

Brief Summary of Breakthrough Coaching Creating Lightbulb Moments in your Coaching Conversations

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Why we all need a Coach to grow

- You can't tell people to change and expect them to comply
- The reason why people persist in doing what they have always done is because the brain would rather keep you in your comfort zone rather than take risks
- People safely live inside old stories based on past experiences because their brains prefer self-preservation over self-actualization
- Virginia Satir, is supposed to have said, "*People prefer the certainty of misery to the misery of uncertainty*"
- Often you will live by the "shoulds" from what you most desire. *Shoulds* come from what we think our family, friends, managers, society want us to do. *Shoulds* sometimes provides moral direction. Other times, blindly obeying *shoulds* makes us feel unfulfilled, irritated or empty
- Most of us numbly spend our days repeating routines and behaviours without question. We live by the constructs and rules that have hardened over time
- Neuroscientist Michael Gazzaniga said that we get stuck in our automatic thought processing and fool ourselves into thinking we are acting consciously and wilfully. If you have an external thought disruptor – some one who reflects your words, expressed emotions, contradictions and what seems to be the source of your hesitations, you can detach and view your stories as if there were a movie to be observed and analysed
- A good coach is a skilful *thought disruptor*. Using a respectful coaching approach, the coach breaks through the frames of your stories
- You don't have to be a trained coach to use a coaching approach that breaks through someone's automatic rationalizing and imaginary outcomes. Even if you simply summarize their spoken thoughts and then ask questions on what their words mean, they may begin to wonder why they think the way they do
- The five parts of the book cover essential skills
 - Part 1 – How to embody a coaching mindset
 - Part 2 – Maintaining a client centred focus
 - Part 3 – What is their Desired outcome really?
 - Part 4 - Debugging the Operating system
 - Part 5 - Turning Insights into commitments

Part 1 - How to embody a coaching mindset

- The willingness of someone to engage with you as a coach depends on the energetic connection you create with them through your feelings, beliefs, and full-bodied attention.
- The practice of being fully present with an open mind and compassionate heart starts with yourself
- Your presence creates a safe container for coaching. Presence is not an action but a positive dynamic state of energy that forms and maintains the connection between you and the person you are coaching throughout the conversation

Chapter 1 – What it means to embody a coaching mindset

- When you first learn to coach, you practice applying the core competencies. Then you must trust that you know what to do, forgetting the specifics of the requirements.
- When you trust that you will make a difference for them by creating a safe space to talk while using reflective inquiry as best you can in the moment, you are a good coach
- You develop your mastery as you feel comfortable enough with your skills to let go and ride the flow of the conversation, receiving and offering back what it seems are the most meaningful elements in what the person shares with you
- Simon Weil said that “Attention consists of suspending our thought. Leaving it detached, empty and ready to be penetrated waiting, not seeking anything but ready to receive”
- Presence calls on you to release the chatter in your mind to be open to receive what you hear, see and sense from the people you are with
- To be of value to your clients and colleagues you must seek to be profound with your presence as well as proficient in your skills
- To expand the awareness of others through coaching, you must release your concept of self – “*unselfing*”. You must release the worry that your value will be judged freeing yourself of the clutches of your ego.
- To “unself” while coaching you must believe the energy that connects, aligns and fosters insights to surface is more powerful when you are not analysing or considering what to say next. You trust in the magic of the coaching process
- When we “unself”, we free ourselves of identity, feel the sacredness of the journey and lose ourselves to the alchemy. There is no anxiety from detaching, no fear of rejection and no need for a satisfying result
- In order for the client to feel you are there for them and you won’t judge their words or reactions, you must unself by releasing these five mental habits
 - Needing for the client to find the session valuable
 - Knowing where the conversation will or should go
 - Dwelling in the client’s story and pain
 - Wanting to be appreciated
 - Clinging to being the expert, leader, mentor, problem-solver or parent

Chapter 2 – Aligning your nervous system

- Psychological safety - the belief that one can speak up without the risk of punishment or humiliation has become the buzzword in the corporate world
- Creating a safe and supportive coaching relationships goes beyond your promise of confidentiality and telling them they have nothing to fear.
- Using curiosity to open the mind, love and respect to open the heart and courage to open the gut would deepen the ability to hear, sense and ask about what others are experiencing
- As coaches, we usually more time using cognitive awareness – to seek to understand situations and people by interpreting what you see and hear.
- When you coach using only cognitive awareness you may revert to the habit of thinking about your thinking, where you are analysing and evaluating your own thoughts instead of just receiving what you hear and see and offering it back for reflection
- Relying on cognitive awareness inhibits your data gathering, you may miss key details that indicate what is behind their fears and limiting perceptions

- To fully receive the experience of the person, you must have sensory awareness as well as cognitive awareness. Sensory awareness includes an inward awareness of your reaction in a conversation. You sense when your body tightens up, choking off your presence
- Start with “*When you talked about (using their words), “it seems to be that there “*. You could be wrong, even wrong can deepen their thinking and understanding. Breakthroughs often happen when your assessment is wrong
- The more you blend cognitive with sensory awareness, the better your results. Lean into your heart and gut more often – they have so much to tell you that you often don’t hear
- When you open yourself to feel your client’s experience, you not only better receive meaning from them, but you also create the energetic environment that encourages them to feel safe enough to open to you
- When you listen only from your head, you focus on problem solving instead of getting beneath the surface to discover what needs to be addressed that is making it difficult for the coachee to solve the problem on their own
- When you listen with your body, opening your full self to the conversation, you are receiving much more information and insight to consider
- Your head brain identifies cognitive formations – how the other person reasons, analyses, synthesizes and makes meaning of what is perceived.
- Your heart brain senses relational desires and influences – love and fear, hurt and resentment, belonging and rejection, disappointment and submission, hope and grief
- Your gut brain reacts to impulses of self-preservation – the impulse to act based on anger and frustration. From this centre, you sense what they have not declared that is keeping them from making a decision or moving forward
- Open your mind with curiosity, your heart with gratitude and love, and your gut with courage.
- Empathy – you can imagine or understand how someone might feel, without necessarily having those feelings yourself.
- When people feel safe enough to express themselves because you wholeheartedly recognize and value their experience, they will move into exploration more quickly
- Nonreactive empathy is when you identify, seek to understand, and appreciate what coaches feel and let go of feeling their reactions with them
- Your job is not making people *feel better*. You coach them to *see better*

Chapter 3 – Choosing your emotions

- The first step to practicing emotional choice is to forgive yourself for being imperfect. Only then you can recognize your emotions without being distracted by them
- Emotions show up first in your body before your brain adds thought to what is happening. You could hide what you feel, but suppressing emotions still impacts other people’s willingness to be fully open and honest with you
- Your brain wants to protect you when it thinks you won’t get your needs met in an upcoming situation or you perceive your need is being disregarded in the moment
- You could become aware of your emotional reactions and then tell your brain what you would like to feel, think and do differently
- Developing the mental habit of noticing and shifting your emotion takes time.

Chapter 4 – Catching and releasing your judgemental reactions

- Humans are judgemental in nature. Judgements show up in your choice of words and reactions to people.
- Generally, you make judgements without malicious intent. To fully coach the smart, resourceful person you are with, you must recognize your judgements, beliefs, and biases, and then forgive yourself for being human so you can see what could be real and true for them
- When vague, unobservable terms are clarified, the coach and the client will have an agreement on a vision for the future with fewer assumptions
- You may need to modify the desired outcome of the conversation if something more important to create or change emerges
- When clarifying the desired outcome, start by assuming nothing. Do not think you know what they know without checking
- By giving up the habit of already knowing what someone means or wants, you will deepen the connection with them
- The best way to activate courage to coach is to remember that you are cultivating a partnership in a creative process. Letting go of being the expert and instead becoming a partner is the key to coaching
- Pico Iyer says – *“the opposite of knowledge isn’t always ignorance. It can be wonder”*
- Wonder is said to be a merger of two senses – a feeling of *awe* and a feeling of *curiosity*
- When coaching - can you shift from making quick assumptions about what you coachees mean and need to being curious about how the human you are with define themselves, their situations and their desires?

Part 2 – Maintaining a client centred focus

- What distinguishes coaching from other problem-solving conversations is you coach what people are thinking about in the moment. You don’t start by asking – *“What could you try?”* or *“What all possible actions you could take?”*
- Your focus is to explore what they want to create that is not currently happening and then what beliefs need to be addressed and what perceived problems need to be resolved so they choose how they want to confidently move towards their desires
- You want to discover what is getting in the way of this smart person’s ability to see or act on options or possibilities
- Be curious about their use of words “never” and “always”
- You summarise what you think are key statements they shared, using their words, and ask follow up questions that prompt them to examine the map of their thinking
- The end result of coaching will provide new ways of seeing and solving problems, the focus is clearly on the person’s thinking, so they see what they can do differently on their own. The discovery process embeds the learning and commitment to act
- The coachee is focused on their problem, you are focused on the story they are telling about the problem. You listen and observe the client to discover cracks in the story you can use to break through the frames so a new story appears

Chapter 5 - How to shift to coach the person while seeking to solve a problem

- No matter how smart and experienced you are, your brain gets stuck in old thinking patterns that blocks the view of how to resolve complex and sometimes even simple dilemmas.

- Most people resist objectively evaluating how they see situations and themselves
- Telling people what is wrong with their thinking only raises their defences
- When you coach a person's thinking instead of just focusing on alternate ways to solve a problem, the creative insights that emerge accelerate the change process
- You receive and share back what they express with as little interpretation as possible.
- The discoveries they make are called "breakthroughs" because the process of reflecting their experience and tactfully questioning their thinking breaks down the fears, doubts and resentment holding the story in place. This process stimulates their brain activity instead of pacifying it with advice
- You start with feeling compassionately curious. Never assume you know what others mean when they tell you what they see and feel
- Compassion can also activate your courage when coaching. You are more willing to share when people say what they want and then later say something contradictory to their original statements
- Reflecting and confirming what you hear as their doubts and beliefs helps them evaluate the source of their decisions and actions
- Start the coaching conversation by asking a generic question, like "*What is on your mind today?*" or "*What challenge would you like to explore?*"
- Listen to their story knowing you aren't there to resolve a problem but also to transform how they are thinking which might reveal better options than what they had considered
- Your first intent is to ensure you have shared understanding of what they see as difficult, what label they are giving to their feelings and what they declare they want to have or feel instead of what is occurring in the moment – you do this by summarising key points and words and asking what these words mean to them
- Offering your observations and asking about key words is an invitation for your coachees to evaluate, confirm or modify their thinking
- Your use of reflective inquiry at the beginning of the conversation brings the story forward. Helping them see their thinking even in the first few minutes of the coaching session will lead to expanding the scope of their story

Chapter 6 – What are you listening for that can lead to a breakthrough

- It is better to relax into your curiosity as you take in your client's story instead of grabbing a word or concept to demonstrate that you are listening
- When you think about what to say, you "squeeze out much that is rich and juicy and fascinating"
- Always go a little further into the water than you feel you are capable of being in. Go a little bit out of your depth and when you don't feel that your feet are quite touching the bottom, you are just about in the right place to do something exciting
- Challenge their judgements of themselves when they say they want to do something and then follow up with a phrase starting with the word "*but*". Is the "*but*" a reality to address or a fear keeping them stuck?
- Good listening takes effort. If you tend to think about what people are saying and consider what you may say next, you need to be aware of how you are listening.
- Julian Treasure differentiated *critical listening* from *empathic listening*. When we listen critically, we listen to evaluate what we hear, gauge the value of the information and form our own opinion of what was said. Empathic listening is intended to support the speaker's feeling and help them feel safe, valued and respected.

- Here are some tips for empathic listening
 - Start by genuinely seeking to understand the person's perspective
 - Summarize and ask about what you hear so they feel you are listening
 - Accept their emotions as normal human reactions
 - Ask how might the person's self-concept be in conflict with their desires. How are they defining their role and contribution. Does the need to reevaluate who they can be now to succeed?
 - If the person is stuck while making a major life choice, ask what brings them the most joy or sense of fulfilment at work or in their personal life

Chapter 7 – The value of reflecting emotional expressions

- To look into how their story is impacting their choices and behaviour, reflecting the emotions that guard self-disclosure is an effective way to draw out their personal truth
- Attempting to bring their emotional experience into the conversation is an important part of being a thinking partner
- Your coaching can help them see through their fog of fear, remorse, disappointment to discover the impact their emotions have on their relationships, job performance and overall happiness
- The people you coach are constantly telling you how they feel through their nonverbal cues – facial expressions, shifts in posture, volume changes in voice etc
- Instead of asking, “what are you feeling?” share what you notice and ask if they would be willing to look at what the expression means to them right now.
- You may also notice contradictions between their words and body language such as when they say they are sure about something, but their voice reflects hesitation
- Reflecting techniques go beyond hearing their words. When you are fully present and not thinking about what they are saying, you can receive what they offer with their gestures and energy. Reflecting these shifts create lightbulb insights and initiates transformation
- Sharing nonverbal expressions or shifts in energy you notice can be jarring. It can also be the best way to get coachees to think about what they are thinking, what they are believing and assuming and what they really want
- Be prepared for your assessment to be wrong. If you are wrong, they will correct you, which leads them to think more deeply about their thoughts and feelings
- Use nonreactive empathy to compassionately detach from their emotions. Experience their reaction but then let the feeling float away so you don't get lost in their story and experience

Chapter 8 – How to coach insights out of emotional moments

- Unpleasant feelings are just as crucial as the enjoyable ones in helping make sense of the choices we make
- Someone expressing emotions in coaching is a good sign. Emotions can open up the door to learning. Emotions trigger a restructuring of thoughts, creating lightbulb moments
- The creative spark in coaching occurs when the frames protecting an old story are cracked open and an insight bursts through. The frames are held together by emotions such as fear, doubt, guilt, embarrassment and resentment
- Many researchers talk of the four stages of creativity of Graham Wallas – *Preparation, Incubation, Illumination* and *Verification*
- Marcia Reynolds adapted these stages of creativity and came up with

- *Exploration* – Gathering information is the first stage of the creative process. Then the conversation takes a deeper dive as you explore what needs to be resolved or addressed to progress towards the desired outcome
- *Focusing in* – Once the desired outcome is clarified, coaching shifts to exploring what needs to be addressed or resolved to achieve the outcome. The focus of your curiosity shifts from external definitions to internal emotional states and triggers
- *Illumination* – don't ask "what are you feeling?" – instead share the shift you noticed or felt such as when they looked away and paused, looked down, made the voice louder etc. After you shared what you noticed, ask if they would share what thoughts triggered the shift
- *Confirmation* – as you sense their reaction subsiding, ask if they would be willing to share what is on their mind at the moment. Ask them how their realization impacts the desired outcome you agreed at the start of the session

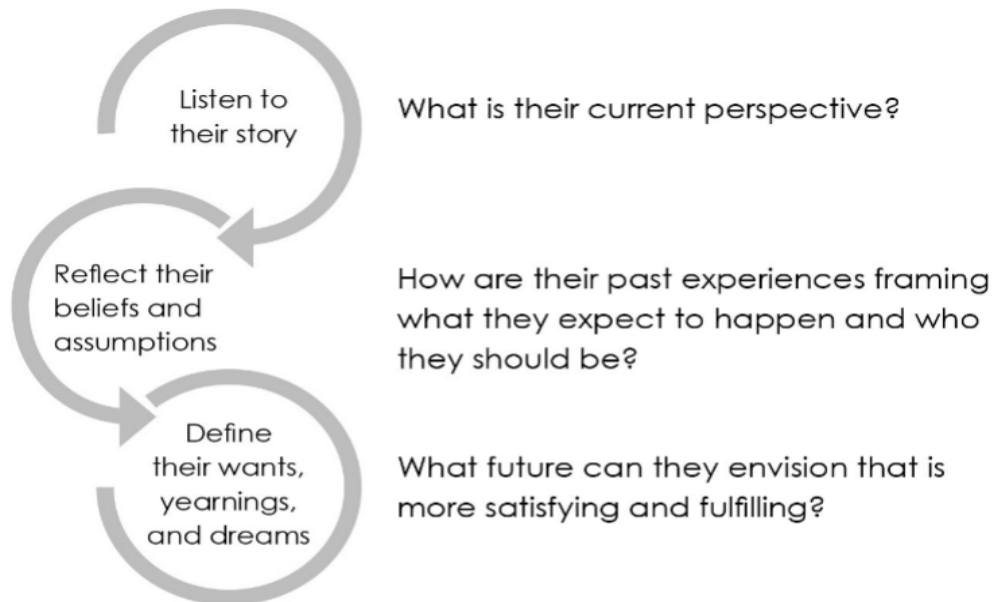
Part 3 – What is their desired outcome really?

- Coaching must juxtapose control with flow. You want to have a spontaneous interaction focused on the person's agenda, not yours.
- At some point, you must take charge of ensuring the conversation has destination. You then maintain some sense of control over the direction of the conversation so you stay on track towards the moment when they know what they are willing to do next
- The destination must be clarified for the journey to begin. You help paint the picture of what is possible
- The vision of their desired outcome doesn't just call them to act differently – it calls them to step into a new or renewed sense of self as their reality shifts
- Robert Biswas-Diener defined coaching as an invitation for coaches to reflect on how they view the current situation in the context of an "articulated desired future"
- The desired outcome is then woven into the conversation as the golden thread that keeps the evolution of the story on one track to the end
- Coaching to define the outcome is a process of reconnecting with the self. You turn the lens of discovery on their thinking to examine, understand and use their agency to make their relationships and life journey more satisfying

Chapter 9 – The need for a clear observable desired outcome

- The picture of the desired outcome provides the framework for the coaching conversation
- A clear and inspiring vision provides the stamina needed to break through the hard shell encasing the story that is holding your coachees back
- Without a clearly defined outcome, coaching stays on the surface with little change in perspective.
- To keep the conversation on track to achieving desired shifts in relationships, jobs life, purpose or one's sense of self, you must first coach the person to clearly state what they truly want
- People are often unsure what they really want. Breakthrough coaching brings their blocks and desires to the surface, standing them side by side so they can see the whole story and what they want to change and what the need to do to make sure their next chapter is more satisfying and fulfilling
- Invite them to consider what life would look like if the obstacles they mentioned did not exist. The goal is to look at the flip side of what isn't working to imagine what they could create instead

- It is possible that the person does not have a particular outcome in mind when you begin the conversation. You still need to prod the person for at least a preliminary outcome of the conversation asking questions such as “what will you find easier to do once we explore the topic?”
- The following steps can be used as a guideline for agreeing on an observable, desired outcome



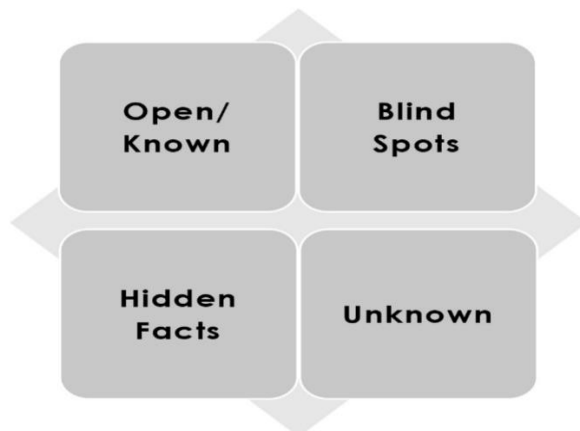
- Listen as they unwrap their story. Reflect on what you hear to agree on what needs to change
- Coach to clarify what the person actually wants to create, feel, have or be different from their current situation. Listen for words such as “*but*”, “*really*”, “*should*”. Reflect the phrases that follow these words and ask what needs to be addressed or resolved to remove these blocks
- Coach them to paint an observable picture of what they yearn for that you both can agree on. Ask them what the key words mean to them. Ask that what is important about achieving what they want
- Remind them on what they agreed they wanted to create and ask if they wanted to stay focused on that or something else now feels more important to explore.
- It is important to define where you are going, or you will go all over the place

Chapter 10 – Clarifying obstacles to achieving desires

- Once the desired outcome is clear, the core of the coaching session focuses on what needs to be addressed or resolved to create the outcome
- You ask what is getting in the way of formulating effective solutions or taking actions
- Clarifying the desired outcome could immediately spark a light bulb moment on what needs to happen to make it come true. This could initially bring forth feelings of powerlessness, self-doubt, and confusion
- Blind spots impact the ability to design an inspirational outcome. They must be brought out of the shadows into the light even when it is uncomfortable to weave longings and personal

values into a desired future. As a coach is to reveal blind spots with reflections and targeted questions

- The Johari window created by Joseph Luft and Harry Ingham describes four levels of consciousness people have in relationship with themselves and with others.



- Conversations start with the client’s perspective of the challenge they are facing or a dilemma they want to resolve. They see the problem, but they have trouble or avoid looking beyond the problem due to gaps in their beliefs, fears and assumptions
- If there is a sense of psychological safety, coaching may cross into blind spots and hidden areas even when it feels uncomfortable.
- When the coachee’s perspective broadens, a new awareness emerges.
- Coaching in the Open or Known window
 - You start coaching by listening to their story about why their challenge or indecision exists
 - Help them clarifying their vision of the desired outcome and then go deeper into understanding what is coming up
 - Use their definitions to help identify what they want to change in their behaviours and mindset as part of their outcome
- Coaching in the Blind Spots window
 - This box is significant because people cannot access this window on their own
 - The brain’s desire to maintain a feeling of safety blocks personal attempts to challenge beliefs and decisions already made
 - To open the window to blind spots, we need someone else to summarize our thoughts so we can objectively see them and then ask questions we cannot comfortably ask ourselves
 - With reflective inquiry, they might see holes in their logic, how their fears are limiting their choices and how the “shoulds” they are obeying are controlling their actions
- Coaching in the Hidden facts window
 - Work with the coachees to uncover their insecurities
 - Explore the worst-case scenario if they act in spite of their fears and what else could occur
 - Coaching often fires up their inner fortitude. When the masks fall away and they see who they can be, they realize there is a possibility they will shine in the spotlight sooner than later

- Coaching in the Unknown window
 - Most of the time the coachee cannot see beyond the fog created by their fear anger doubt or confusion
 - They are stuck in their old thinking patterns – when you coach them to see who they can be and what they can do beyond their fears, needs and conflicts of values, the unknown window shrinks
 - Coach them to clearly articulate any insights that emerge. When you see a new awareness in them, inquire about them by asking questions such as “Would you be willing to share what is coming up for you?” or “What are you seeing now?”

Closed questions in coaching

- Using closed questions in coaching – there are at least five situations where closed questions are effective
 - To clarify a client’s perception by asking if you correctly understood what they want or need to be resolved
 - To affirm if a reflective statement you offered is true for them at the moment
 - To facilitate the thinking process when a client has a difficult time articulating an insight by summarizing what you heard and then checking to see if your statement is accurate
 - To invite the client to choose what is most important to explore first when they present more than one challenge or desire
 - To redirect the conversation when the client changes the subject and you ask them if they want to change the directions or go back to the original focus or outcome
- Closed questions are important to acknowledge the direction of the conversation
- They can be used to test the validity of a reflective statement and provide clarity by getting confirmation of thoughts and insights
- Closed questions provide examination and a forward focus when they are genuine questions that arise from your curiosity

Chapter 11 – Recognizing changes to the outcome as thinking evolves

- It is up to you to maintain the direction of the conversation based on the outcome agreed upon at the beginning of the session – and you must stay present to catch a shift in the direction of what they desire to create
- Desired outcomes can be blatantly woven and then hidden inside their frustrated rants
- They will preface the statement with phrases such as “What I really need to”, “I wish I could just”, “I know I could just”, “it was what I had hoped it would be” – good to capture the words they use and ask if they are the greatest desires they want to aim for
- State what they said and ask what it means to them, then give them time to respond
- The session might start with a list of problems they want to talk about. Do not zoom in to the first issue they define or their choice of what to talk about. Keep your focus zoomed out in a wide-angled view of the landscape so you don’t miss the clues
- Look out for words such as “*but*” and “*should*” - and explore what they say after “*but*” or “*should*”
- Reconfirm the desired outcome and clarify what they actually want to create

Chapter 12 – Coaching through resistance

- One of the common challenges coaches face is staying calm and curious when coaching people to recognize and talk about any degree of hesitation they are presenting.
- Resistance will affect the quality of the coaching and the coaching partnership in general
- Resistance is the brain's way of protecting a person from the risks of change
- Resistance does not mean that they are uncoachable – very few are totally uncoachable.
- There are two ends of the resistance spectrum – *hesitation* and *defensiveness*
- Hesitation can show up as being silent, looking away, looking perplexed. If the hesitation appears at the start of the conversation, it may mean that the coachee needs time to trust you.
- Don't give into requests for advice. Remind them that what you would do in a similar situation may not be the best solution for them
- Sometimes people just want to be listened to – especially if they are hurt, or are grieving a loss of an expectation, dream or a sense of value. If they push back, good to relax a bit before asking, "What would be most helpful for you right now?"
- When clients say they don't have an answer to your question and ask for your suggestions, consider asking one of the questions
 - "What have you considered and rejected because you think the idea will not work?"
 - "What is the risk of making a mistake?"
 - "Do you know someone who can brain storm with to test out your idea?"
 - "Have they seen others succeed at a similar challenge to yours? What did they do that could build on
- Defensiveness is more palpable in a conversation because it shows up in varying degrees from "I don't see value of looking at the topic" to "I absolutely do not want to be coached"
- If they seem disappointed, disillusioned or hurt, listen to their story and ask "Do you want to explore the possibility of creating a different scenario for the future?"
- You need to find the emotional pay off that is strong enough to galvanize their willingness to be coached
- Listen to what could be coachable in their story to offer as a possible focus for your time together. You aren't trying to sell them on coaching – you are seeking the best way forward that serves both of you

Part 4 – Debugging the Operating system

- Complaints and excuses are windows into the brain's operating system.
- Examining the meaning of habitual phrases and emotional reactions can shine a light on the operating code your brain is using
- You can't coach yourself – the brain protects you from feeling stupid and vulnerable.
- Debugging the operating system with coaching promotes conscious decisions instead of ceding control to an antiquated autopilot function

Chapter 13 – Looking inside the operating system

- Looking inside the operating system is often called "*vertical coaching*". The conversation dives beneath the surface explanation of the problem to explore thinking patterns and habits inhibiting movement towards a desired outcome
- Coaching begins with examining the operating system that currently exists.

- Much of the coaching is based on the client's identity. Their definition of self in relation to the situation either supports or inhibits achievement of the desired outcome
- The desired outcome needs to include what they want to create and who they see when they look at themselves in the picture they create of their future selves
- The conflict between "who I am supposed to be" and "Who I want to be" can also surface conflicts of values. For this coachees must confidently state what they most value in their lives – what are the components that would make their life more purposeful, pleasing and complete
- Going deeper into the operating system examines how their persistent needs and compliant values are shaping their identity.
- When coaching, you can ask your client, "When looking at the situation, how would you define who you are being? Who else could be that would get more effective results and still give you a sense of control?" This inquiry gives clients the agency to choose how they want to show up

Chapter 14 – The Strengths and Snags of social needs

- Our social needs fuel our drive to make our connections with others. We experience success and satisfaction with life when our social needs are met
- Your critical social needs emerged when you discovered what would help you survive and thrive. Typical needs include the need to feel respected, recognized, valued, liked, independent and in control
- On the positive side, social needs drives success; on the flip side, the rejection of social needs diminishes self-worth and confidence.
- Life experiences after childhood may decrease the drive to get social needs met – but few adults ever learned to appreciate themselves
- We tend to seek relationships, careers and social situations that give us what we need and avoid relationships, careers, social situations that won't
- The goal is not to eliminate needs. We coach people to identify needs as both strengths and snags
- We need to identify the value of the strongest social needs. Once this is identified, it is easier to talk about ineffective reactions when social needs are not met or when they fear they won't be met
- Tips for coaching around social needs
 - Coach clients to remember the time a need served them to feel confident or safe
 - Make the distinction between "who they are" and "what they need"
 - If they have no idea what they need, ask what they would want the other people in the story to say to them
- Coaching is often focused on discovering the value of meeting or releasing long held needs of the journey to achieving the desired outcome

Chapter 15 – The Importance of Values alignment

- Values are essential for you to instil in your daily life to feel content and happy. Social needs are what you hope others will give you
- Values are more durable than social needs. Life values and social needs may overlap such as having a need for freedom in social and work environments and also have a value for freedom that must be a part of your life

- Inherited values are adopted from parents and society but may not feed your soul. Failure to consider what values are important to you is like starting your car and letting the navigation system choose when to go based on past choices instead of a new destination
- To truly know what you intrinsically value, you want to first look at what values you grew up with to validate their worth to you today.
- Seek to discover what you are doing today that gives you happiness, a sense of purpose, gratitude, joy and enthusiasm. What do you look forward to doing? What is important to have in your living space that gives you comfort?
- Conflict of values are often what keep your coachees stuck. They don't want the choices they make to disappoint people important to them
- When coaches declare what they want for themselves and then say *'I can't do this because ...'* you are hearing their conflict of values
- Coach them to separate voices in their head – ask “Who is telling what is right for you?”
- Deconstructing a conflict of values will most likely change the desired outcome of the coaching session and possibly the bigger picture of a career or of life
- When coachees say they want to say yes to themselves when they face possibilities of disappointment or being shamed by others, coaching them to muster their courage is one of the greatest gifts of coaching
- Once they make a decision to live more in alignment with their core values, they need a clear picture of what they want to create and become to keep them moving forward
- At the end of the coaching session, ask, “What support might help you to honour what you are committed to today?”
- Asking for help is a courageous powerful step to take
- When ever coachees go in circles talking about what is holding them back, shift to talking about who they want to become and then explore social needs and conflicts of values keeping them stuck in who they are being at that moment = this would help them make the necessary shift
- Some questions to identify your values
 - What used to bring you joy but doesn't feel important anymore?
 - What fills your heart with gratitude and joy today?
 - What are you clinging to that once defined you but now you need to let go of?
 - What do you dream of doing? What do you long to experience or create?
 - What is inside that wants to be heard or set free? If you listened to this longing, what would you know you have to do?
 - What can you say no to now so you are able to joyfully say yes more often?
 - What do you do that at the end of the day you are most proud of?

Part 5 – Turning Insights into commitments

- The goal of a breakthrough session is not having the aha insight. Having this insight is the start, the decisions of what to do next define the success of the coaching
- Stating a commitment to act, whether taking one step or carrying out a plan gives value to the break through
- The process of creating the goals at the end starts early in the session, getting a commitment for action at the end of the session is a result of your focus on achieving an agreement on what the client desires to have or create as a result of your time together.
- Most of the coaching focuses on what is hindering a desired change, but people are not motivated to act differently without making a stated commitment at the end

- The final bookend of coaching holds everything together. When they state their new awareness and what they commit to do, also ask how they will overcome any obstacles that could get in the way to increase the likelihood of success
- A powerful way to end the session is having them recognize who they are becoming

Chapter 16 – Solidifying a new awareness to wrap up the breakthrough process

- When coachees step into a new world of possibilities based on a startling insight, the coach needs to step in this world with them
- Whether they say something after the experience of a breakthrough moment or you need to ask if they would share what they were thinking about, don't let the conversation retreat.
- Without articulating a clear shift in thinking and understanding, coaching just a problem solving exercise.
- It is for the coach to shepherd them into taking the right action – use of silence, summarizing/paraphrasing, asking questions to clarify their actions could motivate them to that direction

Chapter 17 – Aligning Insights with commitments

- The limiting belief that breakthroughs rarely happen will lead you to focusing more on the actions your clients should take instead of exploring what has been holding them back
- Exploring can include looking at “who” is holding them back
- Even small shifts in perspectives can be considered breakthroughs if they lead to new behaviour.
- The awareness is often the solution that they have been unconsciously avoiding but is sitting just below the surface of conscious awareness
- Stay silent and breathe while they string their thoughts into an idea. Then you can coach them to concisely declare their realization before moving on
- Don't just let your client say, “I now know what to do” – ask them to state the actions
- Then ask, “when you see yourself doing these things, how do you define who you are now?”
- You also need to relate the insight and action to the agreement you made about the desired outcome they said they wanted to achieve
- The desired outcome becomes the purpose for change, they will hold up the picture of what they are working to create as inspiration for sticking with their goals when unexpected events test their commitment

Chapter 18 – The measure of value in coaching

- The power of coaching rests in how the session is completed. A strong ending not only confirms action will be taken, it also ensures sustainable change over time
- The ending ensures the humans you are coaching see how the current conversation gives them both the solutions and a view of what is possible in their overall journey
- Coachees should define an observable action that relates to the desired outcome and can be achieved by a specific date
- When you observe a shift in their energy, ask them to describe for themselves what is going on in their mind and body
- Once they have the new awareness that relates to achieving the desired outcome, turn their insights into action with questions such as
 - What is possible for you now?

- What will you do to create the best possible outcome?
- When you see yourself taking action, how would you define who you are being?
- What could support your development at this point?
- Is there anything on your mind that does not feel complete in the moment
- End by acknowledging the work the client did – no matter their level of sharing. If they showed up engaged with you, and demonstrated a willingness to explore – thank them for staying in the conversation / willingness to be open
- You might ask them to recap what they experienced in your time together. Don't do recapping for them
- Support their commitment to act even if only one step.
- Before ending the session ask the client if there is anything else they would like to talk about
- Then either set a time for the next session or just say "Thank you" with genuine gratitude for the opportunity to be the coach

How to showcase the value of coaching?

- Successful sales professionals know sharing the benefits of a product or service is more important than describing the details of pieces and parts
- People buy the impact of coaching. Even if they ask you what you do, don't spend time telling them the process you use.

Some key points when describing the value, you offer to potential clients and why having a coach is the best way to accelerate growth

- *Coaching activates the brain. Giving advice pacifies it*
 - When you tell people what to do, you activate their short-term memory in their thinking brain.
 - If they don't act on your advice right away, they might forget it altogether.
 - Even the option of trying to scare them into submission fails.
 - Coaching activates their thinking. When they see new ways of approaching problems on their own, they act on their insights with more confidence even when there is uncertainty or risk
- *The smarter the person, the greater the need for coaching*
 - Smart people are best rationalizers. They justify their thinking, decisions and actions with little scrutiny, especially if challenged
 - They believe in the good reasons they present and will protect their opinions as facts
 - Telling smart people, they have to change is usually a waste of time
 - Reflecting their words and the emotions they express is the only way to get smart people to question their thoughts, shift their perspective and try out new actions
 - Coaching makes them stop and think in a way they resist doing for themselves
- *Coaching moves people from the discomfort of learning*
 - Being open to learning is not easy. Most people do not like the feelings of uncertainty, insecurity and doubt that come with not knowing the answers
 - When you don't know what to do when faced with a difficult situation, or how to explain what is going on – you feel unstable, even helpless

- You depend on your brain to make the right decisions about your actions and engaging in typical interactions
- To open the window to see new ways of thinking, you must have someone who can summarise your thoughts and then ask questions you can't comfortably ask yourself
- Your coach can help you process this information and form insights for moving forward

When coaching can make a big difference

- Exploring ways to improve communication
- Facing fears of conflicts and taking risks
- Finding solutions for dealing with difficult people and situations
- Igniting new ideas and innovative approaches
- Strengthening relationships at work and home
- Articulating desires and visions, both personally and professionally
- Managing stress and wellbeing to maximize energy
- Sorting through difficult decisions
- Experiencing greater fulfilment and success
- Dealing with work and life challenges
- Shifting the corporate culture
- Inspiring greater team performance
- Identifying development paths, both preparation for and succeeding in new roles
- Exploring the next chapter in life or the legacy a person wants to leave behind

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