

Co-active[®] Coaching In The Bones

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IN THE BONES COURSE OBJECTIVES

A Co-active® Coach creates in the moment, uses intuition, and dances with the client. Co-active® Coaching is not about applying techniques from some external, static “rule book.” The In The Bones course focuses on integrating what you have learned in previous courses and takes your coaching to a higher level of impact and professionalism.

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

- >> Demonstrate the ability to coach your client choosing among the principles of Fulfillment, Balance, and Process.
- >> Create in the moment, rather than from any pre-conceived rules.
- >> Incorporate your own creativity and ability with what you have learned in previous courses.
- >> Articulate the Cornerstones, Principles, Contexts, and Skills of Co-active® Coaching.
- >> Understand the concept of “calling forth” and how to include it in your coaching.

Section 1

Basics

THE CONTEXT FOR THE “IN THE BONES” COURSE

One of the first skills you learned way back in the Fundamentals Course was bottom-lining, and we’re bringing it back here. *Bottom line*, the context for this course is 100%. This course is about a 100% commitment on the part of the coach to the client’s full life — 100% commitment to do what it takes to have the client be alive, in action, engaged and showing up. In this course, we assume you have the basic tools; now it’s time to swing out courageously for the sake of the client’s deepest desires. This is the course that separates superficial coaching — coaching that is just skin deep — from coaching that comes from the core...coaching that is *in the bones*.

It won’t work to be a thin-skinned coach here. This course calls you forth to be a powerful coach so that you can do the same with your clients. In the process of energizing your coaching you will notice that you play a more active role than you have experienced in the previous courses. There are times when it is not enough to thoughtfully ask *powerful questions* and *articulate* what you hear the client saying. There are times when you need to take a stand, walk through fire, challenge fiercely and take risks that might get you fired as a coach in order to be the strongest possible advocate and champion of your client. In The Bones coaching will get to the heart of what coaching is all about.

It is not for the faint of heart.

What We Mean By “In The Bones”

We looked long and hard for a good, solid, respectable name for this course and finally decided to call it what it is. This is a course designed to take what you know and have you coach from the inside out — to get the essence of coaching embedded in your bones. When coaching comes from that deep place it is out of the reach of your thinking mind (which often just gets in the way as it tries to figure out what to do next). When coaching is in the bones you can lock onto your client and trust that the coaching method will be there because the direction you need to take next is in your bones. Coaching from this place also drives an artesian tap into your intuition so you can be more in the flow of the coaching. You will find that — with practice — the coaching moves more directly, more efficiently.

This course will integrate what you already know; we are providing very little new information here. We designed this course to help you find your unique voice as coach. This course will integrate what you already know. You have the fundamental tools of Co-active® Coaching. Of course there is much more to learn about these tools — that’s why there is a Certification Program — but basically, you have the essential tools. You can trust the tools and coach — that’s the premise we are working with. To use a flight school analogy, you’ve completed the ground school, you’ve been up with your instructor a few times, and now it’s time to take the controls and FLY.

INTEGRATION: WHAT IT MEANS TO “TAKE CHARGE”


There's another way of looking at the In The Bones Course title: the three Principles and five Contexts are the bones, the skeleton, the internal structure of Co-active® Coaching, and you build the rest. If, or when, you start to feel you've lost the sense of what to do or what you're up to as a coach, you can refer back to these. Co-active® Coaching is right there *in the bones* of these Principles and Contexts. In fact, your job is to be an expert on coaching; it's the only expertise you need. The client has the answers, as you know, and they set the agenda. Your job is to be fully responsible for the coaching itself. Your job is to Take Charge of the coaching.

Here's something we said early on in the first intermediate course when we talked about Powerful Questions: every question sends a client somewhere for the answer. Know where it is you want to send your client. In a fundamental way, this is all it means to take charge: be deliberate in the questions you ask. The questions are sending the client somewhere — your job is to know where the coaching is headed. That's a judgment call. That's your job. Your clients are 100% responsible for their life and for their agenda; you are 100% responsible for making sure that the coaching goes somewhere useful.

In the broadest terms, is the coaching headed towards the client's Fulfillment, Balance or Process? How is this coaching serving the client's agenda for the current session and the client's Big “A” Agenda for his or her life? If you are not taking the coaching somewhere in particular, you are simply having another pleasant conversation. It might even be a pleasant conversation using many coaching skills but then it is only a “coaching-like” conversation. *It is coaching — Co-active Coaching® — when the coach is conscious of where the coaching is headed.* Of course you're not attached to the destination. You are willing to alter course in midstream. And you are deeply committed to the client having a fulfilling life and doing whatever is in your power as coach to support them in getting there. More committed to your client's full life than to looking good, or appearing professional, or having your clients like you? (You are committed to that, aren't you?)

So here's what “taking charge” means in real world terms: you must make choices and take charge of the coaching. Make a choice in the moment — coaching the client's fulfillment, balance or process. Make the choice in the moment to explore values, Saboteur, perspectives, or take the client where they are right now — but choose. Your client is depending on you to use your coaching expertise. The client has the agenda — a topic for this session and a BIG agenda for a fulfilling life — and you take charge of the coaching.

Don't be confused about this. When you decide to take the coaching into perspectives, that's not an agenda, that's a coaching direction; the agenda is still the client's. Yes, you keep dancing with the answers to the questions you ask, but overall you need to have a sense of the path you are on during this coaching interaction. “Dancing in the Moment” is not a wild card that gives clients permission to take you on any old wild goose chase that tickles their fancy. Dance with what shows up and hold the focus. As a coach, it's not a choice between the two.



In your coaching, have a sense of which of the three principle areas you are in. What's the territory here? Be aware of the tools and skills you are using. Make sure you are getting in way past your elbows. See how deeply you can go in any direction before giving it up.

How will you know it's working, and when to abandon a direction? Our favorite guideline: listen at Level 3. Tune yourself to hear the aliveness in your client. Be constantly monitoring the impact of the questions you ask and the direction it takes your client. Is the energy stronger or weaker? Is the client in closer resonance or drifting away? Is the light getting brighter or dimmer?

By the end of this course you will have an experience of coaching the same client issue from each of the principles: Fulfillment, Balance and Process. You will see and experience that an issue — the same issue — can be coached from each of these principles and the client will gain value. Each will take the client to a different place and all three will work. Sometimes there are client topics that just naturally lend themselves to a particular principle — the fit is right. Some coaching interactions will stay in one principle the entire time, others will shift between principles. There isn't a "right" way. You must simply choose and be looking for the client's reaction. Integration is the ability to choose a starting place and know that you can change course if needed, using everything you know about Co-active® Coaching.

COACH THE CLIENT, NOT THE CLIENT'S ISSUE

The number one mistake we see repeated most often by novice coaches is that they forget they are coaching a client; instead they think they are solving a problem. They have lost sight of the most important thing in coaching: that “thing” is the living, breathing person sitting across from them, or talking to them on the phone. Instead, these coaches get wrapped up in figuring out, understanding, maneuvering and strategizing. In short, just plain thinking too much. The result is coaching that focuses on solving problems, making problems disappear. The best coaching happens when coaches are focused on coaching the person — not the issue. This means relying on your intuition and Level 3 Listening. You have the advantage of being able to see the big picture for clients when they have their noses to the grindstone. If you spend too much time grinding away at the problem with them you will miss the opportunity to see how this issue — or any topic — is an opportunity for learning and growth.

The surprising realization by many novice coaches is that this really works. Pay less attention to the details of the story; don't let clients succumb to endless reporting and analyzing, telling you things they already know or they've thought about. Instead, get in touch at Level 3 with who your client is being in the moment, and coach that person.

RAISING THE BAR. FOR THE SAKE OF...WHAT?

Clients will get value from your coaching if you do nothing more than listen deeply and ask curious questions. For most, no one else is doing that for them. Just the fact that they take the time out of their week to look intently at their lives will result in more alignment with what they want.

And that's not really enough. That would be settling for the bare bones minimum and what most of us want is for our clients to live the life that is truly possible for them — a rich, robust, fully expressed life.

We don't want our clients to sell out for the easy, comfortable minimum. We can't let our coaching suffer from the same wimping out. This course raises the bar and keeps raising the bar on what the coach delivers, because clients see it as the model and measure for what they expect from themselves.

We raise the bar on the “power” of the coaching, not for the sake of the coach's ego but to raise the bar on the life that our clients can have. We don't coach to earn admiration or to be well liked or approved of — that's not the foundation we're standing on. We coach so that clients can break through their self-defeating stories, envision what is soul inspiring for them in their world, and stay on track to create it. If clients want 1,000-watt lives, we can't be 40-watt coaches.

Finding a more powerful level for your coaching is for the sake of the client. Why would you hold back?

CALLING FORTH

In one sense, Co-active® Coaching is always, fundamentally, calling clients forth into their full lives. When we say that the coach's job is to hold the client's agenda, on a very deep level that's what we mean by calling forth. That's the capital "A," the Big "A" Agenda. Whatever topic they might bring to this week's coaching session, underneath it is the road to a big fulfilling life and we are always calling clients forth to that — whatever they accomplish on their task list in any given week. Then there are times when we find that the job in the moment is to step up, walk through the fire, insist fiercely, take no prisoners, be the "no-kidding, will-not-tolerate-B.S." coach who is taking a stand for this client even if it means getting fired in the process.

Oh.

That could happen. It's not the outcome you usually want, but to be willing to risk that on behalf of your client is a way to measure your commitment; sometimes as coach your job is to really, truly call the client forth.

There are four attributes to this "Calling Forth" coaching. Actually they are attributes of all coaching, but they show up more dramatically in coaching that truly calls forth the client.

- >> *Authenticity*. The coach must come from a place of truth, integrity and personal authenticity. This powerful coaching is not about showing off, or playing big. It is not a performance. This coaching expresses a deep caring for the client in a personal, authentic style. What is your most authentic way of calling forth?
- >> *Connection*. In order for coaching to work, coach and client must be connected at a very deep level. There must be safety and trust. The Level 2 connection will be tested. One of the reasons coaches can go to the edge with calling forth is because they know they can lean into the safety lines of the powerful connections they have created with their clients.
- >> *Aliveness*. If there were such a thing as an "aliveness" monitor, the needle would be peaking during call forth coaching; it would be bouncing against the upper limit. This aliveness is multi-dimensional: the coach is alive, the client is alive, and the relationship itself — the space of the coaching — is tingling.
- >> *Fierce Courage*. This kind of coaching not only calls the client forth, it calls the coach forth as well. If you are going to ask your clients to take big risks in their lives for the sake of a full life, you must be willing to take big risks in your coaching. Would you walk into the lion's den for the sake of your client? This is the time to measure your fierce courage.

BREAKING THE RULES. GOING TO THE EDGE.

In this course we want you to intentionally push your edge as a coach. We want you to feel, in your body and in your bones, what it's like when you coach at 100% on behalf of your client. We want you to experience what it is like to be willing to "break the rules" you learned about coaching and Co-active® Coaching. You probably won't coach with this level of intensity and directness in every coaching session (and you might; that's always your choice). But when you do, for the sake of the client, you must be ready to do what it takes, to do what you believe is in the best interest of the client, and not hold back because of an assumed coaching rule.

When the client's full life is in the balance, it's time to ditch whatever rulebook you may have created for yourself during the CTI courses. The "rules" are helpful, and they are not more important than the client. In fact, in most cases, they were never rules to begin with; they were guidelines and important things to be aware of. Here's a simple example: you were probably encouraged not to ask "why" questions. Not because it's a rule, but because of the impact. Most clients react to "why" questions defensively, or with an explanation or rationale, or from their analysis. In short, "why" questions rarely give the coach and client much that is useful. So imagine how powerful it would be when one day you really *do* want to challenge the client to defend their belief or action and you ask "Why?" Now you have a powerful question and you "broke a rule." If you try to coach by the "rule book" it will be too limiting. Besides, we only have one fundamental rule. (Remember Rule Number One: Nobody gets to be wrong!) Go to the edge, and if you are out there breaking rules on behalf of your client, may the gods bless you. Your clients are naturally creative, resourceful and whole...they can take it.

A FIRM FOUNDATION. TRUST. RISK. FALL ON.

In order for coaching to be effective, especially long term, there must be a strong, committed, mutually created and mutually held relationship. This firm foundation is created by both client and coach when both are taking 100% responsibility for their role and the strength of the relationship. The relationship is also a dynamic thing; and as such, it cannot be taken for granted. When the alliance between coach and client is set on a firm foundation of trust, clients have the safety and assurance they need to really work deeply on their lives.

When there is trust and safety, clients can take risks. The change they want depends on taking risks. Nothing is more important to the success of the coaching than the ability of clients to take the meaningful risks they need to take. Your clients need to know that you are supporting them — you will be there, that you will have both feet on the ground even if they are free falling in their lives. Metaphorically, they want to hear the words from you, “fall on,” with the assurance you will be there when they do.

WHO YOU ARE AS A COACH

For most of the intermediate courses you've been busy learning tools and techniques, so there hasn't been much time for looking at who you are uniquely as a coach. Now it is time. What are your unique talents and abilities? What is your personal style? As you know by now, in Co-active® Coaching there is no "right way." There are no rulebooks or cast iron "follow-this-recipe" methodologies. Essentially there are simply three principles and five contexts. In this model, not only are there no "how to" rule books to follow, there is no such thing as cookie cutter coach. One of the truly brilliant things about this Co-active® Coaching model is the elasticity of it to be adapted to different coaches, different clients, different topics and different client situations. This course is also about calling *you* forth to your place as a coach. This is about getting the Co-active® Coaching model embedded in *your* bones. This is about you, the Co-active® Coach, doing whatever it takes for the sake of your client's fulfilled life.

Who Will You Be As Coach?

Section 2

Resources & Tools

INTRODUCTION TO RESOURCES & TOOLS

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

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

FULFILLMENT COACHING AID

This aid is designed to assist you when you have chosen to use the principle of Fulfillment with your client. Think of this as an idea bin — a place to get ideas from or where to explore.

Values

- >> What value(s) are you honoring?
- >> What are you imagining/experiencing as a result of honoring this value?
- >> What value is getting stepped on?
- >> It sounds like we are uncovering an important value; let's flesh it out more fully.
- >> If you said YES, what values would you honor/dishonor?
- >> If you said NO, what values would you honor/dishonor?

Future Self

- >> What would your Future Self say/do/choose here?
- >> Do a short inner journey with the client on the call to tap into their Future Self. Ask the client to dialogue with their Future Self to get guidance with a particular situation.
See "Fulfillment" in the manual for several creative ways to work with the client's Future Self.

Saboteur

Questions to consider as coach:

- >> Who is talking here, the client or their Saboteur?
- >> Are we circling the same topic? If so, you are probably coaching the client's Saboteur.
- >> Help the client see the Saboteur and move it out of the way.
See "Fulfillment" in the manual for nine ways to coach clients, and not their Saboteurs.

BALANCE COACHING AID

This aid is designed to assist you when you have chosen to use the principle of Balance with your client. Think of this as an idea bin — a place to get ideas from or where to explore.

The Formula

1. Identify the topic and the client's current perspective on that topic.
2. Brainstorm other perspectives.
3. Try on the different perspectives.
4. Have the client choose a perspective.
5. Develop a plan from the new perspective — including yes and no.
6. Get the client to commit.
7. Develop structures to keep the client in action.

Geography

Use your client's geography to have them fully embody the perspectives that they explore and the one that they ultimately choose.

See "Balance" in the manual for a more detailed description of these concepts.

PROCESS COACHING AID

This aid is designed to assist you when you have chosen to use the principle of Process with your client. Think of this as an idea bin — a place to get ideas from or where to explore.

The Process of Process Coaching

1. You, the coach, hear (Level 3) where the client is.
2. Take your client into the experience.
3. The client experiences it.
4. Client owns it more fully.
5. Client moves forward into action.

Process Coaching Skills

- >> Resonance/Dissonance
- >> Powerful Questions
- >> Making Distinctions
- >> Witnessing
- >> Acknowledgment
- >> Championing
- >> Level 3 Listening
- >> Meta-view
- >> Metaphor
- >> Clearing

Geography

Notes to the coach:

- >> What is the geography of this coaching session?
- >> How are you using your geography to shape this coaching session?
- >> How can you shift the geography of this coaching session?

See “Process” in the manual for a detailed description of these concepts.

IN THE BONES COACHING AID

This aid is designed to assist you in stretching into the concepts you learned in the In The Bones Course. Think of this as an idea bin — a place to get ideas from or where to explore.

Who are you as coach in this moment?

- >> *Authenticity* — What is your most authentic way of calling forth? How authentic is the client being?
- >> *Connection* — How will you re-design the alliance? How can you deepen the connection between you and the client? Where are you playing safe? What is the next courageous step for this client?
- >> *Aliveness* — Is the coaching session alive? What can you do to “amp-up” the aliveness?
- >> *Fierce Courage* — Where can you be bold? What are you not saying? What is the risk to take in this coaching session? Are you coaching at a 10? 15?