

## COACHING PACK 2

**This is a pack of coaching handouts that I have written, adapting both original source material and my own experience. The pack gives people some more advanced techniques.**

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# IDENTITY BASED COACHING

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## WORKING AT A DEEPER LEVEL

### 1. LANDSCAPE

The scope of coaching can include the things that people do and wish to do differently (behaviour) and the beliefs and values which they have about themselves (identity).

Beliefs and values influence our decision making process, so for most clients it is important to pick up and explore or challenge them, as necessary, to bring about new thoughts and options.

### 2. DISCOUNTS

A discount is a distortion of reality. You discount when you do not account for the reality, or when you ignore what is there. For example, a client who says "I'm a tough bully" may be discounting the fact that in the coaching conversation they are a reasonable person.

People can discount:

- Their skills / beliefs about themselves / the reality of the situation / their true feelings / the existence of a problem / their ability to think / the options they have before them / their capacity to act.

Spotting discounts:

- ✓ Sweeping generalisations: "There is no time" or "I never get it right" or "Nobody likes me".
- ✓ When the evidence you have doesn't match the client's perception of the situation.

Countering discounts:

1. Account for the evidence – hold up a mirror to reality for the client.
2. Stroke the positive – account for what is working well.
3. Challenge negative beliefs with evidence to the contrary...eg "Last week I saw you do it really well".
4. Offer permissions or affirmations, such as: It's ok to think / you can explore doing new things / we can work through this together.

### 3. GREMLINS

Gremlin Theory – people create little gremlins which live in their head. From time to time they pop up and say "You can't do that!" People need to account for the fact that they created their own gremlins; they did not just happen.

Gremlins can say things like:

- ☹ You're not good enough to do that.
- ☹ You don't belong here.
- ☹ You will fail if you have a go.
- ☹ You must not make any mistakes.

If you sense a gremlin talking, invite the client to name and discuss it and then find out what needs to change so that the gremlin is rendered harmless. As a tip, it is worth remembering that *behind every negative action is a positive intention*. This means that gremlins are often put there to protect us in some way and it can be helpful to find out what the reason is, as that may uncover a deeper belief.

#### 4. THREE LEVELS OF LISTENING

When we are listening to a client we need to consider which level we are listening at.

<p><b>Level 1</b></p> <p><b><u>INNER DIALOGUE</u></b></p> <p>In tune and listening to your own inner dialogue.</p>	<p>What I am saying to myself whilst the client is talking...</p> <p>Uses = what can I do now? Do I challenge? What's next?</p> <p>Be careful – you can have an agenda, which can get in the way of the coaching. Catch yourself thinking 'what you should do is...' and keep your thoughts to yourself.</p> <p><b>Coaching question = "And as I'm listening to you I'm wondering..."</b></p>				
<p><b>Level 2</b></p> <p><b><u>STORY</u></b></p> <p>Narrative and details</p>	<p>The line taken, the facts, the figures, the details, the narrative</p> <p>It's helpful to listen attentively to the details</p> <p><b>Coaching question = "So, what you're saying is..."</b></p>				
<p><b>Level 3</b></p> <p><b><u>HOLISTIC</u></b></p> <p>Everything else other than the story line.</p>	<p>Listen carefully for: emotions / patterns / hesitation / new things / different things / unsaid things</p> <p>Pay attention to:</p> <table border="0" style="margin-left: 40px;"> <tr> <td>Person – where are they?</td> </tr> <tr> <td>Meanings – what are they?</td> </tr> <tr> <td>Values – what do you notice?</td> </tr> <tr> <td>Potential – what is there?</td> </tr> </table> <p><b>Coaching question = "And what I'm hearing is that..."</b></p>	Person – where are they?	Meanings – what are they?	Values – what do you notice?	Potential – what is there?
Person – where are they?					
Meanings – what are they?					
Values – what do you notice?					
Potential – what is there?					

20% of the information needed to help clients make a shift is contained with Level 2 and 80% is contained within Level 3.

The following are powerful questions, which really encourage people to think deeply:

- So, what do you *believe* about yourself in this situation?
- What's really going on for you here?
- What's this really about?

Or you can use the following two openings to discuss what is going on:

- It sounds to me as if...
- So, what I heard you say is that you tend to...

#### 5. WORKING WITH CLIENTS TO EFFECT CHANGE

1. Ask short questions. They help the client to focus.
2. Ripple effect = make a small change now (in the session) which can lead to larger changes later on.
3. Ask: What needs to change first for the rest to happen?
4. Ask: How long will it take for you to get there?
5. It only requires you to remove one log to break the dam. Go for the smallest change. Size doesn't count, because a change is a change is a change.

Ref: [www.coachingdevelopment.com](http://www.coachingdevelopment.com) 2006 / Richard Maun 2006

# ASKING POWERFUL QUESTIONS

## WORKING AT A DEEPER LEVEL

### 1. DEFINITION

Powerful questions are provocative enquiries that invite the client to think about their issues at a deeper level. Their power is that they can cause clients to stop and think and reflect on what is *really* going on for them. If a client says; "That's a good question" or they stop and sigh, then you have just asked a powerful question.

### 2. EXAMPLES

Below are some examples of powerful questions. Notice that they tend to be short, open questions.

#### Anticipation

What might happen?  
What if it doesn't go the way you wish?  
And if that fails what will you do?  
What else do you need to think about?

#### Example

Will you give me an example?  
Will you tell me more about it?  
What else?  
What would it look like?

#### Assessment

What do you make of it?  
What do you think is best?  
How does it look to you?  
What is really going on for you?

#### Elaboration

Will you elaborate?  
Tell me more?  
What is influencing the situation?  
How far does the problem extend?

#### Clarification

What are you saying?  
What seems to confuse you?  
Can you say more?  
What is it really all about?

#### Fun as Perspective

What was fun about...?  
How could you make it fun?  
How do you want it to be?  
What would be fun for you?

#### Evaluation

In what way?  
What is your honest assessment?  
What do you think it means?  
Which option do you really prefer?

#### For Instance

What would you do differently?  
How would you advise another person?  
If you could do what you wanted, what would you do?

#### Exploration

What other angles can you think of?  
What could one other option be?  
What is underlying this problem?  
And what else?

#### Powerful Words

What do you **really really** want?  
What is your **secret** wish?  
What is your **dream** outcome?  
What do you **sense** is the root cause?

### 3. DELIVERY

Look at your client and say the question in an even tone. Keep your question short. Wait for it to sink in and give your client thinking time. Use powerful words such as **really really** or **sense** to open up people's thinking at a deeper level.