



**The function of the coach is to understand.  
Not to solve, fix, heal, make better or be wise.  
Simply get interested.**

## Myles Downey Effective Coaching 1999

## Section 1. Coaching

### **“The only constant is change”** Heraclitus circa 500BC

Coaching is fundamentally about change, about making changes. “How can I do things differently?”

Virginia Satir, the family therapist, once said that people thought that survival was the strongest instinct, but it isn't. The strongest instinct is to keep things familiar. Groups and individuals are desperate to keep things the same, for whatever reason. Coaching is a great way of testing and pushing boundaries to help people live happier and more fulfilling lives. Most often, it is a holistic process, and will enable people to be the best they can be.

#### **What is it?**

Perhaps the most logical place to start would be to quote the International Coach Federation [ICF] definition that says:

*“Coaching is partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.”*

There are of course a myriad of other definitions and included in an appendix are some others that may be more relevant to your understanding. Perhaps you might want to co-create your own with your coach?

Bruce Peltier, an organisational psychologist and himself an executive coach says:

*“A coach must be able to provide a good working definition of coaching and articulate the difference between coaching and psychotherapy”.*

It may be useful then to ask your coach what they think coaching is about and how that might impact on your relationship?

*My primary focus [in coaching] is in co-creating an environment where the client can think free of interference that empowers and gives them the ability to initiate their own solutions. Simon Rycroft*

*What we are aware of we can control, what we are unaware of controls us. John Whitmore*  
Coaching for Performance Second Edition 1996 Ch. 4

#### **What it's NOT!**

These are called Improvement Processes and are not regarded as coaching. However, a coach may be qualified in more than one skill and choose to use one or more of these processes with your permission.

Therapy  
Psychiatry  
Consulting  
Counselling  
Teaching  
Training  
Mentoring

Guru  
Self Help  
Friendship  
Leader  
Manager  
Facilitator  
Mediator

## Background

Some of the very first references date back to the Greeks and philosophers such as Plato and Socrates (400-450BC), as well as the teachings of Confucius (600BC) and in Zen. Thoughts of personal morality, justice and sincerity enabled the formulation of “virtue ethics”. In the middle 1800’s Ralph Waldo Emerson and others were beginning to think more secularly and initiate debate around peoples’ self-reliance and independence. In 1830 the very first reference to the word “coach” was notated, at Oxford University: it was the slang term for an instructor/trainer and someone who had the ability to “carry” a student in preparation for their exams.

It is not until the mid 1970’s that we see the roots of professional coaching really develop. A principle influencer was W. Timothy Galwey who wrote the Inner Game books. Initially aimed at the sports development market he described and defined in some detail “non-directional coaching” as we know it today. Sports coaches saw an opportunity to take this sort of work into the business environment and it was John Whitmore that wrote the book Coaching for Performance that was entirely devoted to the practice of professional coaching. In the 1960s a psychotherapist, Carl Rogers started to challenge the norm and talked of ‘client centred therapy’. The principle behind this approach was to treat the client as an equal and hold them in what Rogers called ‘unconditional positive regard’.

These approaches, both very old and very new, that embraced the fields of sports, therapy and business were combined to create the field of what is now called “coaching”. There are over 120,000 qualified coaches working world wide and advances in technique and style are evolving every day.

## Styles & Types

There are many styles of coaching. There are two distinctive types: Directive, sometimes called Autocratic [telling & selling] and Non-Directive sometimes referred to as democratic [sharing & allowing]. For the purposes of this document we concern ourselves with only the non-directive variety.

There are huge number of different descriptions for coaches. The two we will deal with are Business Coaching and Executive Coaching. Business coaching is very akin to mentoring because it was derived from the business consulting community. Whereas Executive coaching is very much behaviourally orientated, concentrating on soft skills.

Personal Coaching maybe a better term as it addresses the client as whole person and it is sometimes difficult to disassociate one part of your life from another; one part may impact to the detriment of another positive part.

## Training

Most coaches will have undergone some training of some description. There are a huge number of organisations that deliver approved or accredited training in the UK and elsewhere.

There are three primary accreditation organisations:

International Coach Federation ICF [www.coachfederation.org/](http://www.coachfederation.org/)

European Mentoring & Coaching Council EMCC [www.emccouncil.org/](http://www.emccouncil.org/)

Association for Coaching AC [www.associationforcoaching.com/](http://www.associationforcoaching.com/)

## Costs

The costs for coaching vary enormously depending who you employ and what you engage them for. However, there are recent surveys that have given the following costings:

### Corporate Coaching

37% £150-£240/hour

31% +£250/hour

### Western Europe

All sectors average 2016 survey £185/hour

### Individual Coaching 2004 Survey

43% Low £50-£75

25% Medium £150-£200

32% High £600-£900 usually 90mins sessions

64% of all coaching sessions last 60 minutes

Figures from Association for Coaching December 2016

In this programme, you will be afforded 6 sessions with a coach. Let's assume that we are in the Corporate Coaching environment and will be charged £185/hour. Total expenditure £1110.00.

Question: What would *you* want to achieve if *you* were paying for this initiative from *your* own pocket? How might you want to manage your coach to get the most value from the time & money invested?

## Value

So, what's the value of coaching and how can we define that?

Perhaps the best thing to do is to talk with your coach and determine what value they have added to their clients' lives over the term of their contract of engagement? When you think about this if you were to get promoted one pay grade then there is going to be a tangible financial benefit. If your management of self becomes different then you become a more effective team member or leader. If you are more at home with your own beliefs and values and are more centred, you may be a more tolerable person to be around. If you are confused about a personal or business situation it is very often useful to have a conversation with a *fully independent* person who has no hidden agendas.

Coaches add value.

## Client Stories

## Section 2: Coaching

### Rule No 1: The Client does the work!

#### How does it work? The nuts and bolts of the sessions

Almost all coaching is formulaic. It may not appear so at first sight, but then you'll probably be dealing with a proficient practitioner that has had some training and has also had a reasonable amount of practice over some years. Nonetheless there is an approach that can be explained and may help you to understand what is going on?

It all starts very innocently with what is called a "chemistry session". How I hate this phrase! This is very simply an **initial conversation** between two consenting adults to see if they may be able to co-operate together. The coach will explain their method of working, perhaps a bit about their background and will start to determine what it is you want to get from the session(s). The client has the opportunity to disclose as much or as little information as they feel comfortable with. The coach will let the client know that all the conversations they might have are **confidential** and just between them. Unless release of information is required by law.

Once an understanding has been reached and there is general agreement that the partnership can work a **formal agreement** is drawn up. These are not normally complicated; however, they do form the basis of a contract which will outline hours, charges, times, changes of arrangements, extra time/sessions, and termination.

At the first coaching session, the client and coach will spend some time **co-creating** and **designing the alliance**.

Setting the Frame

Creating the contract

Discovering who "you" are?

The coach will want to know some stuff about you.

Moving Forward.....about change

#### Subsequent Sessions

The format will run something along these lines.....

What are we talking about/focusing on today?

**Contract:** Do you have a specific outcome or goal?

How will you know that you've got what you want?

**Evidence:** What will be different?

What's important about "the specific outcome"?

Is what you want "right" for you?

**What's the coach's role in this?**

To help you: discover/explore/design/create tactics/plan actions

It's your job as the customer to help the coach deliver what you want.

If it remains unclear, then: **re-contract as required**

**Check progress**

How will you be held accountable .....any obstacles?

Next steps?

**Close**

### **What can coaching do for you?**

- Better decision making. Be more effective in the things you undertake.
- More Ideas/options/explore creativity thus enabling choice
- Better support for your agenda
- Realisation of career purpose
- Clarity of beliefs & values
- Understanding of behaviours
- Gain soft skills
- An opportunity to be innovative and creative to achieve desired results
- Performance enhancer/Releasing potential
- Getting defined results
- Transitioning between roles, moving to the next level professionally

### **Outcomes vs General Trajectory**

Sometimes it's OK to not know. Giving permission to the client to acknowledge they may be confused about what they might want, either in the session or at some time in the future. In these cases, to remove any pressure related to the immediacy of the session, it may well be useful to talk through a *general trajectory*. Starting to think about where the client may be in 3 years, 5 years or even 10 years from now. These conversations very often prove useful in scene setting and developing more short-term plans in which coaching becomes effective.

### **Evidence/Statistics**

See Appendix "What coaches say....." and 10<sup>th</sup> Annual Survey

### **Language**

We live in our five senses: visual, auditory, kinaesthetic, olfactory and gustatory. Our reality is reflected in the language we use to describe our experiences. Coaches may well question what you say to gain clarity in their interpretation of the interchange. Very often it is the case that if we change the language then we change the perception. Alter or question perception and change is possible.

As a communicators, public relations people and media professionals you will have a whole vocabulary that you use that will be interpreted in very different ways from others from different working backgrounds. It may be useful to know that.

### Feedback Mechanisms

Feeding back to your coach is vital. The relationship is one of equals and as such, and to serve you as well as they are able the coach needs to understand that what they are doing is working for *you*.

Feeding back is always done to feed forward into a more productive state.

### Useful Presuppositions When Receiving Feedback

The map is not the territory. You each have a map of the interaction, neither is real, but both can be useful. Say what you see, hear & feel.

There is no such thing failure, only feedback - which can feed forward. If you can hear it, feedback will enable you to make new choices.

The person giving you feedback has a positive intention.

Feedback is motivated by a desire for you to be the best you can be.

People have all the resources they need.

Anyone can become an excellent at what they do.

It is better to have choices than not to have choices.

The gift of feedback is that it makes you aware of other choices.

Feedback is about behaviour, not identity. Feedback is about what I am doing, not who I am.

If I am open to receiving feedback, I will be able to utilise feedback more often, and improve more consistently. I will get more of what I want.

### Offering Feedback

When you are offering feedback to your client, it is important to their learning that you find some area in which they could improve the activity they are undertaking. No one is a perfect in his or her first attempt. No one. Remember "Anything that is worth doing well is worth doing poorly at first.". All the Master Craftsmen you know are always looking for ways to improve.

Think about how to provide safety and challenge. If clients get all positive feedback, they will probably feel great, but there will not be a focus for their growth. Think 75% -25%. With 75% positive feedback the coach will feel confident enough to try something that may feel unfamiliar with or even consider risky. The safety is established. Then to provide the challenge, give them 25% feedback that will stretch them. Point out what else might have worked or what could be done differently. The client gets the benefit of another perspective, new learning and a way to improve.

***Before giving feedback, it will be useful to read those presuppositions above again they apply just as much to giving, as receiving, feedback.***

***"Most people think that the will to survive is the strongest human instinct, but it isn't. The strongest instinct is to keep things familiar."*** Virginia Satir

## Appendix 1 Coaching Definitions

**Bruce Peltier**

***“A coach must be able to provide a good working definition of coaching and articulate the difference between coaching and psychotherapy”.***

The term **coaching** typically refers to methods of helping others to improve, develop, learn new skills, find personal success, achieve aims and to manage life change and personal challenges. *Business Balls*

“Unlocking a person’s potential to maximize their own performance. It is helping them to learn rather than teaching them” *John Whitmore 2003*

“A collaborative, solution focused, result-orientated and systematic process in which the coach facilitates the enhancement of work performance, life experience, self-directed learning and person growth of the Coachee” *Grant 1999, basic definition also referred to by the Association for Coaching, 2005.*

“A professional partnership between a qualified coach and an individual or team that support the achievement of extra-ordinary results, based on goals set by the individual or team “ *ICF, 2005*

"partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential." *ICF 2016*

“The art of facilitating the performance, learning and development of another” *Myles Downey, 2003*

“Coaching is directly concerned with the immediate improvement of performance and development of skills by a form of tutoring or instruction”. *Parsloe, 1995.*

“Coaching psychology is for enhancing well-being and performance in personal life and work domains underpinned by models of coaching grounded in established adult and child learning or psychological approaches” *Special Group of Coaching Psychologists, part of the British Psychological Society*

“Coaching is about developing a person’s skills and knowledge so that their job performance improves, hopefully leading to the achievement of organisational objectives. It targets high performance and improvement at work, although it may also have an impact on an individual’s private life. It usually lasts for a short period and focuses on specific skills and goals.” *CIPD 2009*

“Psychological skills and methods are employed in a one-on-one relationship to help someone become a more effective manager or leader. These skills are typically applied to a specific present-moment work-related issues....in a way that enable this client to incorporate them into his or her permanent management or leadership repertoire” *Peltier 2010*

[Co-active] coaching is “a powerful alliance designed to forward and enhance a life-long process of human learning, effectiveness and fulfilment” *Whitworth et al 2007*

“Coaching is about enabling individuals to make conscious decisions and empowering them to become leaders in their own lives” *Wise 2010.*

Coaching is a form of development in which a person called a *coach* supports a learner or client in achieving a specific personal or professional goal by providing training, advice and guidance.

Coaching is a useful way of developing people's skills and abilities, and of boosting performance. It can also help deal with issues and challenges before they become major problems.



The goal of the coach is to raise the client's level of awareness: feel, input, information, self- feedback. Leading from this is the building of self-responsibility. Coaching enhances the natural way in which we learn. *John Whitmore 2008*

A collaborative solution-focused, results-orientated and systematic process in which the coach facilitates the enhancement of work performance, life experience, self-directed learning and personal growth of the coachee." *Association for Coaching*

Coaching is a conversation directed at creating new futures (vs. solving problems). The roots of the word conversation mean "changing together."

What makes for a great coach? It's the ability to lead — to make things happen, maximize resources and inspire. It's the extraordinary quality that solves problems and helps the individual come to a new level understanding of what is possible. And it's the skill and talent to influence and guide others to make real breakthroughs and create lasting change. *Tony Robbins*

You are the expert in your life! Life coaching is a process that helps you tap into your inner expert and use your power to create the life you want to live.

"... helps people tap into their inner purpose and passion and connect that with outer goals and tasks to bring about extraordinary and sustainable results." *The Institute of Professional Excellence in Coaching*

"Help people set better goals and then reach those goals. Ask their clients to do more than they would have done on their own. Help their client to focus better to produce results more quickly. Provide clients with the tools, support and structure to accomplish." *Thomas Leonard, founder of CoachVille*

"a healthy, positive, and enabling process that develops the capacity of people to solve today's business [and personal] problems. Touching people's spirits and rekindling what deeply matters to them is what [coaching] is all about." *Thomas Crane, author of Heart of Coaching*

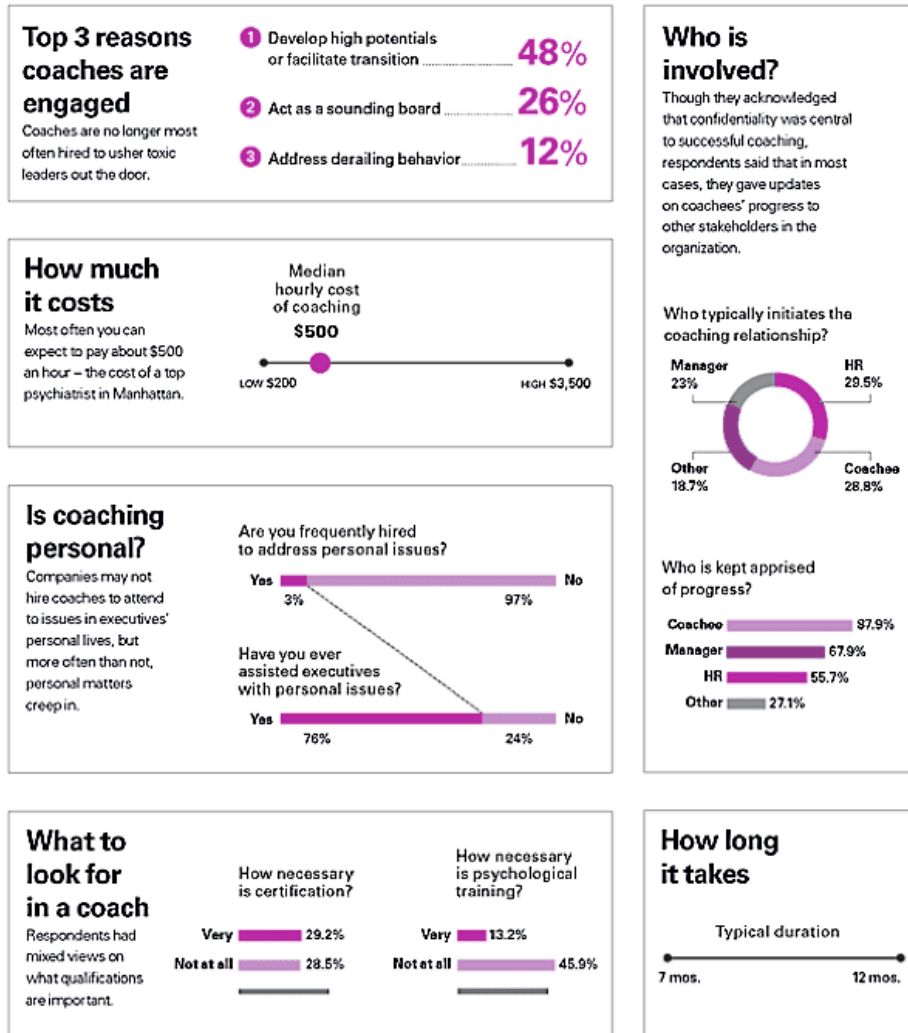
To manage the rapid changes that are occurring in our world today, we have found that personal development is a necessity: Stretching out of our zones of familiarity, expanding and challenging beliefs that may well be limiting our ability to manage the chaos of change. We believe that Professional Coaching can assist in working through the transformations that are often required. *Pamela Richarde, former President ICF*

The primary focus [in coaching] is in creating an environment where the client can think free of interference that empowers and gives them the ability to initiate their own solutions. *Simon Rycroft, hawkeen.com*



## Appendix 2 What the Coaches Say

# Did you know...



Source Harvard Business Review January 2009  
Diane Coutu & Carol Kauffman

## The Survey Methodology and Respondents

The analysis presented here is drawn from an online survey developed by senior editors at *Harvard Business Review* and Carol Kauffman of Harvard Medical School. They compiled a list of potential participants through their direct contacts, referrals from senior executives and HBR authors, and executive-coaching training organizations. Nearly 200 survey invitations were distributed by e-mail, and data were compiled from 140 respondents.

- Respondents were divided equally into men and women.
- The coaches are primarily from the United States (71%) and the United Kingdom (18%).
- 66% of respondents disclosed that coaching is their primary source of income.
- The group is highly experienced: 61% have been in the business more than 10 years.
- 50% of respondents come from the fields of business or consulting
- 20% of respondents come from the field of psychology.

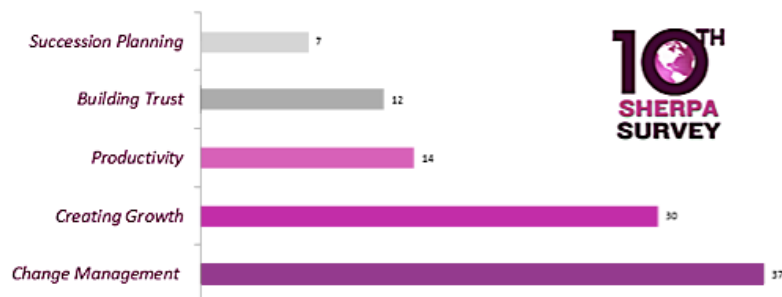
## 10th Annual Global Executive Coaching Survey 2015

Sherpa Coaching, Cincinnati, Ohio

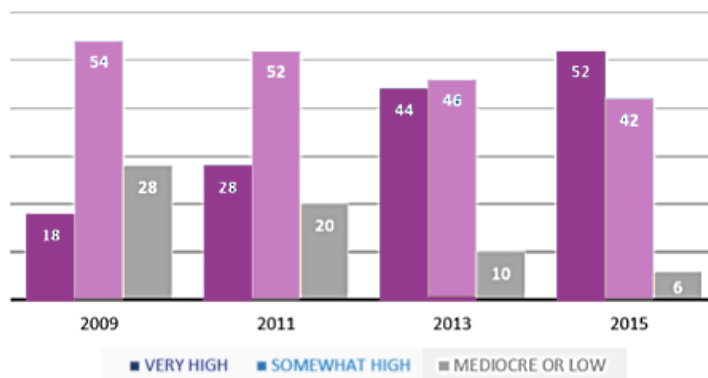
Executive coaching has most value in:		
a. Internal Coach	a. Change management	44%
	b. Creating growth	18%
	c. Productivity	12%
	d. Build trust	20%
	e. Succession planning	6%
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b. External / contract coach	a. Change management	36%
	b. Creating growth	31%
	c. Productivity	16%
	d. Build trust	12%
	e. Succession planning	6%



### Executive Coaching Has Most Value In:



### The Credibility of Coaching



## **Appendix 3 A few words about NLP .....**

### **NLP is the study of the structure of subjective experience and a method for modelling excellence so that it can be duplicated.**

NLP is an attitude, a frame of mind, a way of being, based on curiosity and exploration, ease and excellence, and having fun. This leads to such questions as:

"What do you want?"

"What works?"

"How do you do that?"

"What is the difference that makes the difference?"

The results of this attitude and exploration are:

A feeling of integrity and wholeness, a sense of internal harmony. The best possible relationship with yourself and with others. Growth and learning, leading to achievement and understanding.

#### **Presuppositions**

As we make sense of our world, interpreting our experiences (consciously, or by assimilation), so we create our models of reality. We operate in the world based on our models, rather than on 'reality' itself. We begin to implicitly presuppose certain things and act accordingly.

NLP has several explicit presuppositions. These may or may not be true, but they have proved extremely useful.

- You create your own reality.
- You get what you concentrate on.
- You have within you the resources you need to achieve what you want.
- Your behaviour is purposeful.
- You are doing the best you can - and you could probably do better.
- Every behaviour is useful in some context.
- Choice is better than no choice. Always aim to increase choice.
- The meaning of a communication is the response you get.
- There is no failure, only feedback.
- Each person has their own unique model of reality, and as they are operating from within that model they are always 'right.'

Acknowledgement: Ian McDermott International Teaching Seminars +44(0)1268 777125

## Appendix 4 Introduction to Coaching in general ...

*A personalized view of coaching freely edited & adapted from Robbie Steinhouse's How to Coach with NLP*

**Coaching** is mainly about you talking and me asking you questions. It's about getting clear about the issues you want to work on and goals you want to achieve, then about me asking you questions to direct your attention on the steps that may be useful to take to achieve those outcomes.

Coaching is not something I do to you; it is both of us working as equals in a team, working together to enable you to achieve or resolve whatever you bring to a session. It is a '*designed alliance*': you as the client take responsibility and ownership for your own progress and the coach is there to support you in this endeavour.

Traditionally, a **Mentor** is usually someone who has 'been there and done that' and will share their experience of going through similar situations to the one that you currently face. The point of being mentored is to spend some time with someone who is highly experienced in this area, so you can be positively influenced by the mentor's attitude.

**Therapy** is more about resolving issues from the past that are affecting your performance, relationships or wellbeing in the present. I am also qualified in a form of applied psychology called NLP that stands for Neuro-Linguistic Programming and if an issue of this type arises, I have various processes we can go through. I am also qualified Clinical Hypnotherapist. I will not go down either of these routes without explicitly first seeking your agreement.

**Consulting** is asking a professional to research your business or organisational processes and present a set of ideas of how these could be improved. Although conducting research of this type is not in the remit of coaching, I am familiar with several organisational & psychological models and if I believe one might be useful to you with the issue you face, I will once again ask your permission to explain it. This usually only takes a couple of minutes and most clients find this useful.

**Friendship** resembles coaching reasonably closely: a good friend will listen to you attentively and ask you questions. The differences being that a friend will want to have 'their say' - while in coaching it is a one-way street. Coaching is all about what you want to talk about. A coach does not have any agenda; I am just here for you, period.

**Teaching or Instructing** is the art of giving knowledge to students in the most effective way. It is part guidance, part training and may involve a "coach approach" in many instances. The relationship is based on the teacher having a strong, fundamental understanding of the topic to be taught and the content being presented to the student. The student teacher relationship is very unequal in this respect.

### **Confidentiality**

I want you to know that whatever you say to me during the coaching session will be fully confidential. I will not tell anyone about what you have said, no one at all. As a qualified coach, if it came to your attention that I had breached confidentiality there is a complaints procedure under the ICF and you could get me struck off. I would also ask that if I have a personal story I want to disclose to you, would you likewise be willing to keep confidentiality?

### **Safety**

I want to let you know that coaching is a safe process. I am, an experienced coach and I know what to do. It is like a safe container where the space inside belongs to you, so you can explore whatever you wish to explore. The outside of the container belongs to the coach, so I can remind you of what you wanted to work on and keep you focused on that space if you choose to continue to do so.

### **Terms, conditions and money [contract dependant]**

Just a reminder: the charge has all been taken care of. If you need to cancel a session, I need at least 24 hours' notice and ideally a little more. If it's less than 24 hours, and it happens regularly, I may choose to report this back to the commissioning agent after some discussion with you first, sorry about that, but I'm very busy.

## Style of Coaching

How do you like to be treated? Here's some ideas.....

1. Gaining clarity of issues
2. Understanding what is important and what motivates me
3. Exploring and understanding blocks or obstacles to your success
4. Gaining an insight into who I am, my strengths, capabilities and potential
5. Providing encouragement, support & validation
6. Brainstorming strategies together
7. Helping to identify action and next steps
8. Challenging you with difficult questions
9. Providing honest and direct feedback
10. Making you accountable for your goals

## Challenge and the 'wrong question'

Is it OK if I challenge you? Is it OK if I ask you what I call the 'wrong question'? What I mean by that is that sometimes when I ask you a question, it may be that you sense it is taking you in the wrong direction. When that happens, just say to me: 'That was a wrong question.' As a coach, sometimes I have a certain anxiety that every question I ask you must be brilliant. With permission to make a mistake, I can say, 'this might be a wrong question, but...' and if you feel it is wrong, you just tell me and don't have to answer it.

## Accountability

As your coach, I offer you optional accountability. What I mean by that is that most of my clients are usually not held accountable or micro-managed. Accountability is also in your control. If you want me to hold you accountable for something, tell me at the end of the session and I will hold you to it in a pre-agreed way.

## Summaries and note taking

How do you learn? Human beings are principally experiential learners So how will you be able to feed forward any discoveries you make within the session? Usually clients either like to ask me to stop for a minute while they take notes, or like to have some time at the end of the session to summarise and carry forward any actions, make notes, etc. This is better than the coach taking notes for you, as I would record what seemed important to me, rather than what was important to you. It also avoids any confidentiality issues arising from notes I made being sent to the wrong place. Generally, I have been taught not to take notes.

## Loss of momentum

I have found that, from time to time, a session can be a bit wishy-washy, as if you are treading water, and you may think that coaching is not worth continuing after an experience like that. But I have found that following a session of that sort; the next session is usually very powerful. What I would like to agree with you is that you will complete the agreed package of sessions so you can properly go through a coaching process and evaluate the entire experience rather than each session individually. Also, I believe in agreeing, an end to the coaching from the outset, so you know this is not open ended. During the final session, we can reflect on how the coaching went and, if it is appropriate, we can agree to continue with another package. Usually I recommend that clients take a little break before continuing. That's one of the good things about coaching: it does come to an end!

## Legals and Ethics

Like all forms of HR interaction there are boundaries. ***Our conversations and communications are absolutely confidential.*** The only time I may feel compromised is if you share with me something that is illegal. At this point our coaching relationship is terminated. I am an ICF Member Coach and as such I am bound by a Code of Ethics that is clearly defined and published at <http://www.coachfederation.org/>

## **Appendix 5    10 Ways To Get 10 Times The Value From Calls With Your Coach**

### **Create the "Coaching Experience"**

Think carefully about what you want to cover before the call begins. Most coaching calls are brief, 15-45 minutes and coaching isn't cheap, so make every minute count. Ask yourself the question; "If I could cover just one thing on the call today and have it be worth the entire month's coaching fee, what would it be?"

### **Start with a Full Plate**

Working off the question above, make a list, not of one thing, but of 3-5 things that would be that valuable. Have more on your plate than you think you can possibly go over, you just might be surprised! Of course, you don't want to rush past something important. Some matters take time; you may only cover 1-2 items, just make sure they are important ones.

### **First Things First**

One way to see to it that your call is well worth the time and money is to prioritize what you want to go over. Coaching calls are not the place to save the best for last. Put the most important item at the top of your list. That way, even if that's the only item that gets handled, the call will have been worthwhile.

### **Make Clear Requests**

Once you have your list and the priority, write down what requests for coaching you have in one or two short, clear statements. For example, let's say your number one topic is, "How to make my business more profitable in the next 60 days?" Ask yourself, "How do I want my coach to support me in this?" Do you want to brainstorm some new ideas, develop the ideas you already have by talking them through, get some resource information from your coach, etc?

### **Prepare Your State of Mind**

Take a few extra minutes before the call to mentally prepare yourself, rather than 'jamming' the call into an already full day. In the words of one coaching client, "When I book a call with my coach, I write down the time of the call in my calendar", then I book in an additional 15 to 30 minutes for prep time. This way I know that I will be ready to reap the benefits. I may take a short walk and think, I may look over my prep form, whatever. I make sure that I take the time to 'shift gears' from my usually busy day. It pays off in big dividends."

### **Cut the Chat**

Keep the "chit-chat" to a minimum. You might enjoy chatting with your coach, but not if it takes up half the call. That's not really what you're paying for. Chat with friends who aren't charging you to talk to them. Get down to business with your coach.

### **Write up the Backstory**

Handle as much of the background information as possible before the call. One of the greatest value-leveraging tools is the Prep Form. If you fill out the prep form prior to your call and fax or email it to your coach, they will have the necessary background information before you even say a word to each other. In this way you can start the call already running rather than warming up.



## **Be 100% Responsible**

Take full responsibility for the coaching. Don't hire a coach to do your work for you. Don't expect him or her to 'do coaching' on you. A healthy approach to coaching is to consider yourself 100% responsible for how the relationship goes and what value you get out of each call. This is not to say that you keep working with a coach if the alliance does not work for you. Taking 100% responsibility might include completing with your coach and finding another, or taking a break from coaching.

## **Train Your Coach**

Give regular feedback to your coach so he or she knows what works or what is most valuable to you so they can do more of it. Also, let your coach know what's not working or has less value so it can be eliminated. At first you might not know what's of most value but it won't take long before you realise that some calls are very powerful and other calls are so-so. Evaluate what was different about the two calls and train your coach.

## **Debrief**

Take a moment after the call to make debrief and determine if you have any notes you would like to capture. Perhaps a word or two on discoveries, insights or themes that were explored during the call. If relevant, write down action items; though remember that the client does the work. And if you are using a regular prep form, the client will generally be doing this work.

Acknowledgments to Ian McDermott, Jan Elflin & Pamela Richarde

## Additional Reading

Time to Think *Nancy Kline*

Coaching for Performance Second Edition 1996 *John Whitmore*

Effective Coaching *Myles Downey*

How to Coach with NLP *Robbie Steinhouse*

The Chimp Paradox *Dr Steve Peters*

Next Generation Entrepreneurs: Success Factor Modelling Vol 1. *Robert B Dilts*

Generative Collaboration: Success Factor Modelling Vol 2. *Robert B Dilts*

Words that Change Minds *Shelle Rose Charvet*

HBR Guide to Coaching Employees *Harvard Business Review Press*

Confidence Booster Workout 10 steps to beating self doubt *Martin Perry*

### Places to find more information:

International Coach Federation <http://www.coachfederation.org/>

International Teaching Seminars <http://www.itsnlp.com/>

Business Balls <http://www.businessballs.com/>

Sherpa Coaching 10<sup>th</sup> Survey [im@sherpacoaching.com](mailto:im@sherpacoaching.com)