

# BASIC Coaching skills

Center For Coaching Mastery



PLAYBOOK

## Basic Coaching Skills & Ethics

### Fun With Fundamentals

Learn the fundamentals in a lively and entertaining way.

#### Transform Your Mindset

**From:** Practicing skills is a boring necessity for new coaches

**To:** Practicing the basic skills of the coaching craft is valuable and fun at all levels of mastery

Delve into and practice the ten fundamental coaching skills; also known as the core competencies. Your ability to demonstrate all 10 skills at a professional level is **the basis of our evaluation process for ICF certification**. We will also review common coaching mistakes in an entertaining way and explore the coaching ethics in a lively group dialogue featuring challenging real life situations.



# Basic Coaching Playbook Introduction

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Welcome. On behalf of the entire CV Team, we are excited to share these excerpts from the Basic Coaching Superpowers and Skills program.

## **The themes of the program:**

Together we will **explore the 6 Super Themes of Coaching** and find them at play in your life as a leader.

**We will learn the 10 Coaching Super Powers and Corresponding Basic Skills** – the foundation of mastery of coach approach leadership; and if you choose... Professional Coaching.

The BIG IDEA of this program is this: The Coaching Super powers provide a pathway to transformational relationships that you can use in all aspects of your life.

## **When you learn how to coach, you can bring the best out of everyone around you!**

**Abera Ca Dabera** – From the Aramaic Language means: I create as I speak. In our program you will discover the magic of conversational learning, an essential element of coach approach relationships.

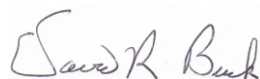
**PLAY** - The emphasis will be on Coaching AND Playing and adopting a "PLAY framework" in your personal, business and career life. We are reinventing coaching with the spirit of PLAY! And YOU are a part of it.

## **Teleclass Version Only:**

As a part of our DTMOPP learning method during the teleclass you will play with a coaching partner throughout the program. You will coach and be coached by the same partner in the coaching practice sessions. We believe this will allow you to go deeply into the coaching and experience a real coaching relationship.

Finally, with our accreditation with the International Coach Federation (ICF) the 12 hours of the program qualify for 12 Continuing Coach Education Units! (CCEU's)

Enjoy the program...



Coach Dave Buck and the CV Team!

Great Coaching Will Transform Our World

# Basic Coaching Playbook Introduction

## 10 Coaching Super Powers Coaching Skills *Re-Imagined* for Game Changers

**Coaching Influence**

**Business Influence**



Key: **Coaching Super Power** ● **Coaching Skill**

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## Section 1) Program Quick Start

### *The Game*

#### **Your REAL LIFE is the game!**

Each week between classes you will play a fun and challenging game where you earn points for:

- 1) Listening to the recorded coaching demonstrations
- 2) Sharing about what you have learned in class conversations
- 3) **Completing Missions** to coach your players and play your own game
- 4) Staying in contact with your class partner (player/coach)
- 5) Inspiring your team mates And being inspired by them

Your personal "game card" will keep you on track with what you need to do and what you have accomplished. The public leaderboard will allow you to see how everyone else is doing. Then you can explore the game cards of your class mates for ideas and inspiration. And... when you share you will attempt to inspire them as well!

Note: Center for Coaching Mastery Students need a minimum of 50 points per game card to pass the class.

#### **Two Missions to Start the Program!**

There are two mission categories that run through your Basic Coaching Game cards: Coach Mission and Play Mission.

**The Coach Mission** is all about using what you are learning with real players, sharing about your experiences AND accumulating "Thanks Coach" comments.

**The Play Mission** is about pursuing your own life as a game, sharing about your experiences and accumulating "WOW" experiences.

There are detailed Playbooks for each of these "Missions" on your game card. These notes will spark your curiosity!

#### **Coach Mission 1: Find 5 Practice Players**

To become a great – Life Changing – coach you need a lot of practice. A LOT! Sounds obvious I know. But you would be amazed at how many people think that they will become a great coach by simply attending the classes. Attending the classes will help you become great ONLY if you practice!

In coaching language we call this "recruiting". Great coaches are always recruiting great players.

This brings up a really BIG point about coaching.

#### **Coaching Axiom #1: The best way to be a great coach is to have great players!**

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Again, this may sound obvious but you would be amazed at how many people get into a coach training program and when recruiting players they look for people they know who are struggling and having lots of problems and "NEED" a coach.

BIG MISTAKE!

This brings us to another BIG point about coaching.

**Coaching Axiom #2: Coaching is NOT an intervention for people with problems. It is for people who have a purpose and a strong desire to get really good at everything needed to fulfill it.**

So when you put these two axioms together, this is what it means...

Think of people that you know who are awesome; who are up to BIG things in the world. Think of people who are already on the path of being a "Game Changer" by playing a new game, a better game or a bigger impact game.

This is not to say that Game Changers don't have any problems! Of course they do. However, while some people just seem to have problems, game changers have challenges that only arise out of the BIG Game they are playing.

These are the people you want to recruit as your players while you are in this program. These are also the kind of people you will want to recruit when you become a professional coach or a coach approach entrepreneur or leader.

Another way to think of this is the pathway from "good to great". People who are doing "good" and have a strong desire to be great are the BEST people to coach!

## **Play Mission: Define Your Game**

Another key to becoming a great coach is to be a "Game Changing" player. You have to be willing to play BIG in your own life in order for other BIG players to want to be coached by you. In other words you need to walk the talk!

Also, since you will have a partner in class where you will coach them and they will coach you, you will both need a game worth playing so you can be a great player for your partner coach.

Here are a few essential points to being a good player:

- 1) Choose something that you are DEFINITELY doing in your life right now. Do not choose something that you may not have time for on a given week.
- 2) Choose something that you have a desire to do better; to get better results. Do NOT choose something that you are doing but wish you were not doing. Your coachable topic should NOT be whatever is bothering you in your life right now!
- 3) Remember also that this program is 6 fast weeks. So your game should be something that you know you are doing over this time frame. Again, it can be something you are already doing; it does not have to be a new thing.

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4) Game Ideas include:

- Boost your career,
- Build your business,
- Energize your relationships,
- Expand your network,
- Rejuvenate your health,
- Reduce your tolerations
- Financial freedom (or stability, sustainability or independence)
- Spiritual quest
- Personal leadership
- Athletic performance
- Community leadership
- Artistic expression and performance

## *Finding 5 Practice Players (a few more ideas)*

The only way to become a coach is by coaching! Sounds obvious I know. But you would be amazed at how many people think that they will become a great coach by simply attending the classes. Attending the classes will help you become great ONLY if you practice!

If you are already in a leadership or management situation, then you can ask five of your team members or colleagues to be among your "Practice Players". IMPORTANT: The key is to ASK them. Once you complete the class you can decide how you want to approach your employees about coaching. Managing is not an option; but coaching should be optional.

Whatever your situation, we urge you to find 5 people to practice your coaching with each week while you are in class. Each session with your practice player can be done in person or over the phone and should be for approximately 30 minutes.

If you are not sure how to find 5 practice players, here is what you need to do:

1) Who should you approach about your new career as a coach?

You approach ANYONE that will talk to you - friends, colleagues, associates, your facebook friends... EVERYONE. Please do not pre-screen people out with thoughts like:

- Oh, they would never hire a coach, or
- would never hire ME as a coach.
- they are too busy to have a coach, or
- they are too much of a loser to hire a coach ;-)

Be open. Some people may surprise you. AND it is very important to have a wide range of coaching experiences in your early days as a coach.

- DEFINITELY don't screen people out with the thought: "They are really important, I will wait until I have more experience!"

Don't wait!

You tell them: I am launching my new career as a Coach Approach Leader.  
Or tell them: I am studying to become a Coach Approach Leader

2) Say: I need 5 players to coach for practice during the 6-week class

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3) Say: As your coach I will help them play the game of your life better and win on your own terms. You can focus on business, career, relationships, health – whatever is important to you. I may not be an expert in that topic but I will help you focus on what is most important and find ways to play vs. work and get better results while having more fun.

4) Say: You will get a lot out of it because I will be using a proven coaching method and skills.

That should be enough for someone you already know to sign on for the experience.

If they need a little more exploration...

A) Invite them to do what we call a **“Play BIG” exploratory session**. It will take just 30 minutes and will be fun AND valuable. Set the time in your calendars.

B) Start the conversation by being directive right away.

C) Each question should lead to an exploration. Remember it is not about “completing a questionnaire” it is about engaging in a deeper conversation. As you explore each area, exercise your curiosity!

## Play Big Exploratory Session Outline

Say: "Thanks so much for doing this with me. I really appreciate your time and I can't wait to see what we discover together."

"OK. Let's go.

1) If you looked at all of life as a game...

What would you say YOUR big game is right now?

2) What does winning look like for you in this game?

3) What are some of the challenges you are facing in the game?

4) What would it mean for your life if you won this game on your own terms?

5) How could you bring the spirit of play into the game and the challenges?

{Get creative here}

6) You have a big game here that I think you can win with me as your coach!

Ask: Would you like to be one of my players?

If they say “yes”, get your next session set up in your calendar.

If they say “no”, then thank them for their time.

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## Section 2) Program Introduction

### *Program Description*

#### **Basic Coaching Super Powers and Skills Fun With Fundamentals**

Learn the fundamentals in a lively and entertaining way.

##### **Transform Your Mindset**

**From:** Managing your life and the people in it

**To:** Playing your game and Coaching your people to play better

Delve into and practice the 6 Coaching Super Themes, 10 Coaching Super Powers and 10 fundamental coaching skills; also known as the core competencies.

Playing with these Super Powers will accelerate you into Coach Approach Leadership and enjoying life in the Connected Age of Purpose and Play.

If you aim to become a Certified Coach, your ability to demonstrate the 10 Super Powers at a professional level is **the basis of our evaluation process for ICF certification.**

### ***Details***

#### **Super Powers are your foundation for excellence**

We will cover each of the 10 Coaching Superpowers and 10 Coaching Skills (aka Core Competencies) one at a time, in a way that makes them easy to use and remember; and we will demonstrate how each Super Power / Skill naturally leads to the next. To be a master crafts person you must know and practice the basic skills - over and over again. Using our active learning method, you will learn each skill through observation and practice. This is important because your ability to demonstrate these Super Powers is what will ultimately lead to your certification.

#### **How to talk like a coach with the Spirit of Play**

When you look at the ten core skills, they look pretty... well... basic! They are. The key is to MASTER them through the 10 Super Powers and continual practice of talking like a coach.

The Spirit of Play and Play Pattern language set the Coach Approach apart from every other approach to Human Achievement. When you keep your conversations around playing big and playing better you will never be confused with another type of professional. If your aim is to become a practicing Professional Coach then it is essential for you, your players and our profession that you learn how to demonstrate these skills.

We will explore how to distinguish coach talk from patterns that you may already be familiar to you. When you are new to coaching, it is VERY easy to fall into conversational patterns that you are familiar with like friend, boss, colleague, parent (or counselor, therapist if you have done these).

#### **The Pursuit of Human Greatness**

The key distinction is how you balance support and challenge. To become great you must be challenged out of your comfort zone and then fully supported as you face these challenges. You will learn how to do this using the basic coaching Super Powers.

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## Coaching Mistakes and How to Avoid Them

Coaching is way more challenging than it first appears and mistakes WILL happen. Just like your players make mistakes in the game they are playing. Mistakes are a part of any worthwhile venture. The key is to be AWARE of the common mistakes so that you can avoid them and / or recover quickly when you make them.

## *The 6 Coaching Super Themes, 10 Coaching Superpowers and 10 Coaching Skills*

<b>The 10 Coaching Superpowers</b>	<b>The 10 Coaching Skills</b>
<b><i>Super Theme: Belonging – Build Relationships</i></b>	<b><i>Super Theme: Sell - Commitment</i></b>
1) Bigger Why: Share your purpose	1) Establish coaching agreement
2) Ask Permission: Control ->Influence -> Vulnerable	2) Establish trust & intimacy
3) Judgment-free Awareness	3) Coaching presence
<b><i>Super Theme: Results – Add Value</i></b>	<b><i>Super Theme: Lead - Action</i></b>
4) Think – Freedom to choose	4) Planning & Goal setting
5) Create – Find the game	5) Designing actions
6) Learn – Evaluate what matters	6) Managing progress & accountability
<b><i>Super Theme: Awareness – Be Yourself</i></b>	<b><i>Super Theme: Grow - Engage</i></b>
7) Curiosity – Exercise wonder	7) Powerful questioning
8) Triplex Listening – Saying : Not saying : Belief	8) Active listening
9) Self-trust – Feel it ... Say it	9) Direct communication
10) Go deep – Look beneath the surface	10) Creating awareness

## The 10 Coaching Skills in Greater Detail

### 1) Establish coaching agreement

Agreement sets the tone for the coaching relationship. The player and coach must agree on the objectives for the player in the big picture and for the focus of any coaching conversation

### 2) Establish trust & intimacy with the player

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The player - coach relationship is a unique and beautiful thing. We will explore the nature of trust and intimacy in the coaching relationship; without it, coaching is not possible. This requires that the coach maintain a high level of personal integrity and demonstrate a deep concern for the player.

## **3) Coaching presence**

Establishing and maintaining coaching presence is a unique and powerful skill. The coach must be able to read the situation moment to moment to provide the player with just what is needed.

## **4) Planning & Goal setting**

Once the major objectives are identified the coach and player work together to further define specific short term goals with target dates. The coach must help the player choose goals from the often overwhelming number of options available. Then the actions that have been designed must be organized into coherent plans that take into account all areas of the players' life and work.

## **5) Designing actions**

Designing actions is the gateway to results and achievement. The key is to design actions that take into account the players' skills and abilities as well as the current strategy.

## **6) Managing progress & accountability**

Establishing an effective accountability structure between the coach and player is often the one element that can make or break the relationship. The player must hold the Coach – and promises made to the coach – in high regard. The Coach must maintain attention on actions and track progress especially when the player gets sidetracked by competing commitments.

## **7) Powerful questioning**

Powerful questions are the life blood of the coaching process. Some questions are simply curious, others are deep and penetrating. It is questions that create the expanded awareness that leads to action.

## **8) Active listening**

Active listening is the most fundamental and essential of coaching skills. Without it coaching quickly devolves into a tip session. To listen in this way requires a relaxed attentiveness to what is said, what is said "between the lines" AND what is NOT said. It is also a way of listening that is open to new directions AND ready to respond.

## **9) Direct communication**

Direct communication comes in many forms: Clear direction in the form of objectives and requests for action; Straight questions that get right to the point; Clear and articulate feedback of what the player is saying and doing. Direct communication is also highly respectful of the player and builds trust and credibility.

## **10) Creating awareness**

Creating awareness is about helping the player "see" more of what is happening within them (thoughts and feelings) and around them (in the environment). Often challenging the players' assumptions is the first step. Seeing more and more clearly helps the player make better decisions and respond more fully to any situation. Creating awareness is truly what makes coaching a unique service.

## *Fundamental Coaching Theory*

### **Here are a few definitions of coaching...**

- Guide an individual or team to play better and win on their own terms

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- Inspire an individual or team to produce a desired result.
- Unleash the greatness in people
- An independent, knowledgeable observer, who shares feedback, teaches skills, expands awareness and provides what is needed for the player to improve performance.

## CoachVille Theory of Coaching

- 1) Any endeavor in life or business can be played as a winnable game worth playing
- 2) Humans are born with the spirit of play. The spirit of play brings aliveness, creativity, resourcefulness, resilience, engagement and connection to any endeavor
- 3) The purpose of coaching is to play better; to guide an individual or team to play the game better and win on their own terms
- 4) Masterful coaching is possible ONLY when the coach knows the game the player is playing. If you have lived a game in life either by playing it or being around it then YOU can learn to coach that game. Whenever possible, Coach the games you know.

## 15 Coaching Principles by Thomas Leonard

And here are a few thoughts from Coaching Industry Founding Father Thomas Leonard. These principles are included here to allow you to hone in on some simple truths about the coaching process.

### What is a principle?

A principle is something that is the truth, and you can understand and accept. Think of it like a "greater truth". It just is, regardless of how you want it to be. There is your truth, my truth and absolute truth – a principle that you can guide by.

### What do the 15 coaching principles do?

1. They provide a powerful framework for understanding coaching.
2. They give you language you can use to describe what you do.
3. They can provide a development path for you.
4. It will develop and deepen your understanding of coaching.
5. Knowing the principles of coaching can help you be a better coach.
6. It provides a framework for discussing principles with your players.

## The 15 coaching principles

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1. You'll never know it all.
2. You don't have to know it all.
3. In the first few years of coaching you'll be doing a lot of self-development work.
4. Your players can be your ultimate coaches.
5. Invented meaning - a person can assign meaning to anything by choice.
6. There is a greater truth in almost every situation.
7. Deliberate over-responding expands who you are.
8. Personal evolution - when you create environments to be responsive, you evolve more quickly.
9. Synergy creates better results, more easily – Proper coach/player pairing is essential for synergy
10. When people are fully heard, they move forward immediately.
11. Fewer problems occur when you operate from a strong personal foundation. Rising above the muck of life is step #1 in coaching
12. Sometimes the coach has the answer, sometimes the player does. It doesn't matter where it comes from
13. Humans operate at 1% or less of their potential. Coaching increases this figure.
14. When players define their version of success the road becomes easier and collaborating with the coach does too.
15. Most people don't know what they really want and a coach can help them discover what it is.

## **Conclusion**

All of these thoughts are good and valid. Which do you resonate with most?

We will explore theories, methods, skills and language patterns more in session #2 of this program.

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## Section 3) Session Preparation and Coaching Outline

### *Session 1) Coaching Theme Belonging – Build Relationships*

#### **Welcome to the class!**

Abera Ca Dabera = I Create As I Speak

Be prepared to participate in class!

#### **What does coaching mean to you?**

Come to class prepared to share your experiences of BEING coached.

*Question: What have your coaches meant to you?*

#### **Coaching Super Theme: Belonging : Build Relationships**

*Belonging = a fundamental Human need*

The ability to create a profound experience of belonging is essential to coaching; first because your player will respond better to you when they feel a sense of belonging. As a coach you will guide your player into bigger games, activities outside of their comfort zone, new challenges and greater risks. You will inspire them to explore their outer world AND their inner world. The counter balance for this courageous exploration is the “safe space” created in the coaching relationship.

*Question: What does a profound experience of belonging mean to you?*

#### **Coaching Super Power: Bigger Why : Share Your Purpose**

The bigger why is the foundation for the bigger game that the player wants to play because to play a bigger game in the world, you need a bigger purpose.

As a Coach you also need a bigger why that is the foundation of why you are coaching in the first place. When both coach and player are willing to openly share with each other what their purpose is and what they believe is possible they can find the resonance that ensures that there is a good match between coach and player.

*Question: Why is shared purpose so important in a coaching relationship?*

#### **Coach Prep**

This may come as a surprise, but simply asking the questions in the outline can be life-changing for your player. And while going with the flow of the questions, look for opportunities to co-create a life changing conversation using these 3 “Super Powers”:

#### **#1) Bigger Why – Share Your Purpose**

The questions will naturally focus the conversation on purpose, so look for opportunities to highlight where their purpose and your purpose are shared.

#### **#2) Permission – Control->Influence->Vulnerable**

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As you delve into each inquiry you will have insights and observations pop into your awareness that will influence the conversation. The KEY is to ASK Permission before you share them. eg. "I have an observation about this, can I share it with you?", "I just had an insight while you were talking, may I share it with you?". Wait for them to say "Yes", before you share.

When you share something from your "gut" that is an example of being vulnerable Coach Approach Leader. After you share, let go of the need "to be right"; your player may or may not resonate with what you shared.

### #3) Judgment-Free Awareness

If you notice your player going into judgment about their situation, ask permission and then gently share what you observed.

If you notice yourself going into judgment when your player is sharing with thoughts such as: "Oh that's bad", or "Oh, that is not a big deal", call "time out"! Ask permission, and then share what you are thinking. THEN... let it go!

This is GREAT practice.

#### How to use this outline when you are coaching.

1. The questions are a guide so you can focus on being the coach within each question; rather than trying to think of what to ask next.
2. Follow the outline! BUT don't treat it as a race to ask all the questions before you run out of time.
3. As you talk with your player about each question, allow your intuition to pop with insights and follow up questions. BUT don't go too far down a "bunny trail". Follow your intuition for a few minutes and then move to the next question.
4. Stay on track and stay loose at the same time.

**SUPER IMPORTANT: When you are the player, do NOT read the outline. Put the outline aside and just BE a player with a coach.**

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## Session 1 Coaching Outline – The Game + The Bigger Why

### 1) WELCOME

**Say:** "Thanks so much for doing this with me. I really appreciate your time and I can't wait to see what we discover together."

**ASK:** Do I have your permission to be your coach today? Are you ready to get started?

{wait for them to say, YES} "OK. Let's go.

### 2) The Game

**Say:** If you looked at your life as a game...

**Ask:** What would you say YOUR big game is right now?

*Possible follow up question...*

> **Ask:** How will playing this game create a life of self-expression and purpose for you?

### 3) Define Winning

**Ask:** What does winning look like for you in this game?

*Possible follow up question...*

> **Ask:** What would playing at an elite level look like?

### 4) The Bigger Why

**Ask:** What would it mean for your life if you won this game on your own terms?  
(AKA FIND the BIGGER WHY)

> *Examples: Financial Freedom; Self-Expression*

*A few extra questions you can ask...*

**Ask:** So if you did win this game the way you have described, what would that mean to you personally?

**Ask:** What is the real opportunity for you here?

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**Say:** "The reason I am asking these deep questions here is that I can only coach you if you have a deep desire to play better. So basically I need to get a feel for how committed to this you really are and WHY you are committed to it. When the going gets tough, we are going to tap into this desire."

## 5) Start your game design

**Say:** In our next session we are going to get into the details of your game.

**Ask:** For the week ahead what is the primary result you want to create?

**Ask:** What are some actions you will take to create this result?

**Ask:** How can you bring the spirit of play into the actions?

## 6) Wrap Up

**Say:** "OK, this is a good place for us to wrap up this session.

**Say:** "My challenge for you between now and next week is to play for your result and notice your reactions to challenges as they come up.

**Say:** "Can you do that?"

Wait for them to say: "YES!"

# Basic Coaching Playbook Introduction

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## Section 4) Basic Coaching Super Powers

### *Chapter 1) Coaching Theme: Belonging – Build Relationships*

#### 1.1) Coaching Super Theme: Belonging

##### **Belonging = a fundamental Human need**

The ability to create a profound experience of belonging is essential to coaching; first because your player will respond better to you when they feel a sense of belonging. As a coach you will guide your player into bigger games, activities outside of their comfort zone, new challenges and greater risks. You will inspire them to explore their outer world AND their inner world. The counter balance for this courageous exploration is the “safe space” created in the coaching relationship.

Second because as a Coach you will guide your player to find and create the places in their world where they belong; where they can create the greatest value in the world, experience success and enjoyment.

Our fundamental coaching theory is that coaching is about helping an individual or team PLAY better and win on their own terms; play violin better, play soccer better, play business better, play life better.

A BIG point about coaching is that it is a personal relationship. In order to coach someone you have to KNOW them. In order to be coached by someone you have to be KNOWN by them. Learning how to do something better in a large group or by reading a book is NOT coaching. That is training. Training is good. Coaching includes training. But training by itself is not coaching.

##### **The Spirit of Play fosters belonging**

The spirit of play is a powerful inner force which is common to ALL animals – especially us humans! However, through the Industrial Age we were taught that work is important and play is frivolous. The “worker mindset” has taken a huge toll on humankind – in stress and the underlying joylessness that are pervasive in most cultures.

We see it as an essential part of our mission in the world as a community of coaches to teach people that they can PLAY to reach their objectives in life rather than WORK on them.

Play fosters an experience of belonging because play is inclusive whereas we were taught to work alone; “Do your own work” was a key mantra of the Industrial Age School.

This is important because if we can get the people of the world to PLAY together, then soon EVERYONE will have a coach because playing and coaching BELONG together. We like that idea very much.

##### **Coach Approach to Life Fundamental = Build Relationships**

The Super Powers in this section: Bigger Why, Permission and Judgment-Free Awareness will empower the coach and player to create the experience of belonging.

There are 3 fundamentals to the “Coach Approach to Life”: Build Relationships, Add value and Be yourself.

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The ability to create and experience belonging is the core ability that facilitates building winning relationships. Relationships are all about belonging.

## 1.2) Coaching Super Power: Bigger Why – Share Your Purpose

### Introduction

The bigger why is the foundation for the bigger game that the player wants to play because to play a bigger game in the world, you need a bigger purpose.

As a Coach you also need a bigger why that is the foundation of why you are coaching in the first place. When both coach and player are willing to openly share with each other what their purpose is and what they believe is possible they can find the resonance that ensures that there is a good match between coach and player.

### Learning Objectives

With the Bigger Why Super Power:

- You will engage in powerful, potentially life-changing, conversations.
- You will start your coaching relationships with a strong foundation.

### What are the general truths about the Bigger Why?

1. We are all yearning to live in alignment with our purpose; our bigger why.
2. Our Bigger Why can evolve and expand as we grow.
3. When we know our Bigger Why everything feels easier because we can let go of thoughts and activities that are not in alignment with it.
4. Another way of saying "Bigger Why" is: "This is what I believe..."
5. When you interact with others in alignment of a shared purpose it creates a profound sense of belonging.
6. Finding a shared purpose with someone shows that you care about them as "a person"; more than simply "a worker" who can complete a specific task.

### How to use the "Bigger Why" with your players...

The Bigger Why is about shared purpose. So it begins with the Coach sharing their purpose. This is often how a Coach or Coach Approach Leader attracts players in the first place.

You share your purpose by stating what you believe; or what you believe is possible.

When you first start a coaching relationship you ask your player – or your potential player – "Why" questions. Examples include:

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- “Why do you want to play this game better?”
- “Why is this important to you?”
- “Why will this make a difference in your life?”

## **“Why” questions are tricky. Proceed with caution!**

Since “why” questions are also used when “demanding” an explanation for something, as in “Why did you do that?”, your tone is very important. When your player shares about something they want to do, you can set the stage for shared purpose by stating your intentions: “I would love to dive into your deeper purpose here. Is that OK?”. Then ask your Bigger Why questions.

(Note: This is an example of the Permission Super Power that we will explore next)

Another tricky thing about purpose is that it is not something we have been encouraged to explore or express. So the thought of it can take many people out of their comfort zone. Our “Why” does not usually come from a logical thinking place, it is more of a feeling “inner knowing” place.

This is where you can experience the power of Coach Approach Conversation. By being WITH the other person in the conversation they can explore this new territory and put into words something that was only a “feeling”. Remember: Abera Ca Dabera! It is powerful.

## **Example of Shared Purpose**

Here at CoachVille we share our purpose by stating: We believe that great coaching will transform our world.

Since you are here participating with us, it is likely that you share this purpose. You are here because you believe what we believe.

As a Coach Approach Leader you will share something that you believe that will create a bond with the people that you will coach: employees, advocates and customers.

## **A note for managers becoming Coach Approach Leaders**

You have people on your team. Some of whom are working for you for “the purpose” of doing their job and collecting a paycheck. This is your opportunity to initiate a deeper, more personal, conversation. Most likely they will be delighted to find out that you care, but they may also be freaked out.

## **Benefits – How does the Bigger Why make you a better coach?**

1. Shared purpose is the foundation of belonging.
2. Shared purpose creates the space for deeper conversations and bigger possibilities.
3. Shared purpose fosters loyalty.

## **How do you know if you’re getting it?**

1. You find yourself naturally exploring shared purpose with people in conversation.

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2. In coaching conversations you easily flow into explorations of the Bigger Why

## What are some common mistakes to avoid?

1. Skipping this step and just jumping into the details.
2. Taking an initial statement of purpose at face value without exploring it deeper.
3. Thinking you have to fully understand their purpose before you can start coaching. You have to learn to “get the basic idea” or “get a feel for it” vs. needing to intellectually understand it.
4. Thinking that your players Bigger Why will stay the same forever.

## Basic Skill: Establish Coaching Agreement

Ability to co-create the agenda for the relationship AND each conversation

- a. Ability to blend the desired outcomes of the player with your abilities and strengths as a Coach
- b. Always looks to the player first for the objectives of the game
- c. Challenges the player to play bigger without attachment
- d. Shares thoughts about what is practical or winnable without dampening the players enthusiasm
- e. Checks in with the player for the agenda of the conversation while holding true to the objectives the player has set

## 1.3) Coaching Mistake: Bland

From Thomas Leonard’s collection of 50 “Coaching Mistakes and How To Avoid Them; Less Oops. More WOW!”

### Bland

- a. The coach is weak or lame. The player becomes bored.
- b. Using cliché's instead of fresh observations. This indicates to player that the coach is not really involved.
- c. The coach is passive instead of being a collaborate partner.
- d. Thinking if you just breathe; everything will be alright. If this were enough, why have a coach?
- e. The coach is weak, timid and wimpy instead of showing confidence and strength. Great coaching involves leadership as well as support.
- f. The coach is easily sidetracked by diversions. Some players become very skilled at steering the session away from core issues.

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## 1.4) Coaching Practice for Session #1 : Bigger Why – “Belonging”

### \*\* A walk through the dialogue with Coaches Notes \*\*

>> { When you see this mark, this line is from the coaching dialogue.}  
Everything else is a comment about what to look for in this step of the coaching outline.

#### 1) WELCOME

>> **Say:** "Thanks so much for doing this with me. I really appreciate your time and I can't wait to see what we discover together."

>> **ASK:** Do I have your permission to be your coach today? Are you ready to get started?

{wait for them to say, YES} "OK. Let's go.

#### 2) The Game

>> **Say:** If you looked at your life as a game...

>> **Ask:** What would you say YOUR big game is right now?

*Possible follow up question...*

>> > **Ask:** How will playing this game create a life of self-expression and purpose for you?

Getting into game language right away is essential! It creates a “pattern interrupt” from other conversations and puts you and the other the player into “coach mode”.

At the start of the conversation you just want to capture the basic idea of their game. As the conversation unfolds the concept of the game may change. Sometimes, as you dig into the purpose of the game, the player will realize that the game is something completely different than they first imagined.

If you are good with words, it is fun if you come up with a catchy phrase to name the game. But don't get hung up on that. “Bill builds a business”, will do just fine to get the conversation started.

This part of the conversation is an open ended exploration – you are just getting to know your player (or getting to know them in a new way)

The deeper question lets your player know that you are “serious about play”; That your idea of a game is something with a deep meaning and purpose in their life.

#### 3) Define Winning

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>>**Ask:** What does winning look like for you in this game?

*Possible follow up question...*

>>> **Ask:** What would playing at an elite level look like?

Here you want to get a sense of the players' BIG VISION or big dream. Talking about it will probably be great fun for your player so spend a few minutes on this topic. Ask clarifying questions to get a good picture of it.

While you talk about this you will hear things that will help you hone in on the specific objectives that you will define later.

## 4) The Bigger Why

>> **Ask:** What would it mean for your life if you won this game on your own terms?  
(AKA FIND the BIGGER WHY)

>>> *Examples: Financial Freedom; Self-Expression*

*A few extra questions you can ask...*

>> **Ask:** So if you did win this game the way you have described, what would that mean to you personally?

Here your player will share many things. DO NOT feel like you need to remember it all or write it all down. Do try to capture the key words and phrases.

This section is crucial to the success of your coaching relationship.

Here you really need to probe! You have to get to them to express what this really means to them on a personal level. This is their BIGGER WHY!

You can dig deeper. For example:

**Ask:** "So if you did win this game the way you have described, what would that mean to you personally?"

**Ask:** "How would it impact the other areas of your life?"

>> **Ask:** "What is the real opportunity for you here?"

**Ask:** "There are many things that a person with your talent could do in life. Why do you want to do this?"

>> **Say:** "The reason I am asking these deep questions here is that I can only coach you if you have a deep desire to play better. So basically I need to get a feel for how committed to this you really are and WHY you are committed to it. When the going gets tough, we are going to tap into this desire."

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You will notice that most people have a hard time articulating what playing the game and winning will really mean to them. They mostly will want to talk about it in terms of what it will mean to others.

This is common and you may have to push a little bit here. It is important that you get at least a little taste of their personal reasons.

If it is creating struggle in the conversation, back off. This will come up later because folks who struggle with defining personal value often have inner conflicts with winning and accomplishing.

When you are satisfied that your player has a real desire to play this game, then you can move on to the next part of the conversation.

## 5) Start your game design

>> **Say:** In our next session we are going to get into the details of your game.

>> **Ask:** For the week ahead what is the primary result you want to create?

>> **Ask:** What are some actions you will take to create this result?

Game design is super fun but also super challenging in the beginning; mostly because we have been so indoctrinated into worker mindset and project mentality.

So at this point just do your best with your current understanding of games, results and actions.

The key distinction is a Result is something that happens in the world "as a result of" the actions. The result is something that you cannot control but you can influence.

>> **Ask:** How can you bring the spirit of play into the actions?

Get creative here.

>> **A few extra questions you can ask...**

>> **Ask:** is there an experiment where you can try something new?

>> **Ask:** is there a way to make it more fun

Here you challenge them to be creative and curious.

This is so important because you need to start to break the pattern of "WORKING" on everything.

## 6) Wrap Up

It is a good idea to finish the session with a challenge.

>> **Say:** "OK, this is a good place for us to wrap up this session.

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>> **Say:** "My challenge for you between now and next week is to play for your result and notice your reactions to challenges as they come up.

>> **Say:** "Can you do that?"

>> Wait for them to say: "YES!"

## The importance of giving a challenge

It is VERY important that you end every coaching session with a specific challenge (or challenges) for your player for the time between sessions. The "Challenge" and the support you provide them to meet the challenge is the fabric of the coaching relationship.

Essentially this is the way coaching happens. You challenge your player to do certain things and then you observe what happens. With every challenge you learn a little more about who they are, what they can do and where they need to improve. It really is fun.

Creating an appropriate challenge for your player takes creativity and gets easier with experience.

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