause in your coaching... knowing that in that silence so, so much is happening. Score yourself on zero to 10 for your ability to listen at Levels 2 and 3.

Now let’s take a look at Self-Management... Are you over yourself yet? How are you doing at laying down the tyranny of looking good? Of doing it right? Give yourself a score for Self-Management.

Next section on the ISR... Empowered Relationship:

What is your level of skill with the Principles? At feeling the resonance of Fulfillment, the grounded and expansive movement of Balance and the (E) motion of Process? At knowing when in the coaching to use which Principle?

How about Designed Alliance... the bowl that holds Co-Active® Coaching. Coach and client are in it together and share responsibility for the relationship and everything that happens in it. And knowing that the design is continuous and ongoing. Things don’t get stepped over... they get brought up and talked about and cleaned up in the moment From Designed Alliance, you as a coach know that the relationship itself is as important than anything that is said, or done.

And finally, Presence and Range? how willing are you to step outside the box of being comfortable and reach for more presence and range in your coaching?

Take a moment to evaluate your facility with the components of Empowered Relationship. Okayyy... that’s it for the above the line items. They are “above the line” because they aren’t

skills that you use one or twice in a coaching interaction but are always at play in Co-Active® Coaching If Co-Active® Coaching were a fish, the Contexts would be the lake within which the fish is always swimming.

Below the line, are a variety of tools of the Principles. As a Co-Active® Coach, you’ll want to have facility with all these tools and part of the art of Co-Active® Coaching is sensing which tool to use when and with which client.

First, bringing values to life. Values clarification is just the beginning of bringing values to life. Can you to hear the client’s values in action... to hear when one is being stepped over or not honored?

What’s your facility with Captain and Crew? Can you stand strongly for the powerful voices of your client... for the Self Authority of their Captain, for the gratitude of their Appreciator?

Can you work with a client to create a Co-Active® Strategy, looking at both the “Co” and “Active” aspects of moving into action? How are you are finding that powerful current of life purpose and ensuring that your clients live and choose from that deep place of resonance? Can you sense it when your client is pushing away an emotional experience and do you have the courage to name it?

Can you hear the dissonance of the saboteur when it appears and are you able to move the coaching beyond that noise? Can you use the Balance formula when it’s needed, taking your clients from a place of being incredibly STUCK, through resonant choice and into powerful, committed action?

Wow! I'll bet you didn't reallllly realize how many tools you had in your coaching toolbox. Take a moment now and make a few notes about which tools you're very strong in and which ones need strengthening.

Next, we'll move on to the major coaching skills:

Acknowledgment

Boy do beginning coaches (and people in general really) have a hard time with this one.

Here's the thing about acknowledgment... it's incredibly INTIMATE. I think maybe that is why it's challenging for coaches at first... because it's so intimate. To look over at another human being and dare to know who they are... and then to SPEAK it out loud.

So, here are some places to look for acknowledgement. First off, look to see what you dig about your client... what do you really ENJOY about them? Are they fun? Funny? Are they really grounded and clear? Do they have huge integrity? Are they full of heart? All of these are an opportunity to acknowledge. And if you have a client and you can't find SOMETHING you enjoy about them... it's time to set them free to work with a coach who will be able to love them.

Another place to look for acknowledgment is to the client's values. You don't need to make it all formal... "Client, I would like to acknowledge you for your value of irreverence." You can just say it however it comes out of YOUR mouth. You know, client... I really love, cherish, enjoy, get a kick out of, appreciate, celebrate, am enthusiastic about, dig... you get the picture... there's lots of words to use here besides "acknowledge"... your incredible irreverence.

Can you see how the client has a bigger sense of themselves... a larger place to stand?

Because the intimacy of acknowledgment is sometimes a challenge for your client as well, make sure that your acknowledgment lands. If your client shies away from your acknowledgment, it doesn't mean that they don't want it... they just get shy... just like you, so you need to make sure that your acknowledgment really lands in them... otherwise it's just so much hot air. Score yourself now on your ability to acknowledge your clients.

Articulate What's Going On

Oooh... a really great skill with many, many different aspects... It can be difficult to observe ourselves... we're down there in the thick of things and often can't see ourselves clearly.

Articulating what is going on is about naming what you see the client doing or being. You're pointing out that they are sliding away from the depth of an emotional experience or you are pointing out that they're out in front, leading the parade, and may not have noticed.

The important part of articulating is to be unattached and non-judgmental. You are simply offering up an observation to your client. If you need to be right about you're articulating, it's likely that you are either trying to look clever or you are judging your client. Articulating, when it's offered from a neutral, loving place is invaluable to your client.

Championing

Easier to do than say. Championing is a both skill and a state of mind. It really goes with Naturally Creative Resourceful and Whole. Do you know that your clients CAN? Are you over on the next hill waving a flag around, saying, come on... client... don't stop now. I know you can do it... Is that who you BE for them? Their champion? And do you TELL them that you know they can do it, that you believe in them? Score yourself now on your ability to champion.

Embodiment

How skilled are you at accessing the wisdom of the body for both yourself and your client? Give yourself a score for your ability at Embodiment.

Holding Accountability

Accountability works folks. Both holding your clients accountable for the things they say they will do and holding them accountable for who they are. Whatever happens, whether the client does what they say they will or not, accountability supports them in moving forward by getting clearer about what they truly want and what they are willing, or not willing to do about it. Accountability brings clarity, honesty and integrity to the coaching. Without it, coaching becomes a series of lovely conversations and no change occurring. Score yourself on accountability.

How are you at Holding the Client's Agenda, at letting go of problem solving and knowing that everything the client needs is already within them. How are you at sorting through the day to day issues and reactions and hearing the really important thing to coach. How are you at letting go of being right and needing to have the answers? At knowing that your client is the one with the answers. Score yourself now on holding the client's agenda.

Intrude

Are you willing to interrupt your client? To intrude on the dissonance of the saboteur? Or do you let your client ramble on and on for the first half of the call, politely waiting for them to stop talking? If you are truly committed to your client's transformation, you'll need to intrude when they are wandering around or chasing their tail. Score yourself on your ability to intrude.

Metaphor

Metaphor is a huge coaching skill... and when we talk about metaphor, we're including all the other words that are related to that, like simile, etc... In coaching we use the skill of metaphor to include the use of any images and pictures. You know, we don't have a lot of language for being or experience so metaphors really help the client deepen their experience by having a picture or an image for what they're experiencing. "It feels like I have a monkey on my back" ... "Let's explore the room of your grief." "Well, it feels dense and cold like fog."

Listen to the client's language. Often they will give you their own images to work with..the images and pictures that come from your client's language are the best ones to use. Give yourself a score now on your metaphor ability.

Powerful Questions

How ARE your questions these days? What has shifted for you during the Certification Program around questions? The quality of your questions defines the quality of your life. If the coaching is not going in a powerful direction, what is a better question to be asking? A really powerful question will sometimes stop the coaching for a moment. Pausing and giving your client time to mull over the question you have asked is PART of powerful questions. Ok... go ahead... give yourself a score... zero to 10 for the quality of your questions.

Requesting and Challenging

Next is requesting and challenging. Are you making big powerful requests of your clients? Requests that move them forward? Are you challenging them in a way that breaks apart the box of what they think is possible and puts them in a whole new paradigm? Take a moment and score yourself on each one.

Take Charge

What can I tell you about Take Charge... do it. Otherwise, the client's saboteur will often be leading the call. When I hear a coaching that is wandering around hither and thither, I know that I'm listening to a coach who is not willing to TAKE CHARGE of the coaching. Holding the Client's Agenda doesn't mean that your supposed to just let the client blather on or that you should follow them across meadow and dale. As a coach, it's your job to hold the focus and ensure that the coaching is moving the client forward toward a more resonant and dynamic life. Score yourself on your ability to take charge.

Witness/Be With

How are you with silence in your coaching? At holding the space for your client to open to deeper experience? How able are you to let go of driving for an outcome or a breakthrough and allowing the coaching to unfold in the space? Score yourself in your ability to Witness and Be With your client.

Well, that brings us to the end of your ISR and the conclusion of this recording. Take a moment to look back over your scores and reflect on all that you have learned since this program began. Even if you are in the Dip right now, you ARE making tremendous progress. The Dip is actually a place that we all move through in our fumbling but inevitable progress up the learning steps.

So, if you're wildly enthusiastic about your progress... celebrate yourself in a way that feels right for you... and if you're in the Dip... celebrate that too by taking a bit of time to listen to The Dip recording.

Thanks for being here with me today... and thank you for your ongoing hunger for learning and your incredible passion for Co-Active® Coaching.

#11B: General Co-Active® Coaching Demo

Hi, this is Karen Kimsey-House and this week's coaching demo is just a great example of Co-Active® Coaching. Your coach today is Cynthia Loy Darst.

As you listen to Cynthia coaching, notice how she is standing firmly on the Co-Active® Cornerstones throughout. Notice her swimming in the five contexts in this coaching.

Pay particular attention to the energy that Cynthia brings to the call. She holds a safe and courageous space for the client and at the same time, completely takes charge in the coaching, calling forth the client's transformation with vigor, passion and heart.

The call begins with the client wanting to get grounded in who she is becoming as a leader. Cynthia uses geography to great effect by having the client stand in, step into who she is as a leader and coach.

The client's experience of herself opens up and Cynthia deepens it by slowing down and asking pointed, powerful questions. "What's happening for you?"

She continues to encourage and champion the client, letting her discover what's there for her. Cynthia blurts her Intuition, drawing on her own geography "My stomach is feeling kind of tight and my toes keep wiggling." Notice how unattached she is to being right.

Cynthia matches the client's energy and calls her forth with more intensity with another powerful question "If this were a theme for what's going on in your life right now..." and uncouples an important distinction for the client between win/lose leadership and her value of collaboration and of leaders leading together

Cynthia offers the client the image of a beach ball and can feel it doesn't land... no problem... she just asks the client what she sees.

Several very powerful questions- What's Available to you from here? What's important as a leader?

As the call draws to a close, Cynthia acknowledges the unique beauty and grace of her client's leadership.

Cynthia trusts her client and let's her do the work, asking "What's your sense of how to move forward with this?"

She then asks the client for an action or a practice and the call closes with a clear request that the client practice the stance of heart centered welcoming leadership that she has discovered on the call.

Cynthia ends with a heartfelt acknowledgement that both has her client feel known and gives her a larger place to stand as a leader.

#12A: Evoking Transformation: You the Professional Coach

Hi, this is Karen Kimsey-House and the title of this week is Evoking Transformation: You the Professional Coach.

Whoo hoo... Congratulations. You made it!!! Through it all, through the ups and downs, the exhilaration and the despair, through the resistance, the doubt, through the Dip where you probably seriously considered giving up at least once... through alllllll those times you didn't wanna..YOU KEPT GOING. Wow!

This program can be quite a mountain climb and here you are, standing on top.

Yeah, I know you may be a little concerned about passing your exam and actually, you've done the hard part. The exam is just a detail. You'll take your exam and you will pass it. Soon you will be a Certified Professional Co-Active® Coach.

That's a title that you can wear with deep pride. Once you have successfully passed your Certification exam, you'll belong to network of Certified Co-Active® Coaches that literally spans the globe. As you listen to this recording, dedicated Co-Active® Coaches are making a difference with their clients in countless countries and on every continent and in many, many different languages. There are CPCCs working private practices, in education, health care, government, in just about every major arena of public and private life. Welcome.

I'd also like to welcome you to the coaching profession. It's a community filled with people who are dedicated to transformation and serving others. The vast majority of coaches are incredibly generous... willing to support other professionals, answer questions and share resources. If you haven't already, visit the Co-Active® Network... www.coactivenetwork.com. This is a free online network, provided by CTI for coaches everywhere. You'll find all kinds of different conversations there and it's a great place to ask questions and share resources.

I'm so proud of you and so grateful for your partnership in this incredible work. This Certification Program is not for the faint of heart and I applaud your courage and your determination to learn and grow. I'm inspired by your commitment and your willingness to be vulnerable. I'm eager for the expression of your power and resonance as Certified Co-Active® Coach.

So there you are on the top of the mountain, ready to become a Certified Professional Co-Active® Coach. First take a look backwards at the incredible climb. Remember back to who you were at the beginning on the first call of your program. Who were you as a coach? As a human being? Notice how you have transformed over the course of this program. What has flourished and expanded in you over this time?

And now turn and look out over the wide vista spread out before you. What's possible from here? What do you envision as you gaze out at the big open spaces?

It's time to let yourself dream a little bit. How do you most want to use the incredible tools you've learned in Certification? Where would you like to be in, say, five years? Set aside any limiting beliefs... no need to be "practical" in this particular moment. You are bursting with infinite possibility and power. So relax your shoulders, take a deep breath and let your imagination run free.

What is your dream for yourself? For your world? What do you dream that the next five years will bring to you and to those in around you? What do you want to create? What is the impact



that you want to have with what you have learned here at CTI?

Now that you are here, we have a job to do together.

Yes, We have a job to do and it's about participation, about helping people understand that the unfolding story of our world is co-created and we each have a part to play. We don't need to have the answers. We just need to know that together, we can create possibilities that are not available when we stand alone.

We must help people find the courage and heart to stand firmly for what is real and true and be bold enough to live from the inside out rather than the outside in. We must work together to create workplaces where we come together to create something meaningful rather than a place where we put our authentic self in the closet just to survive.

We have a job to do together and it is about spreading the wonderful paradox of the Co-Active® Way. The way of "Co", relationship, connection, intimacy, love in its fullness and totality while at the same time expressing "Active" which is all about strength, power, action and making things real. We must find the "Co" and the "Active" in each and every one of us and to find the love and power in all of us and to be able to express and operate from both at 100% simultaneously.

Most of all, we need to find the dimmer switches in our fellow humans and support them in turning their lights all the way on. We need to find the sparkle of aliveness in all of the eyes around us and use our amazing Co-Active® gifts to brighten the consciousness of all of humanity.

As you move through the final weeks of Certification, I encourage you to keep dreaming. It's been a pleasure walking with you as you traveled. However you choose to express all that you have learned in the Certification Program, you are a part of the Co-Active® dream made real in the world. You belong and you matter.

#12B: The Professional Coach Co-Active® Coaching Demo

Being a professional coach is a life long journey of self development, transformation and growth. That hunger for new learning is natural and it's important that coaches continue to improve, grow and evolve. Otherwise their coaching will become stale and will be less fulfilling for both themselves and their clients.

Today, you'll be listening to Kate Roeske coaching an established CPCC who is ready for more. The coaching is a great example of the ongoing dreaming and self development that is an inherent part of being a Certified Co-Active® Coach.

Kate uses a variety of coaching tools in the coaching, powerful questions, articulating what is going on, accountability ..and mostly she just stands with her client in the place of wide open possibility and encourages her client to think big.

The coaching opens with the client looking for what's next. She's become very successful as a CPCC and she's ready for more. You can hear the hunger underneath the words and she's a little all over the place.

Kate does a great job of hearing the hunger and helping the client begin to vision. What does "something more" look like?

Kate then offers the metaphor of the "treasure chest," a powerful metaphor for the client that both coach and client refer back to.

As the client begins to talk about her new project of a leadership conference, Kate builds the excitement and energy by championing her client.

However as the client continues to talk about this conference, Kate can hear that there's more for her client and asks a powerful question. "What's next?"

Then the client begins to talk about working with horses and the excitement and energy of the coaching really starts to build. Kate doesn't get distracted by the saboteur voices of how much the client doesn't know about the topic. She goes right to it with the powerful question: "What would be inspiring about that for you?"

This client is a powerhouse and Kate is listening beautifully at Levels 2 and 3, articulating what is going on and mostly just holding a big space for her client.

The coaching takes off as gets more and more excited about working with horses in partnership with other people.

Kate hears a value "It's not just me" and names it. Can you hear how that opens up the resonance of the client?

The call closes with the client creating a Co-Active® Strategy of both doing and being. The being, unpacking the treasure chest metaphor and just riffing on her "what's next fantasies." She also commits to sign up for a horseback riding class and moving forward on her dream of working with horses.