

Proficiency COACHING

PLAYBOOK

Proficiency Coaching

Master The Language

In this program you will learn the 15 Coaching Proficiencies created by the late Thomas Leonard - The Pattern Language of the craft of coaching. A Pattern Language is a set of phrases that bring an experience to life. Learning and using these language patterns will immediately improve the quality of your coaching.

**Center for Coaching Mastery
Level 2
By Thomas Leonard**



Proficiency Coaching Playbook Introduction

Welcome. On behalf of the entire CV Team, I want to welcome you to the Proficiency Coaching Program.

The themes of the program:

Learn the 15 coaching proficiencies – the language of masterful coaching (based on the work of the late Thomas Leonard)

The BIG IDEA of this program is this: **The craft of Coaching has a pattern language that you must learn to recognize and master.**

These 15 language patterns accelerate you from basic coaching skills to a highly capable professional. With them your ability to use any coaching method; where you guide your player toward playing better, and winning on their own terms – will improve significantly!

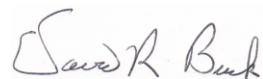
And we will explore our fundamental coaching theory: **ANY endeavor in life can be played as a winnable game worth playing.** Play a **Super Fun** game where you earn points for using the coaching proficiencies in your coaching sessions AND for inspiring your team mates by sharing about what happened.

The emphasis will be on PLAYING and adopting a “PLAY framework” in your personal, business and career life. We are reinventing professional coaching with the spirit of PLAY! And YOU are a part of it.

Of course, there will be LOTS of coaching as well! As a part of our DTMOPP learning method you will play with a coaching partner throughout the program. You will coach and be coached by the same partner in the coaching exercises. 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 15 hours of the program qualify for 15 Continuing Coach Education Units! (CCEU's) This is very exciting.

Enjoy the program and... PLAY EVERYTHING!



Coach Dave Buck and the CV Team!

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6. Program Highlights

0) Introduction

0.1) How to use this Play Book

The purpose of this playbook is to provide you with the important concepts to read and consider prior to each class session. Since the learning in our programs is largely based on the dialogue that occurs during the class there is also a place to record your "highlights" from these conversations.

Pre Class Action Plan

- 1) Read Section 0 and 1 of the Play Book
- 2) Prepare your "game" as a player
- 3) Set up / Update your CoachVille Profile
- 4) Read the "Dyad Guide" (found in the syllabus)

You are READY for the first class!

0.2) Program Description

Proficiencies Coaching

Master the Language

(6 2.5 hour sessions; 15 hours total)

In this program you will learn the 15 Coaching Proficiencies created by the late Thomas Leonard - The Pattern Language of the craft of coaching. A Pattern Language is a set of phrases that bring an experience to life. Learning and using these language patterns will immediately improve the quality of your coaching.

When the late Thomas Leonard taught the first 15 Coaching Proficiencies Intensive it sent shock waves through the entire coaching industry. Never before - and never since - has the craft of coaching been so completely and inspiringly described. New coaches were immediately lifted to a level of quality beyond what their experience would dictate. And senior coaches - and LOTS of them participated in this - were shocked and delighted that there was a higher level of coaching in sight; and A LOT more to learn. It was a breath of fresh air; It still is.

(Included in Center for Coaching Mastery Level 2)

*This Course Qualifies for 15 ICF CCEU's

Proficiency Coaching Playbook Introduction

The Details

3 Key Points

1) Proficiency = Become a Better Coach

Become a Better Coach Quickly - and see an inspiring path to mastery

As you learn, study and practice each of these 15 qualities of masterful coaching you will notice the depth and effectiveness of your coaching expand. Your players will get better results and will conclude each session with a powerful yet subtle experience of being well-coached.

Your ability to create the experience of each of the 15 proficiencies in a coaching conversation is the benchmark of the CoachVille Certified Coach and the basis of the certification process for the Center for Coaching Mastery level 2.

2) Pattern Language

A pattern language is a phrase that brings an experience to life. To coach using the proficiencies you must understand the experiences that they represent. When you learn to recognize how they feel when you observe them you can more easily use them at just the right time and place in each coaching session. When you use the patterns properly, your coaching conversations will be full of life!

3) The Play Book

The Play book for this course - created by the late Thomas Leonard - is a masterpiece in writing and visual display. Each page is packed with coaching concepts that expand your capabilities and give you fresh ideas. You will find yourself reading and thinking about your players while getting lots of great ideas for your next sessions.

The 15 Coaching Proficiencies

- #1 Engage in Provocative Conversations
- #2 Reveals the Client to Themselves
- #3 Elicits Greatness
- #4 Enjoys the Client Immensely
- #5 Expands the Clients' Best Efforts
- #6 Navigates Via Curiosity
- #7 Recognizes the Perfection In Every Situation
- #8 Hones In On What Is Most Important
- #9 Communicates Cleanly
- #10 Shares What Is There
- #11 Champions the Client
- #12 Enters New Territories

Proficiency Coaching Playbook Introduction

#13 Relishes Truth

#14 Designs Supportive Environments

#15 Respects the Client's Humanity

The Themes

- 1) Proficiencies for Expanding Greatness
- 2) Proficiencies for Expanding Trust
- 3) Proficiencies for Expanding Credibility
- 4) Understanding the Power of Pattern Language

The GAME!

In each class you will...

- a) Engage in a lively discussion about the topic of the day
- b) Observe a real coaching session
- c) Coach a classmate and be coached in YOUR game

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

- 1) answering questions about what you have learned
- 2) completing exercises that help you become a better coach
- 3) playing BIG in your own life
- 4) conducting coaching sessions
- 5) acquiring feedback letters from your players
- 6) staying in contact with your player/coach
- 7) supporting your team mates
- 8) making a BIG WIN happen in your life

Center for Coaching Mastery Students need a minimum number of points to graduate

How this program will make you a better coach

- 1) You will dramatically increase your confidence as you learn the coaching language that will bring aliveness to your coaching conversations
- 2) You will be inspired to pursue mastery as a coach because the proficiencies provide a clear path
- 3) Practicing each proficiency with your coaching sessions is really fun and rapidly expands your range of options for how to approach situations.
- 4) When your coaching comes to life you are energized and your efforts become more sustainable.

Proficiency Coaching Playbook Introduction

Peer Reviews

Nina Miöen

All of the proficiencies are fantastic! They touch my heart so much! I got a feeling of getting a bit closer to the true meaning of life. This is something I been looking for...And Gloria explaining the proficiencies is great! I am learning more and more from life, such as to look at the bigger picture. Don't ask WHY; try to look for the greater truth of the situation. It feels like I am really aligned with these proficiencies.

William Harley

I have a client who is out of work and has been facing a lot of adversity. When we met this past week, I focused on "Respecting the Client's Humanity" and it clearly deepened our relationship and freed him to talk about and "go through the forest" of frustration he has been experiencing. On the other side of it, he moved towards actions he wanted to take without any prompting from me.

Maria Åberg

The most intriguing part of the class was when we talked about the proficiency "designs supportive environments" and the concept that the environment will always win. Everything can be seen as environment, it is truly important for me to design inner and outer environments to get flow and reach my goal with minimal effort. By thinking and acting in those terms everything will be much easier and fun in my life. I really look forward joining the teleclass Environmental Design.

The 15 Proficiencies

Coaching Proficiency #1 Engage in Provocative Conversations

Coaching sessions are generally short. By hearing what the client is saying and not saying, by questioning what you hear, by asking the right questions, pressing for clarity, and by sharing what you know and how you feel, provocative conversations can occur within minutes, not months. Join us for an hour long discussion on what it means to be provocative and how you can start being provocative with your clients.

Coaching Proficiency #2 Reveals the Client to Themselves

The more aware anyone is, the better choices they can make for themselves. Part of what Certified Coaches do with clients is to help them discover their gifts, talents, wants, values, needs and dreams, as well as come to understand what what motivates and inspires them. The result? A well- informed client, quickly moving forward on their path of self-awareness. During this hour long call you will see what works and what does not when revealing the clients to themselves.

Coaching Proficiency #3 Elicits Greatness

Who else is trained to be proficient in this, but the Certified Coach? And, while it is true that few clients come to a coach and specifically ask that we bring out and develop this greatness, this is what we do naturally when we ask the client to think and act bigger, and by challenging the client to continually raise their own bar and standards.

Coaching Proficiency #4 Enjoys the Client Immensely

How is enjoying the client a proficiency? Simple. Because when you enjoy the client in their entirety (including their upsides and downsides), high levels of trust naturally occur. And the benefit of that? Clients naturally take more risks and move forward more quickly because they know you are totally there for them. When the coach is at this place with a client, the coaching is collaborative and light, not heavy. Join us for a lively one hour discussion on how to enjoy your clients immensely. We will roll play examples of what works and what to avoid.

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Coaching Proficiency #5 Expands the Clients' Best Efforts

One of the reasons clients hire a coach is to support them to do more in a shorter period of time than they would do on their own. Hence, the coach acts as both a catalyst and accelerant. By supporting the client to do more than they have done or think that they are capable of doing, significant value is added. We will show you examples of how to expand the clients best efforts and teach you when to know if you have gone too far.

Coaching Proficiency #6 Navigates Via Curiosity

The coach who is naturally curious can be well guided by that curiosity. After all, coaches are in the discovery business and how can you help the client find new and better ways of doing things, if you are not curious? And the real benefit of curiosity is that it leads to learning for both the coach and client. Join a lively discussion of what it looks like to navigate via curiosity, vs. the traditional method of navigating via interrogation.

Coaching Proficiency #7 Recognizes the Perfection In Every Situation

One way of looking at life is to believe that everything happens for a perfectly good reason, even if we cannot always see or know that reason within our own lifetime. The point here is to look for and find how a clients event, problem, situation or trait is perfect, even if it is clearly not. Seeking to understand and recognizing perfection first, instead of offering tips, techniques and solutions as a knee-jerk reaction, is what you will be taught during this hour long call.

Coaching Proficiency #8 Hones In On What Is Most Important

Depending on the day, hour or even minute, what is most important to the client will change. Such is the nature of individuals in a high-growth phase of their lives. You will learn to recognize this moving target and be flexible enough to adjust the coaching to be effective in this new terrain.

Coaching Proficiency #9 Communicates Cleanly

This should be obvious, yes? After all, the cleaner the communication, the less that gets in the way of great coaching. That said, most of us have stuff in our communication style, which slows down the super- conductive nature of the coaching process. Masterful coaches have worked to clean up the stuff that can get in the way of effective coaching. What kind of stuff? Everything from biases, judgments, unmet needs, shoulds, coulds, to singularity, vicariousness, agendas, arrogance and fears. It can all be cleaned. Join us for a one hour call on cleaning up your communication style.

Coaching Proficiency #10 Shares What Is There

Clients rely on our observations, intuition and even our inklings to help move them forward in life. Hence, the more often, and easily, a coach can share what they see, feel and hear, the more value that can be created for that client. It is often the tiniest, most subtle inklings that can act as powerful beacons and catalysts to the clients life or business.

Coaching Proficiency #11 Champions the Client

The more often, and deeply, the coach champions their client at all levels (including their actions, progress, dreams, traits, commitments, gifts and qualities), the more encouraged the client feels and the more likely they are to succeed. For the coach to merely be encouraging is not enough; there is a much higher level of support generated when the coach operates at the championing level, which is where the Certified Coach operates.

Coaching Proficiency #12 Enters New Territories

The Certified Coach expands the clients thinking by weaving in new concepts, principles and distinctions during the coaching session, and also by inviting the client to experiment with new

Proficiency Coaching Playbook Introduction

models, ways of doing things, and even to identify new goals or outcomes. Clients do not usually ask the coach for this, but these are key ways that value is created for the client.

Coaching Proficiency #13 Relishes Truth

This may sound obvious, and it is deeper than that. After all, truth is a level above mere honesty, as in there is always a truth about a situation, person or event that, when discovered and articulated, can transform one's life or business. Certified Coaches have come to enjoy and orient around truth as a source of joy and guidance. Join us for a one hour discussion on how to start relishing truth with your clients.

Coaching Proficiency #14 Designs Supportive Environments

Success, not to mention personal evolution, becomes sustainable when there are environments and failsafe structures that support it. After all, who wants to rely on fortitude and willpower to get things done or to develop oneself? Enter the Certified Coach who has been specifically trained in helping the client to design and install these environments.

Coaching Proficiency #15 Respects the Client's Humanity

We all have limits, both internal and external, and as much as coaching is about maximizing potential and opportunities, we are all human and the Certified Coach respects this. Success without stress is what we are all after and by recognizing limits and appreciating different paths to achievement, the client is both individually and universally respected.

The Themes

1) Proficiencies for Expanding Greatness

Learning and using these proficiencies will help you to reliably expand the greatness in each person that you coach. Hey that's your job! Greatness is a state of being present in everyone not something to be achieved. This is the distinction greatness vs. the greatest. Greatness is the state that coaches help their players reclaim.

2) Proficiencies for Expanding Trust

Learning and using these proficiencies will help you to reliably expand the trust between you and each person that you coach. Trust is essential to the coaching experience. Trust is earned over time and there are specific ways to accelerate the process. The experience of trust means that the player KNOWS that the coach is on his or her side.

3) Proficiencies for Expanding Credibility

Learning and using these proficiencies will help you to reliably expand the credibility you have with your player. Credibility means that your player KNOWS that you know what you are talking about - that you know the game and that they are in good hands with you by their side.

4) Understanding The Power of Pattern Language

The concept of Pattern Language was originally developed by the architect / philosopher Christopher Alexander. The idea is that through specific language you can make an experience come alive. When an experience is alive it has the power to uplift everyone in the experience. The 15 proficiencies are the language patterns that make the experience of coaching - and playing - come alive.

Here is a brief quote from Christopher Alexander's Seminal Book "A Timeless Way of Building".

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"There is a central quality which is the root criterion of life and spirit in a man, a town, a building, or a wilderness. This quality is objective and precise, but it cannot be named.

The search which we make for this quality, in our own lives, is the central search of any person, and the crux of any individual person's story. It is the search for those moments and situations when we are most alive...

The specific patterns out of which a building or a town (our note: or a coaching conversation) is made may be alive or dead. To the extent they are alive, they let our inner forces loose, and set us free; but when they are dead, they keep us locked in inner conflict."

In this program you will learn the pattern language of coaching so that your coaching sessions will be full of life!

0.3) Fundamental Coaching Theory

Coach Dave's Theory of Coaching

Here are a few definitions of coaching...

- Teach an individual or team to play better and win on their own terms
- Inspiring an individual or team to produce a desired result.
- Unleashing 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.

Our Theory...

- 1) Any endeavor in life or business can be played as a winnable game worth playing
- 2) Humans are gifted 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 teach 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 played a game in life and won on your own terms then YOU can learn to coach that game. Whenever possible, Coach the games you know.

The 3 core pursuits of Coaching

- 1) Pursuit of Human Greatness.

Playing BIG is the gateway to Human Greatness

- 2) Pursuit of the Inner Freedom

Expanding awareness of energy (thoughts, feelings and action) is the gateway to Inner Freedom

- 3) Pursuit of Personal Evolution

Designed environments are the gateway to Personal Evolution

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0.4) What to do in a “Coaching” Conversation

One thing that really frustrates new coaches while they are learning the coaching proficiencies is not knowing what to talk about as a Coach. You have to have an idea about how to coach before you can apply the proficiencies to become better.

This is one of the reasons that we developed the “Play Two Win” method of coaching. This method is the subject of our Play Two Win method class which you may or may not have done. So we will provide a brief overview of the first few steps of the method so that you have a structure for your coaching while you are practicing the proficiencies. You will find that they play together quite nicely! The complete form is on the next page.

IMPORTANT: it is helpful to print a few copies of this form for use in class

Use the Play Two Win Method Form

If you are new to the method, focus your attention on steps 1-5 while you are in the Proficiency Coaching Class. These steps of the method guide you through a series of powerful coaching conversations.

1) What is the big game you want to play better?

1A) The Purpose - why you are playing this game?
What purpose will it serve in your life?

2) Clarify 1-3 objectives in each of three categories for the next 3 months

a) a tangible measurable thing (what will you do?)

b) a get better at doing something (improve a skill)

c) a becoming more/less something (who will you become?)

3) Play! Identify the recurring activities of the game - what will you do almost every day and what are the results they are playing for?

4) Support - Challenge dynamic

What are the challenges in the game that will come from playing for these objectives;
What support do you need?

5) Results debrief - What happened in the game?

What can you do to play better in the next game?

Help your player become more masterful in the activities of the game and get better results.

The coaching challenge is to do this without too much teaching and NO TIPPING!

Go back to #3) Play the game again.

Proficiency Coaching Playbook Introduction

CoachVille™ **PLAY TWO WIN METHOD™** LifeVille™

Player's Name _____ Date _____ Coach _____

1 DEFINE THE GAME

PURPOSE OF THE GAME

--	--

OBJECTIVES OF THE GAME

3 Tangible Achievements	3 Skills to Improve	3 Character Traits to Build

2 DESIGN THE WINNABLE GAME Then fill in: 3) Recurring Activities 4) Challenges 5) Results

Current Situation		

3 PLAY THE GAME

RECURRING ACTIVITIES

Activity	Frequency

6 GAME PLAN

Strengths & Talents	Big Idea - Strategy

6a) Projects

7 PRACTICE SKILLS

Repetition	Role Plays

4 RESPOND TO CHALLENGES

8 EXPAND INNER FREEDOM

Thoughts, Feelings, Emotions

5 EVALUATE RESULTS

9 DESIGN PERSONAL ENVIRONMENTS

Ideas, People, Places & Things	
Assets	Obstacles & Missings

9a) Projects

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Proficiency Coaching Playbook Introduction

0.5) Finding 5 “Practice Players”

If you already have 5 or more players in your practice, then you do not need to do this!

You will naturally practice the proficiencies with everyone you coach.

If you DON'T have 5 players in your practice, then you MUST do this exercise and enroll them before session #2.

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!

So 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 – no more, no less.

You can coach these players pro bono or for a fee that you both agree upon. Typically a small fee is the best arrangement for both. Eg. In 1997 Coach Dave coached his first 10 players for \$25 for four 30 minute sessions.

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.

- DEFENITELY 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.

2) You need 5 players to coach for practice while you are in class

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

4) Tell them that they will get a lot out of it because you plan on being a very good coach.

Set the time in your calendar. An outline for the conversation is down a few paragraphs

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THE BIG POINT HERE: You can approach it as asking them for a favor if that works for you. BUT you don't have to. You can approach it as they will be the lucky first ones that get to coach with you at such a low fee!

This is how I (Coach Dave) did it. In 1997 I coached my first 10 people for \$50/month for four 30 minute sessions. Putting that \$500 in the bank every month felt REALLY good.

You may wonder how you can charge for coaching when you don't even know what you are doing yet. You will have to trust me that with the methods and skills you will learn in class you will actually provide GREAT value way before you are even good at it.

5) Let them know how much you will charge for each session or if it will be pro bono.

6) Tell them that you will provide them with a simple agreement form to document this arrangement.

7) If you want, you can invite them to do what we call a "Play BIG" exploratory session. It will take just 20-30 minutes and will be fun AND valuable. The outline for this session is below.

Now all you need is the courage to go and do it!
Ah ha! Your first coaching challenge.

You tell them: I am launching my new career as a Coach and invite them to do a Play BIG exploratory session with you. It will take just 20-30 minutes and will be fun AND valuable.

Book time in the calendar.

Then on the call, take control of the conversation right away.

"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.

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

1) 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) Lots of people are trapped in an unwinnable game.
What would make this game unwinnable for someone playing it?
(not necessarily you)

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

6) How could you bring the spirit of play into it?

Get creative here.

Ways to approach it. Have them think of one important activity in the game.

Then think of ways to...

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- experiment to try something new
- allow yourself to be a beginner and NOT KNOW
- practice to pursue mastery
- find a way to make it more fun
- find a way to create a reward for getting results

7) You have a big game here that I think you can win! Would you like to be one of my players?

I am putting together a team of players to launch my coaching career. I am offering...

NOTE

Before you start doing these sessions, choose one of these two options for your primary offer:

Either:

a) a low introductory rate of \$xx/month for 4 30 minute sessions for 3 months.
or

b) Pro Bono Coaching for 30 minutes per week for 12 weeks

If they say "yes", make a plan to start. (then do the dance of joy ;-)

if they don't say "yes"...

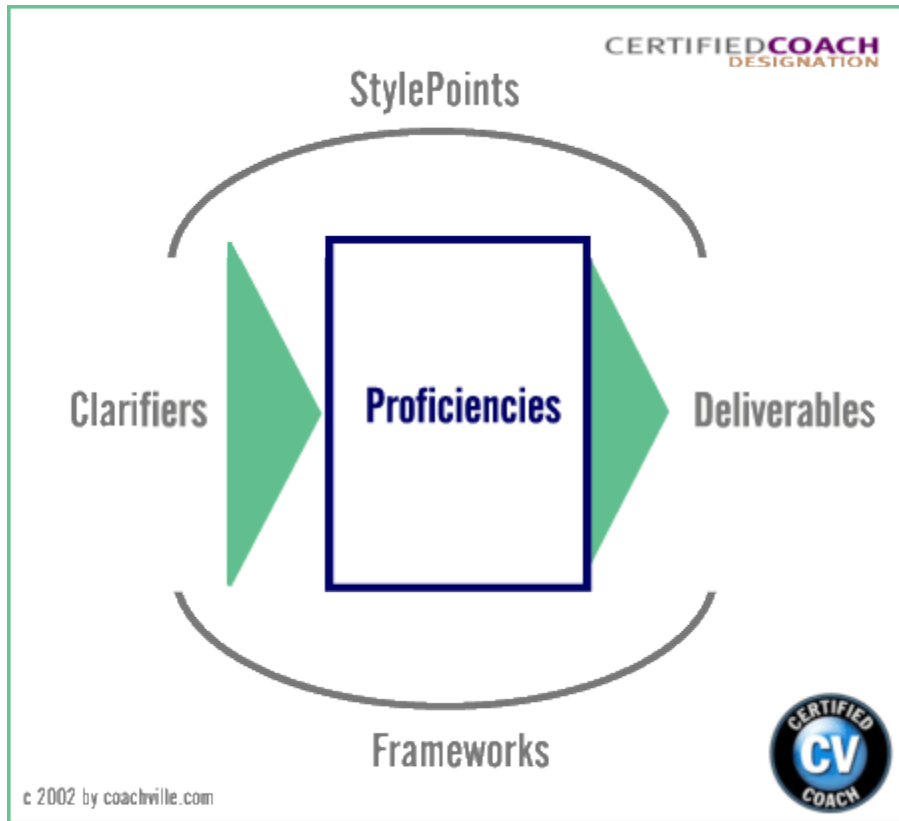
Ask: Do you think I should be a professional coach? why?

If they say "yes" to this, Ask: Will you send me a quick letter to this effect for my reference file?

Our point for asking for the letter is to practice making offers and requests and also when someone does not want to accept your offer as a coach there is still much that can be created in the relationship if you are determined and assertive. It is GREAT practice.

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0.6) Thomas Leonard's 5 Part Coaching System



Key Points

About the CoachVille Coaching System

After 20 years of research, we have developed an open-architecture, yet highly focused way to coach virtually all types of clients with a variety of needs. We call this the CoachVille Coaching System and it consists of 5 interrelated elements, as described below. Superior coaching can result when coaches use this system and adapt it to their own styles. And, also important, the learning curve/time it takes to learn how to coach can be reduced by up to 90%. What used to take years to learn and be effective with, now takes mere months.

The 15 Coaching Proficiencies

The Coaching Proficiencies are the engine of the coaching process; this is what the coach spends 90% of his/her time doing during a typical coaching call. The Proficiencies are the focus of this program

The remaining elements in the system are covered in the Advanced Communication for Coaches Program

The 15 Listening Clarifiers

In order to know which of the proficiencies to use at any given time, the coach needs to know, and sort through, what they are hearing. Thus the 15 Clarifiers which help the coach know the nature of what they are hearing and guides them to select the most important element of what they are hearing. Once this is clear (it can take just a millisecond), the coach naturally choose the most fitting proficiency.

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The 15 Deliverables

Deliverables are what the coach delivers. Which is distinct from the outcomes that the client may have or cause as a result of the coach's deliverables. (Deliverables vs. outcomes is a key distinction in coaching.).

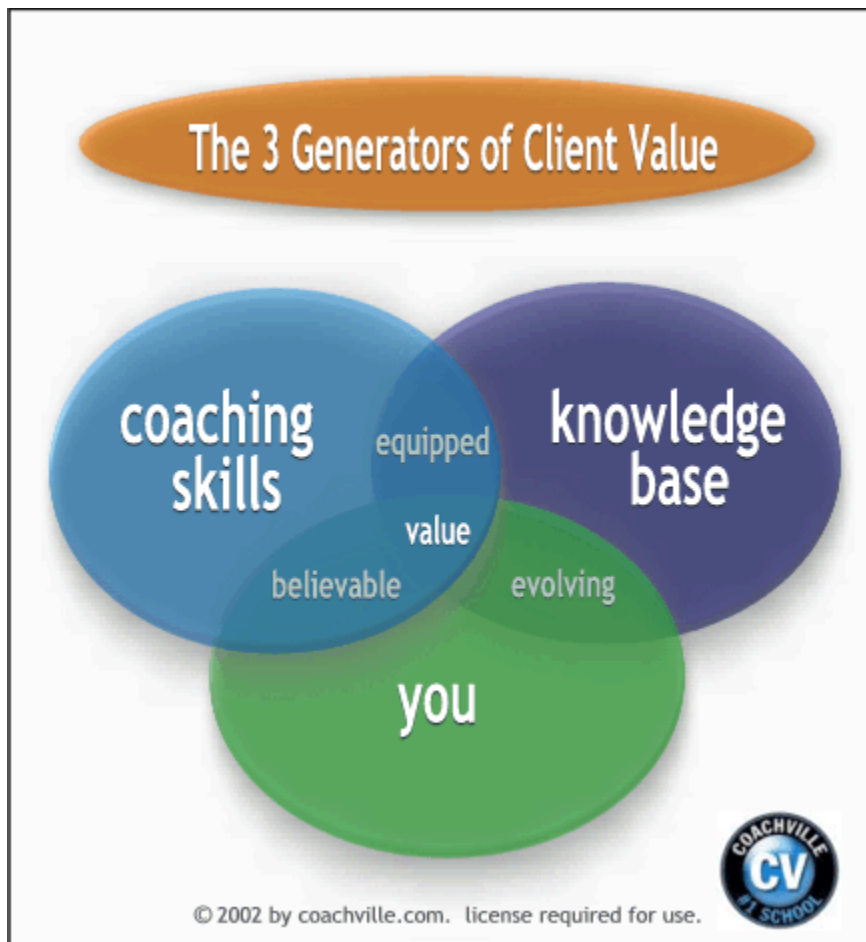
The 15 Life Frameworks

Frameworks are places that the coach (and client) come from in their thinking, perception, behavior and attitudes. Frameworks expand thinking, which can result in clients moving forward more quickly and with less effort. Think of a space ship being launched. It needs the thrust of booster rockets to break the inertia/gravity/weight to get the rocket beyond the pull/heaviness of Earth's atmosphere so that it can play effortlessly in space, where there is no resistance. Something similar happens to the client when their frameworks are expanded. Blocks to success are reduced and progress accelerates.

The 15 Communication StylePoints

How you come across and interact/relate with your client can accelerate or slow down the coaching process. We've identified 15 aspects of communication that we call the StylePoints. Each of these 15 StylePoints can help you become more effective coach by tweaking your coaching communication style.

0.7) Three Generators of Client Value



Proficiency Coaching Playbook Introduction

Key Points

Clients receive value from coaching in the three areas above.

Coaches can be quite successful, and effective, even if they only have 1 or 2 of these generators working well. However, the more you have all 3 of these generators up to speed, the more value that clients receive. And as the standards rise in the coaching profession, the norm will be for all 3 areas to be up to speed.

The 15 Coaching Proficiencies (TM) are the 15 'things' that coaches do during their coaching calls with clients. It's taken me 20 years of figure out the nature of these 15 proficiencies.

Your Knowledge Base refers to what you know about life and business, concepts and principles, who you know in your Rolodex, your level of awareness, your understanding the key distinctions in life, etc. This is the stuff you have already learned or built in life as well as the specialized knowledge you learn from your coaching school, clients themselves and/or CoachVille/Graduate School of Coaching.

You and Your Life refers to just that. Meaning that clients often get a lot of value just from hanging around you and learning how you live your life, who you are and how you operate in this world. Osmosis coaching, if you will. A key factor, really, in how clients often select a coach, so we've made this an 'equal partner' as one of the 3 generators of client value. Thus, the bigger/better/perfect you and your life are, the more value the client receives. (Hey, a chance to be generous by being selfish!)

And, as you can see there are terms describing the 3 overlap areas. In Venn Diagram theory, it's often the overlap areas that tell the real story and the above diagram is no exception.

With the 15 Coaching Proficiencies (TM) and your knowledge base, you are well **equipped** to coach a client.

With you/your life shining, and your competency in the 15 Coaching Proficiencies (TM), you are going to be a lot more **believable** to potential and current clients.

With your knowledge base up to speed and you/your life are a shining example of coaching, you will naturally be **evolving** as you learn and experience new things and, as a result, your clients will be evolving as well. This can also lead to long term client retention.

Proficiency Coaching Playbook Introduction

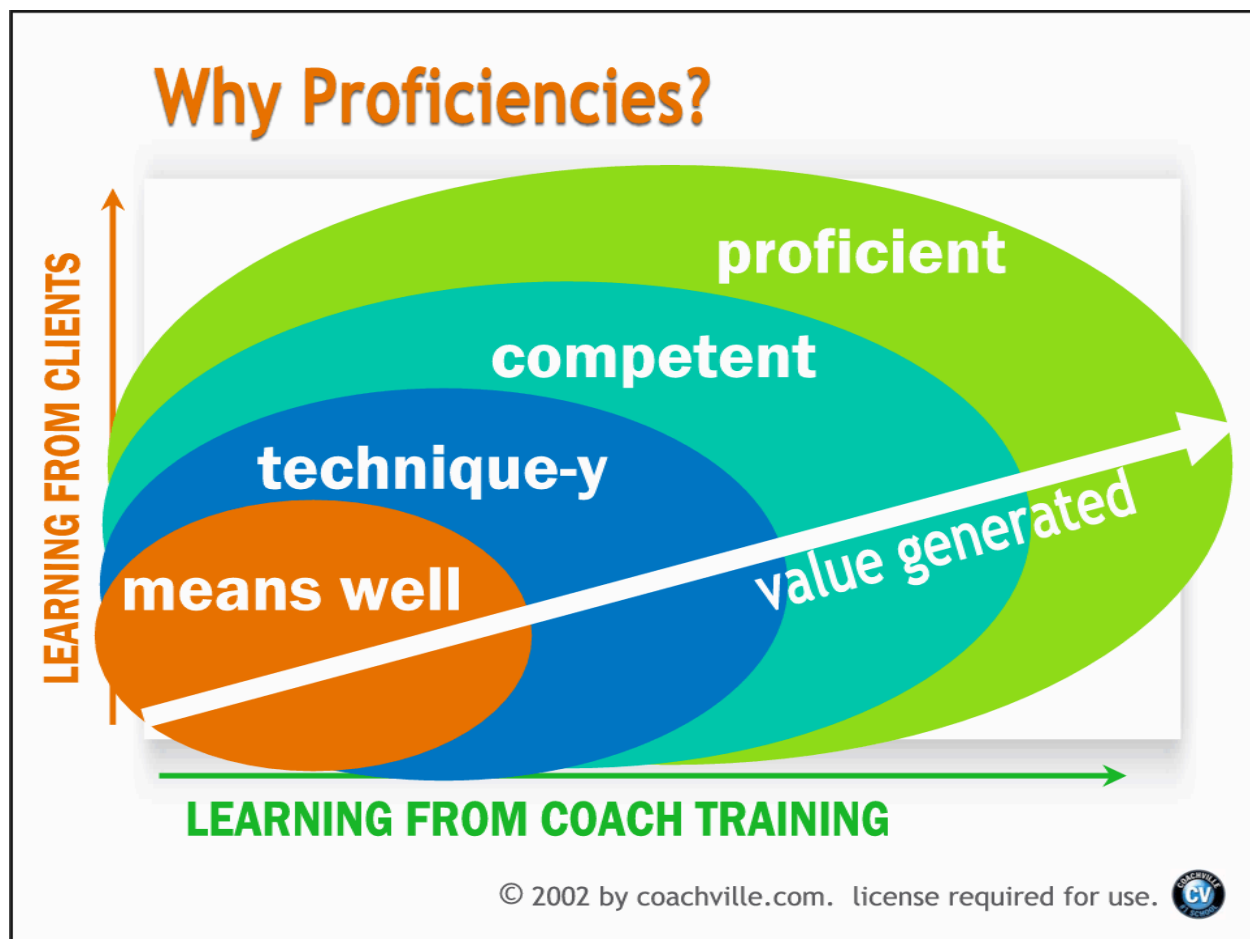
0.8) Diagrams Thomas Created to set the stage for coaches using the 15 Proficiencies







Proficiency Coaching Playbook Introduction



0.9) The Proficiencies are the Pattern Language of Coaching

The 15 Coaching Proficiencies were originally developed to create a new and better way to evaluate coaching and provide the foundation for the CoachVille Certified Coach Designation. We still use them – along with the 10 Core Competencies - for this purpose.

It was after Thomas passed on that we realized that we had something much greater than a way to evaluate coaches. We also had a complete language set to explain the experience of being coached.

This is the definition of a “Pattern Language”: a distinct set of phrases that bring an experience to life and can be recognized even when they take an infinite number of forms.

The best example of this is with Proficiency #1: Engages in Provocative Conversations; There are an infinite number of Provocative Conversations however, you always know if you are in one AND if you are NOT in one.

One of the best ways to learn the proficiencies is to attend Coaching Practicum as an observer and listen to coaching. While you are listening see if you can recognize each of the proficiencies as present or absent from the conversation. This is exactly what the certifiers are trained to do.

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0.10) Center for Coaching Mastery Level 2 – The Pursuit of Flow

Each level of our program has a fundamental pursuit and a primary dynamic. Level 2 is about the experience of flow and the dynamic of Inside / Outside the comfort zone.

The Method course in this level is the Inner Freedom Method. This sophisticated method requires a high degree of Coaching Proficiency. More so than the basic coaching skills needed to use the Play Two Win Method. It requires a deeper level of trust and credibility. This is where these 15 Coaching Proficiencies come into play. Mastering them will give you the depth of coaching ability that you need to really thrive using the Inner Freedom Method.

Another note here about the proficiencies: We do not teach them in order 1 through 15. The order has been shifted so that we can teach proficiencies that are easier to use and learn together. And so that we could focus on three key ideas: Greatness (which was the focus of Level 1), Followed by Trust and Credibility (Needed for Level 2)

Finally, when the Proficiencies were developed the word typically used for the coachee was "client". In many circles that word is still used but as you know we have transitioned fully into Play Pattern Language and use the word Player. However, to keep the integrity of Thomas' work, we have left the word "client" in place. You will know, we are talking about the Players ;-))

Proficiency Coaching Playbook Introduction

0.11) Your Game as a Player

Since everyone – including you! – will practice coaching as a part of this program, it follows then that everyone will also have to be a player! You will be partnered with another coach through the 6 sessions which will create a realistic experience of coaching someone over time. So the BIG question is: What is the game that you are playing that is BIG enough to need a coach to play better?

Remember: Coaching is about playing better – it is not an intervention for problems!

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 that day!
- 3) If you are definitely going to invest the time each week to pursue coaching players for your new practice, then that can be an excellent game to choose.
- 4) Your partner Coach can help you refine the idea for your game, but remember, they are a new coach! So it is better if you come in with a pretty clear idea.
- 5) Remember also that this program is 6 fast weeks. So your game should be something that you know you are doing over this short time frame. Again, it can be something you are already doing; it does not have to be a new thing.
- 5) Game Ideas include: Boost your career, Build your business, Energize your relationships, Expand your network, Rejuvenate your health, Reduce your tolerations

What are your game ideas?

Proficiency Coaching Playbook Introduction

Session 1) What Proficiency Is

1.1) Welcome!

Welcome to the Center for Coaching Mastery!

A few key points to consider as you start this class.

1) Our programs are based on dialogue-based learning. So we expect you to jump in and participate in the conversations. Be BOLD! Share your thoughts and questions; Your voice is a contribution to everyone else in the program. Your instructor is a highly trained coach and very capable of weaving diverse thoughts into a web of learning for everyone!

2) You will coach in every class. It is likely that you have at least some coaching experience and possibly a LOT! Bring an open mind to these conversations, listen for nuances, don't be so quick to think: "Oh, I already do this".

3) During the practice sessions be willing to try new things. Don't try to coach "the way you always coach". You will learn more if you try something you would NOT normally do! If it doesn't turn well, be easy on yourself! Don't expect to be a master of the proficiencies on day #1. Enjoy the opportunity to stretch and learn.

1.2) What Proficiency Is

Your instructor will lead a conversation about proficiency.

What are your "highlights" from the conversation?

1.3) Focus on Greatness

The first five proficiencies that we will study (in sessions #1 and #2) are focused on the "Greatness" of the client. Your instructor will lead a group conversation around the topic of "Greatness"

What does the Greatness mean to you?:

Proficiency Coaching Playbook Introduction

1.4) Coaching Proficiency #1 Engages in Provocative Conversations

Provocative Conversations involve the use of the deep and the doubting questions. Certified coaches ask "deep" questions to get to the heart of the story the client is telling. And they ask "doubting" questions to be sure that what the client is saying is really true. The way these questions are negotiated determines the quality of the provocative conversation.

What Is The purpose of this proficiency?

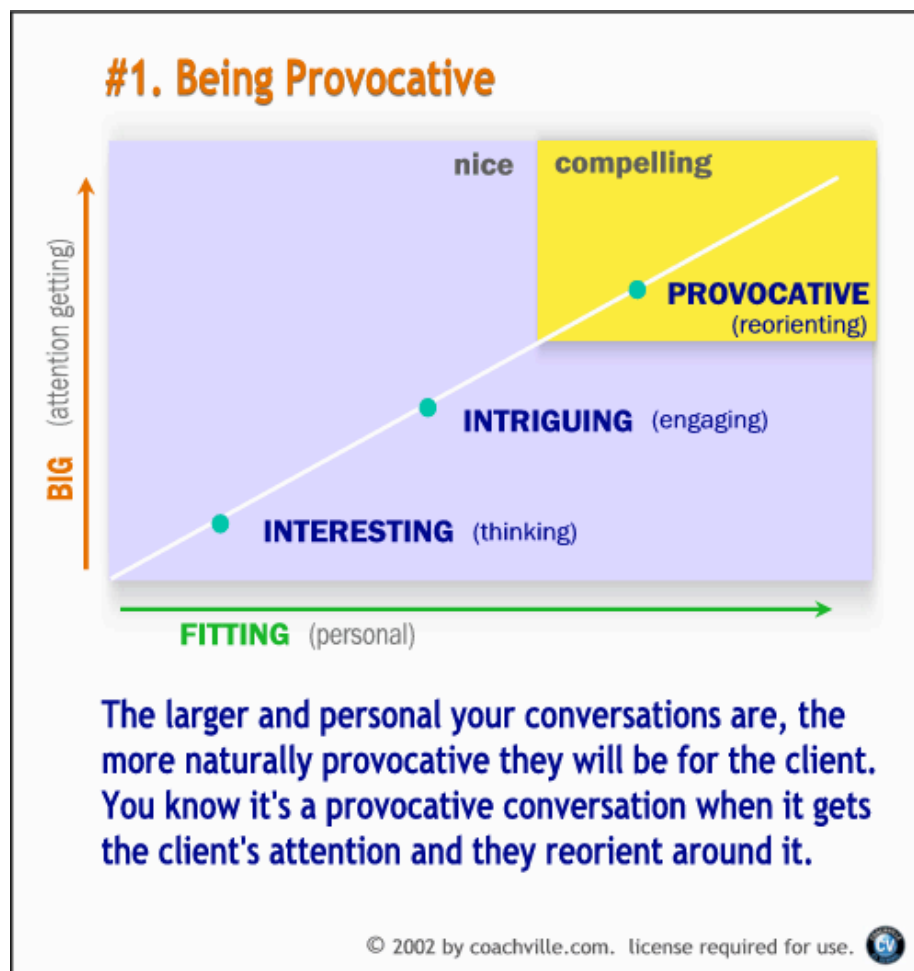
1. To help coaches help clients articulate what's really going on in their lives
2. To help coaches know what to do when resonance is lacking between what client is saying and what is true.

What does engaging in provocative conversations mean and why is it important?

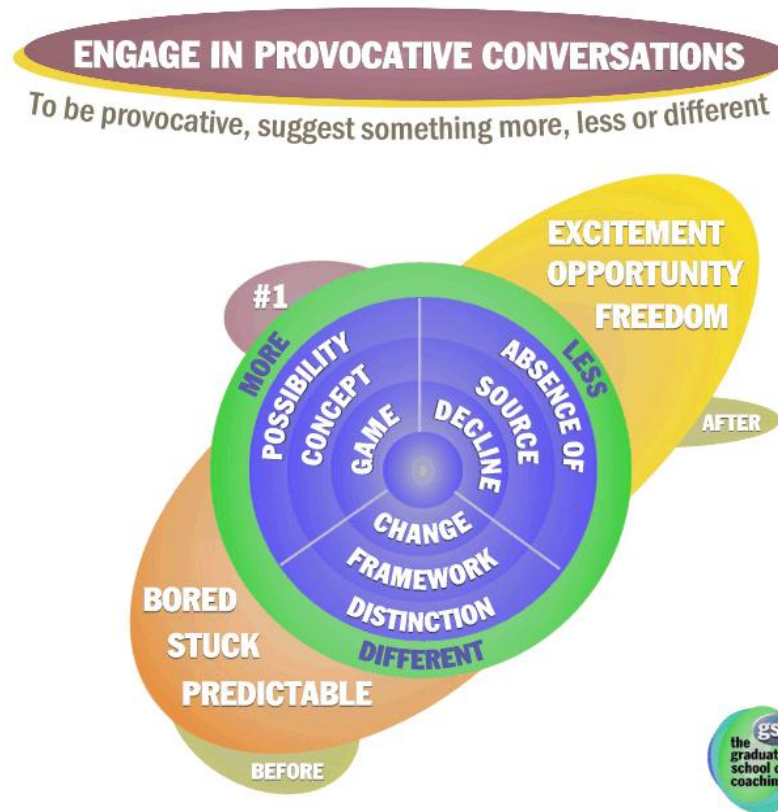
It's more than evocative.

Less than adversarial.

Different from confronting.



Proficiency Coaching Playbook Introduction



How do you use this proficiency with your clients?

- **Suggest something more.**
More possibilities. More concepts. More, or a bigger, game.
What most clients really want is to resolve problems. Certified coaches offer an even bigger game with provocative conversations, of having no problems at all.
- **Suggest something different.**
Offer distinctions, different frameworks, or suggest they make a change.
You come from a place where you are quite interested in having clients that are without problems, period. That really gets their attention when you offer this option.
- **Suggest something less.**
Suggest an absence of something, eliminate the source of the problem, or decline to work on the focus.
It's important to engage in provocative conversations because clients don't want to waste time, energy and money waiting to figure out why they have symptoms or why situations are what they are.
- **Going deep fast**
Your conversations need to get below the surface story and to the real truth of the matter to

Proficiency Coaching Playbook Introduction

really have a powerful impact. Certified Coaches go deep fast with provocative questions, without probing and pushing their clients as if they were cows being led to pasture.

What are the greater truths about engaging in provocative conversations?

1. We're all waiting for a life-changing, provocative conversation.
2. Coaching offers a great environment for this.
3. Provocative conversations add long term value.

How will engaging in provocative conversations make you a better coach?

1. Certified Coaches don't take anything at face value.

That's what makes them better coaches. When you don't take things at face value, you can help your client go deeper and actually resolve the underlying dynamic, not just eliminate the symptom.

2. **They wonder** (with duh questions), they pursue truth (with deepening questions) and they provoke (with doubting questions).

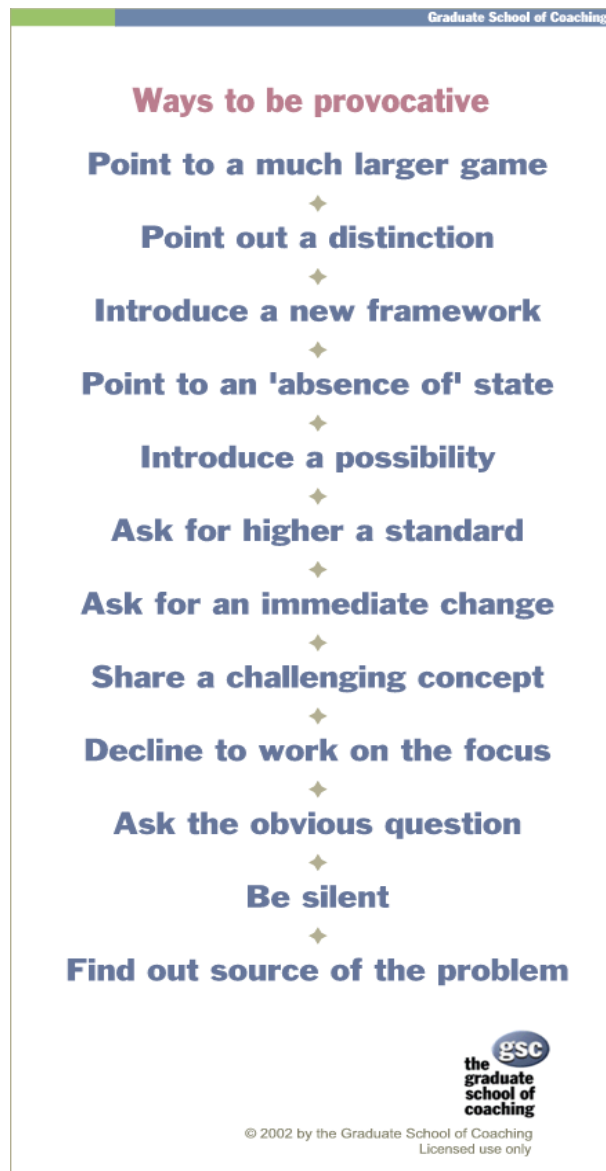
3. The key distinction is provoking vs. evoking.

The certified coach uses questions to get below the surface. Great coaches don't just evoke what the client wants to tell them. They gently provoke what the client may be hiding from themselves.

4. People do hide from things they really want.

A life with no problems at all is quite often wished for, and yet hidden. Engaging in provocative conversations allows coaches to help clients achieve/obtain what they really want, not just what they think they want.

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What are some questions you can use to engage in provocative conversations?

1. I hear what you're saying. You are a responsible person but you feel trapped and with no options. And I'm just wondering, Why are you having any problems at all in your life?
2. What do you think the real truth is here?
3. Are you sure about that? I have a sense that there's something more. Are you sure it's about ...(i.e. losing someone or something or approval)
4. Is this the kind of life you want to have?

How Do You Learn About Engaging in Provocative Conversations?

- Practice the three sets of questions; the duh, the deep and the doubting.

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- Listen to others in their conversations. See if you can pick these questions out in the dialogue.
- Try NOT using these types of questions and watch how boring things can get!
- Ask yourself the questions around your own life. Is your life problem free? Why not? Certified Coaches walk their talk.

What Mistakes do coaches make with engaging in provocative conversations?

1. They stay on the surface accepting their client stories at face value.

They are not careful about being seduced to just follow where the client wants to go, thinking they are letting the client appropriately "set" the agenda. They may actually be letting the client lead them astray.

2. They fear asking deep questions.

They are concerned about prying into private areas. They don't realize that their job is to navigate with curiosity so that the client can see more truth and do something about the truth if they choose to.

3. They don't have a relationship with problem free living.

Since they are not on a path to problem free living they don't know how to talk about it. Even if you are not there yet, your process will be highly valuable to your clients.

4. They misunderstand the distinction between provoke and evoke.

Consequently their sessions focus on evoking more of the client story rather than provoking them to see more and want more for themselves.

What are the key shifts to make to engage in provocative conversations?

1. Think bigger.

Go outside of situations and symptoms and look for the real truth. Provocative Conversations are provocative because they rise above our ordinary way of looking at things.

2. Pursue a problem free life.

Do this so that you can have a meaningful conversation about it.

3. Be fearless, but also guileless in your questions.

Clients can spot it if you have an agenda or you're leading them somewhere you want them to go. "Duh" really means "duh".

4. Don't be satisfied with a chat.

Expect more. Get more.

Highlights from the conversation about #2 Engages in Provocative Conversations

Proficiency Coaching Playbook Introduction

1.5) Coaching Proficiency #2 Reveals the client to themselves

The more aware anyone is, the better choices they can make for themselves. Part of what Certified Coaches do with clients is to help them discover their gifts, talents, wants, values, needs and dreams, as well as come to understand what motivates and inspires them. The result? A well-informed client, quickly moving forward on their path of self-awareness.

Learning Objectives

1. Point to their unseen gifts/secret aspirations.
2. Help them see their way of thinking/paradigm.
3. Help to identify their sources of motivation/energy.
4. The key distinction is awareness vs. information.

What is meant by "Reveals the client to themselves?"

Clients are often oblivious as to:

1. Who they are.

They are unaware of their talents, strengths, the secret aspirations, which drive them forward, and the unseen "gifts" they give others. Gifts can include:

- a. Talents and abilities - music, arts, science, sports, etc.
- b. Personality traits - happy, kind, stimulating, calm, resilient, etc.
- c. Character - wisdom, strength, integrity, compassion, etc.

2. Where they are coming from.

The paradigms that condition the way they perceive the world and its obstacles and opportunities. Paradigms are beliefs about reality so powerful that they filter all incoming information and discard anything that is contrary. i.e.:

- a. Life is a struggle
- b. All Muslims are terrorists
- c. Coach training takes 3 years
- d. Americans will never buy small cars
- e. All male ballet dancers are gay

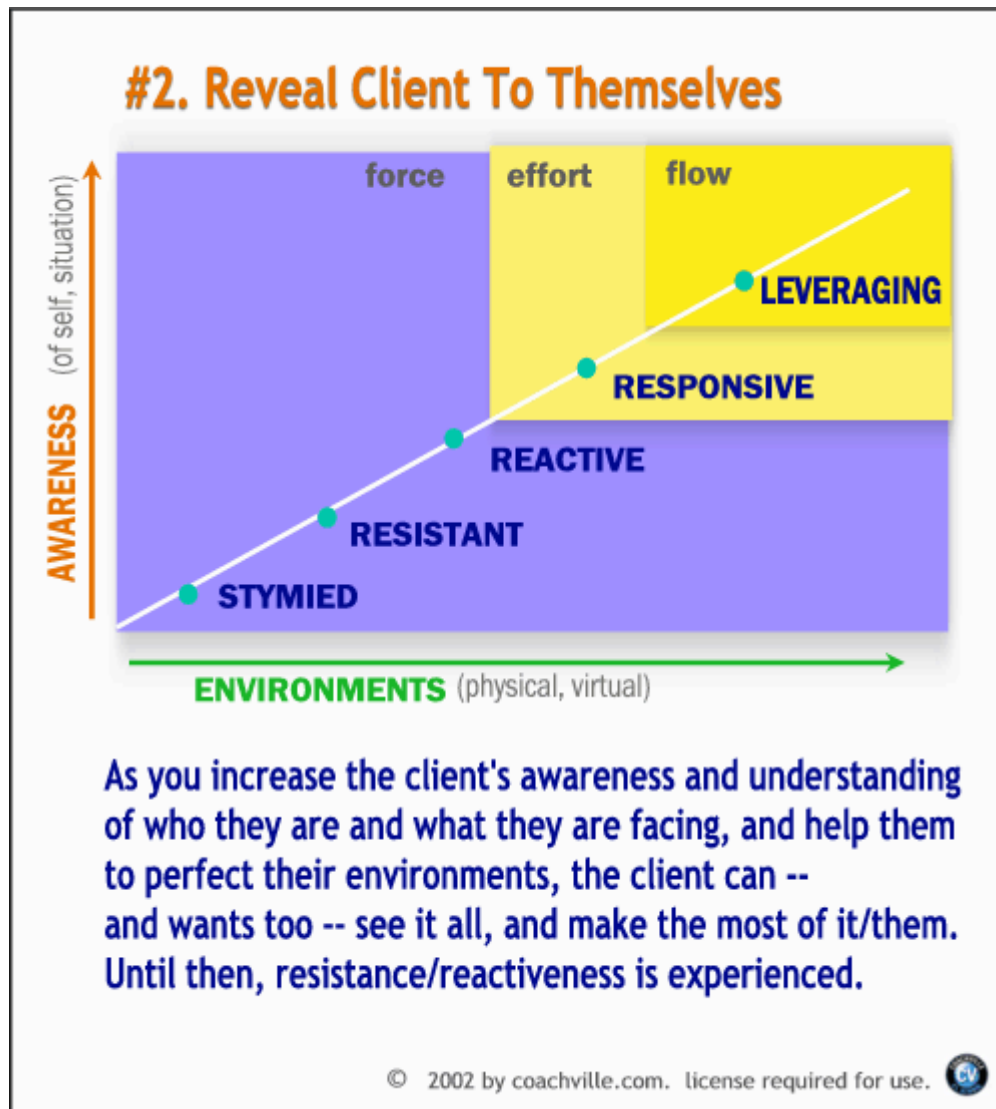
3. How they operate.

Their sources of personal energy, how they are motivated in both positive and negative ways. Sources of energy include:

- a. drama/conflict, the "saga".
- b. adrenaline.
- c. Winning, #1, victorious.
- d. need to be right.
- e. hope, joy, harmony.
- f. unmet needs.
- g. anger, hate, jealousy.
- h. need to serve.

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How does revealing the client to themselves help the client progress?



What are the general truths about revealing the client to themselves?

1. The more we know about ourselves, the easier it is to get what we really want.
2. We usually need another person to help us see important parts of ourselves or our lives.
3. Most of us are fairly uninformed about ourselves.

What is the role of the coach?

It is the role of the coach to assist the client to discover themselves in terms of who they are, how they operate, and where they are coming from.

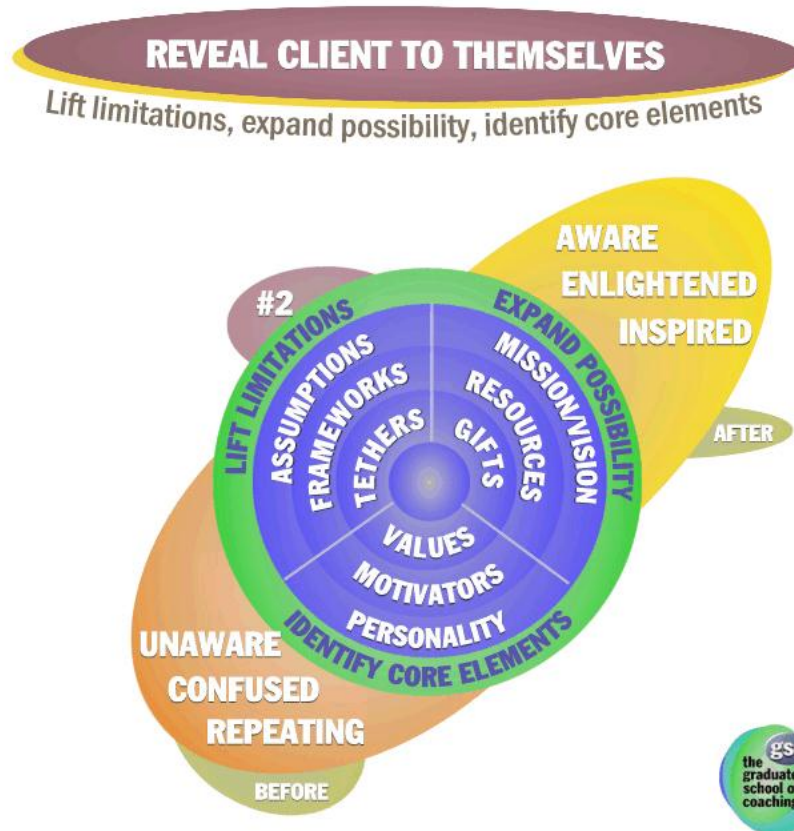
What are the benefits to the client?

1. They become surprisingly effective.
2. They operate with less resistance.
3. They gain in courage and strength.

Proficiency Coaching Playbook Introduction

4. They will be able to recognize old, outdated paradigms and be more receptive to adopt new ones.
5. They will in time become super conductive by reveling in themselves.

How do you use this proficiency in working with clients?



The process is self-discovery. The technique to use is questioning. Think of peeling away layers, uncovering, discovering.

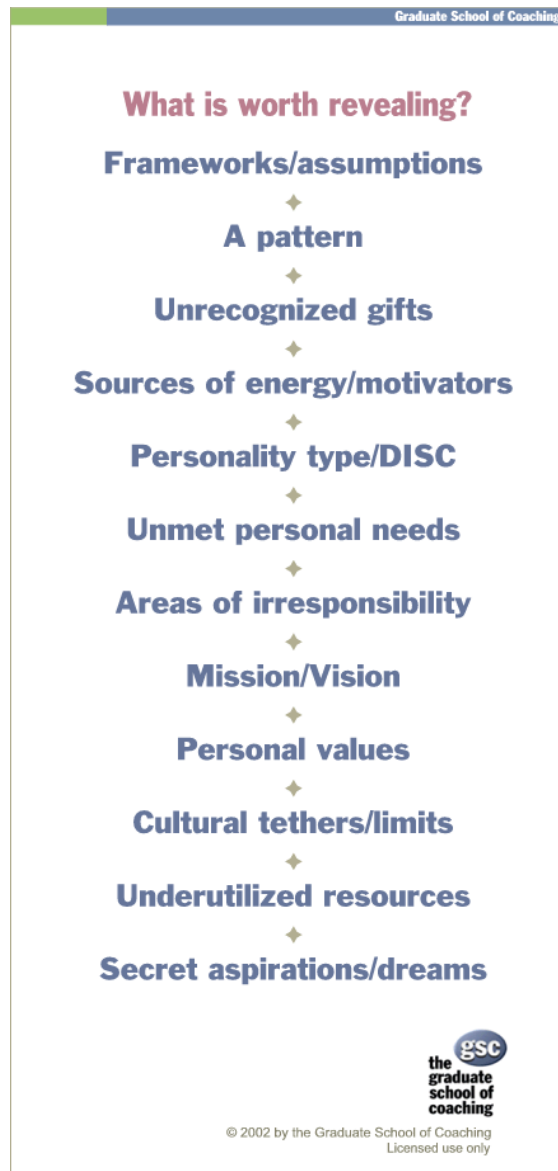
- **Lift Limitations**
Point out their assumptions. Offer different frameworks. Identify what "tethers" them to their current results.
- **Identify Core Elements**
Reveal elements of their personality. Point out what is motivating them. Help them see what their values are and how they are impacting their results.
- **Expand the possibilities**
Ask them what their mission or vision is? Help them identify all their resources. Surface up, or point out, what their gifts are.

How do you know you have revealed the right thing to the client?

The client has an a-ha moment.

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The client sees themselves in a more empowering way.
The client has been freed up in some way.



What are questions you can use to reveal the client to themselves?

1. Examples of questions to reveal who they are, their gifts and aspirations, are:

- Sure seems to me that what you have is a gift in that area.
- Do I hear a secret desire to.....?
- Are you taking that gift for granted?
- Now THAT'S a gift!
- What would you like to accomplish in life that you have told no one else about?
- What are you passionate about?
- What have people always said you are good at?
- What is it that you do so easily that it amazes people?

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- i. Has any anyone ever mentioned that?
- j. Sounds like

2. Examples of questions to reveal where they are coming from:

- a. So the way you're seeing this is.....
- b. How would you have to change your thinking so that it shows up as an opportunity instead of a crisis?
- c. In some worlds that wouldn't be a problem.
- d. Suppose the opposite were true, what then?
- e. What's behind that idea?

3. Examples of questions to reveal how they operate, where they get their energy from:

- a. Have we ever talked about energy sources?
- b. What part of this situation is giving you energy or fueling you?
- c. How clean of an energy source is that?
- d. Wow! Seriously, where do you get all that energy?
- e. Do you really want adrenaline to be your primary source of energy?
- f. Are you interested in upgrading your source of energy?
- g. I wonder if you're aware that you're complaining a lot?
- h. Can we talk about sources of energy that could sustain you for a lifetime?

What should the coach know in order to work with this proficiency?

- 1. Be aware of the variety of gifts and aspirations that clients may have.
- 2. Have a thorough list of questions to ask in each of the 3 areas, gifts and aspirations; paradigms; source of energy.
- 3. Understand the power of paradigms and how they can blind the client to what may appear to be logical to the coach.
- 4. Be prepared to ask for revelations to occur.
- 5. Help the client to understand that people are often oblivious to who they are, where they come from, and how they operate. Bring the client into the game.
- 6. Clients very often take their gifts for granted.
- 7. There are always layers to come off. It doesn't matter who does the peeling, as long as they come off!
- 8. Be curious.
- 9. It may take a day or two, a week, a year to fully become aware. Be patient.

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What are the 12 Primary Sources of Energy?



What mistakes do coaches make in working with this proficiency?

1. Saying. "You are X..."

Be careful about putting them in a box. Clients often think whatever the coach says must be true. Be aware of a tendency to do this.

2. Telling, instead of questioning.

If you tell them, they'll resist! Rather than telling them what you think they are, ask questions to help them uncover it for themselves.

3. Making this a mission.

It's up to the client to accept or not. And, you might actually be wrong. Invite the discussion (see proficiency #1 - engages in provocative conversations).

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4. Debating or convincing.

Don't turn this into an intellectual contest. Share what you observe, share inklings, and ask questions.

Highlights from the conversation about #2 Reveals the Client to Themselves

1.6) Coaching Demonstration

Here are the basic questions and topics of discussion for your coaching session:

They provide an excellent back drop for Engaging in Provocative Conversations and Revealing the Client to Themselves!

1) What is the big game you want to play better?

1A) The Purpose - why they are playing this game

2) Clarify 3 objectives for the next 3 months

a) a tangible measurable thing

b) a get better at doing something

c) a becoming more/less something

3) What is one thing you can do every day this week to play your game?

4) Let's create a Game Plan for the week:

a) Clarify your objectives and enter them into the game card.

b) Do at least the one thing every day to PLAY your game this week - enter it into the game card

c) Sign and return our coaching agreement

d) Anything else you want to commit to doing?

What are your "highlights" from the coaching demonstration?

What did you learn about Engaging in Provocative Conversations and Revealing the Client to Themselves

Proficiency Coaching Playbook Introduction

1.7) How to do a great coaching practice session in class

IMPORTANT: Read the "Dyad Guide" prior to class. It will provide you with a LOT of important information about how to get the most out of your practice time in class!

- 1) Choose who will be the coach and who will be the player in the first session
- 2) Get RIGHT INTO the coaching – skip the traditional small talk
- 3) When you are the Player - be real, be yourself; tap into your desire to play your game better;
- 4) When you are the Coach - **Follow the outline of the coaching demonstration;**

Ask the questions and then BE CURIOUS to clarify what your player is sharing.

You really want your player to have a great, winnable game.

Focus on getting to know your player and their game.

1.8) Review the Game for the Week

Each week between sessions you will play a game using our social game platform. This is a powerful and fun way to put what you are learning into practice in your REAL life and connect and build relationships with your classmates / teammates.

As you complete the exercises, actions and results in the game and share about what happened you earn points. Don't expect to get a 100 every week, a score of 70 is quite good.

IMPORTANT: You must accumulate at least 50 points in each of the two 3-week games in order to pass the class!

To access your game card for game #1:

- 1) Visit the page for this program on the CV member site.
- 2) Click on the tab entitled: My Game
- 3) Click on the link: Proficiency Coaching Game 1
- 4) Here you will see all of the activities you can do to earn points!
- 5) Remember!!! It is a game NOT a task list. You don't have to do everything. Do the items that engage you.
- 6) ALSO Important: **Share with the Intention to Inspire!** You will earn points if you can inspire your team mates to give you their "You Inspire Me" points. Really Fun!
- 7) Click on the Leader Board tab to access the game cards of all of your team mates. Click on the number link to see each game card.