

PLAY **Two** **WIN** Method

Create Winning Results



CoachVille : Center for Coaching Mastery

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Play-Two-Win Method™ Playbook

Welcome to the Play-Two-Win™
Method Coaching Program!

Learn how to coach anyone to play
better, and win on their own terms.

Our vision...

Everyone, everywhere with the courage
to play BIG in the world,
has a GREAT Coach!



What is a great coach?

A great coach guides
a player toward playing a game better
by co-creating a life-changing conversation
EVERY TIME they Coach.
(yes, it is a high bar! ;-)

Life is a game.

(Business, Career, Leadership, Community, Family... they are aspects of the game)

To change someone's life, you have to change their game.

To change someone's game, you have to be a great coach.

Are you READY TO Play BIG in your own life AND Become a GREAT Coach for others?

We will show you how as we explore the 9-step Play Two Win Method and 3 life-changing Coaching Proficiencies.

The emphasis is the transformational shift from working to PLAYING and adopting a "GAME framework" in your personal, business and leadership life.

Enjoy the program ... YOU can be A Game Changer!

A handwritten signature in black ink that reads "Dave Buck".

Coach Dave Buck and the CV Team!

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Use this example to create agreement and use it with your players.

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Section 1) Program Quick Start

The purpose of this playbook is to provide you with the important concepts to read and consider **prior** to each class session.

Pre-Class Action Plan

For each class session .

Pre Class Action Plan

- 1) Read Section 1 of this Play Book: Program Quick Start (Page 6)
- 2) Read Section 2 of this Play Book: Program Introduction (Page 10)
- 3) Read Section 3 Session 1: Define the Game (Page 31)
This is a brief outline of the discussion topics for Class Session #1, AND
A step-by-step coaching guide for you to follow with specific questions and discussion topics to use with your player. **(THIS IS VERY IMPORTANT)**
- 4) On the program home page, listen to the first coaching demonstration recording
- 5) On the program home page, read the "Dyad Guide"

You are READY for the first class!

Bonus Actions

- 1) Read Section 4 Chapter 1: Step 1: Define the Game
- 2) As soon as the game card link is available:
Read the Start Here Playbook,
Coach Mission 1 Playbook and
Play Mission Playbook

Two Missions to Start the Program

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!

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There are two mission categories that run through your Play Two Win 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!

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.

This is 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:

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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 12 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.

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

Study the Proficiency Posters

In the program introduction there is a section on HOW you create life changing conversations using 3 Coaching Proficiencies. It is a great idea to print these 3 posters and look at them often. Let these ideas get into you, over time they will begin to flow into your coaching conversations with great ease.

Teleclass Welcome!

Welcome to the Center for Coaching Mastery Play Two Win Class!

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 little coaching experience and possible that you have never conducted a coaching conversation before. So be easy on yourself! Don't expect to be a masterful coach on day #1. Coaching in class is your opportunity to experiment and try things that you have not done before. Enjoy the opportunity to stretch and learn.

3) Listen to the recording of the coaching session prior to class! It will give you an example of what you need to do and your class instructor will ask you about it as part of the class dialogue. You can find a link to the recording on the game card AND in the syllabus.

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) You will each get a chance to be the coach and the player. So quickly choose who will be the coach and who will be the player in the first session. Your instructor will tell you when to swap roles.

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- 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;**

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.

5) EXPRESS YOUR INTUITION: If you have an insight about WHO they are or a new territory you could explore together, share that.

HOWEVER... **VERY IMPORTANT...**

IF you have the urge to share a tip or a way to “solve their problem” **HOLD YOUR TONGUE!**

Tipping is for waiters and waitresses - NOT coaches

Tipping - is when your player shares something about their situation and you think you have a good, quick solution and share it.

"Did you ever try..."

There IS a time and place to share solutions, but that time is NOT now.

After Each Class

As a part of the program 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.

IMPORTANT: You must accumulate at least 50 points in each of 3 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) Follow the instructions to activate your game card.
- 3) Click on the tab called My Game
- 4) Click on the link in the left column: [Play Two Win Method Game 1](#)
- 5) Here you can see all of the activities you can do to earn points.
REMEMBER it is a GAME! NOT a task list. You don't have to do everything, just the activities that engage you.
- 6) Click on the Leader Board tab to see how all of your teammates are doing!
You can click on the number link (eg [17](#)) to see each players' specific game card
- 7) Click on the Game Board tab to see the most recent actions and comments by all players in the game
- 8) SHARE WITH THE INTENTION TO INSPIRE!
This is the key to playing the game well. The JUICE of the game is taking action in your life and then sharing about it with your team in such a way that they want to give you their “You Inspire Me” points! It's fun and engaging.

Section 2) Program Introduction

Program Description

Play Two Win™ Method Coaching

Unleash the Human Spirit of Play

Learn a powerful nine step coaching method and three life-changing coaching proficiencies where you guide your player to design a winnable game, play better and win on their own terms.

Transform your mindset

From: a worker focused on checking tasks off of a to-do list and doing them perfectly;

To: a player focused on creating results, becoming a great player and loving the game every day.

By tapping into **the spirit of play within**, you can escape the Industrial Age perfection trap that makes it nearly impossible to try new things - a trap that has probably had you stuck for years. You will learn how to enjoy playing again and play better through game planning, skills practice, inner freedom and world power (designing a winning environment).

As a Coach, you will learn how to provide the right balance between support and challenge that leads to human greatness. Your confidence as a coach will soar as you master this method.

Peer Reviews

June M. Porter

I have had great success using the Play Two Win method with my clients. I have found it so much easier to use than other vague coaching concepts / techniques.

Melissa Wheeler

I am very happy, relieved and pleased that there is such a simple, straight forward method for getting started in coaching. I greatly enjoyed the discussion about coaching in the spirit of play. I also enjoyed discussing the difference between work and play and agree that most people don't have enough joy in their day-to-day lives. I'm excited that coaching can address this!

Amy Magyar

I loved the discussion about the difference between project management and coaching especially using the play to win model. I assumed that coaching was helping people figure out their tasks! But now I see that it is about figuring out who they want to become!

I actually used this concept with one of my clients and we both had an "ah ha" moment which lead right into a BIG next step for her.

12 Key Themes of This Program

1) Any endeavor can be a playable, coach-able game

The Purpose of Coaching: Guiding an individual or team to PLAY BETTER and win on their own terms.

If you are a Coach (or a Coach Approach Entrepreneur, Leader or Manager) you will achieve much better performance from EVERYONE around you with less stress and more fun by designing winnable games and focusing on playing better each day.

Our theory is that any endeavor in life can be played as a winnable game worth playing. If a game is worth playing then it is also worth playing better which means it is coach-able! In this program you

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will learn how to create a winnable game and use it as the foundation of every coaching relationship - with every player you coach. You will also learn how to spot an unwinnable game and correct it before it leads to frustration for your player.

When we say any, we mean ANY! You can make a game out of business, career, relationship, health, basketball, spiritual quest, personal growth, community leadership, personal leadership... ANYTHING.

2) The heart of what people expect from a Coach

The program gets to the heart of what most people expect from a coach:

- 1) The ability to teach them how to play the game better by helping them learn, practice and refine the skills of the game AND
- 2) The ability to guide them with an effective personalized game plan.
- 3) The ability to evaluate the results of the game to facilitate development and learning. You must be able to celebrate successes in a way that expands awareness and to debrief losses in a way that promotes growth and restores their desire to get back into the game.

To do these things you must have knowledge of the game and a clear method for guiding them to the results they desire. Your players trust you to have a way of doing things that is reliable, consistent and grounded in experience.

In many coaching theories and schools of thought, knowledge of the game is grossly overlooked, even dismissed. Not here. We know that your knowledge, wisdom and experience is one of your greatest assets as a coach and in this program we show you how to refine it and leverage it for the maximum benefit of your players / clients.

We will help you put this together in this program.

3) The value of a method

This is a method-based course. You will learn how to do each part of the method step-by-step. Then you will add your wisdom and expertise to make it your own. While you are learning to coach you will use the same steps to learn how to be a player and experience coming alive in a winnable game.

The purpose of the method is to create a framework to guide you toward helping people play better and win. A method is your gateway to consistent and predictable results. This program will provide you with something of extreme value: **step by step questions and explorations to use with your player in each session that will result in them playing better and enjoying their game more.**

The method has a natural flow, but is not always linear. Typically you will use the nine steps in order when first working with a new player; Defining the purpose comes first and designing the actions comes next and so on. But once you are really coaching with someone the steps can be used in any order depending on the situation.

4) 3 Life Changing Coaching Proficiencies

Remember!!! The game here is to learn how to co-create a life changing conversation every time you coach!

These 3 Coaching Proficiencies will help you do just that. They are drawn from the 15 Life Changing Coaching Proficiencies created by the late Thomas J. Leonard.

Proficiency is an advanced skill. For each "Proficiency", you will have a "poster" of key phrases that will help you immerse yourself in the essential ideas so that they come quickly to mind when you are in coaching conversations.

The three Proficiencies that we will study in this program are:

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#1) Engages in Provocative Conversations

You will ask your player questions that no one has ever asked them before.

#2) Reveals the Client to Themselves

You will show your player things – about themselves – that they have never seen before.

#12) Enters New Territories

You will walk with your player to “places” that they have never gone before or would not dare to go alone.

To use the proficiencies while you are coaching you will learn to trust your intuition and share it in bold, courageous and profound ways.

Note: in the 6 Week Proficiencies Coaching Class you will study all 15 Proficiencies in greater detail.

5) How you LEARN to be a GREAT Coach

- 1) Your first mission in the game is to recruit 5 Practice Players; with the aim to coach them every week for 12 weeks.
- 2) In this playbook you will have a step by step guide of questions to ask for every step of the method. You will read them before class. You will also read a few pages of ideas and concepts that will illuminate the step of the method you are learning.
- 3) You will also learn 3 Life Changing Coaching Proficiencies that you will study and use in every coaching session. You will keep studying them and using them week after week.
- 4) Each week before class you will listen to a recording of a real coaching session where those exact questions are asked and you will hear how the steps of the method and the Coaching Proficiencies are used together to create a Life Changing Conversation every time.
- 5) When you attend class you will practice using the method with your partner as both coach and player to get more familiar with the flow of the questions and use of the Proficiencies.
- 6) Then you will apply what you have learned with your 5 practice players in the week between class sessions and share about your experiences on your game card.

How this program will make you a better coach

- 1) You will dramatically increase your confidence because you have a reliable method that gets RESULTS!
- 2) You will develop the ability to help your player craft an effective personalized game plan.
- 3) You will develop the ability to teach your player how to play the game better by practicing and refining the skills of the game
- 4) You will develop the ability to expand inner freedom through playing and facing challenges
- 5) You will develop the ability to expand world power by designing environments for sustainable results.
- 6) You will learn the powerful distinctions between work and play - and you will discover how to PLAY in the serious games of life: like business, career, family and romance.
- 7) You will learn how to elicit greatness using play pattern language - the natural language of the coaching craft
- 8) You will learn how to determine if the game your player wants to play is winnable or not

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9) You will learn how to outline the activities of any life or business game and identify the game plans, skills, sources of inner resistance and environments for each one.

10) You will learn the ONE BIG QUESTION that you MUST ASK EVERY NEW PLAYER (aka client)

6) Create a compelling action-oriented, result-focused game for your player to play and master (and the transformation from work to play)

Most people have been trained to WORK on things that matter and that play is only acceptable when the matter is frivolous. As a Coach you have to turn this around and show people that they can PLAY at the things that matter most. By playing you will unleash their creativity, self-expression, resourcefulness, personal values AND focus on results.

You will show them that by evoking the human spirit of play they will have a LOT more fun AND get better, more sustainable results.

This makes YOU a “Game Changer”!

7) Evaluate progress based on results - celebrate successes and learn from failure

One big reason why people stop playing in life is because they don't like losing; Better to not play at all than to take a chance to really play hard for something and suffer a heart-breaking defeat. As a Coach YOU are the one that can revive their desire to play by showing them that every loss can lead to a future success when you evaluate what happened from a judgment-free perspective. You can inspire them to play for BIG results and if they get them, celebrate, if they don't then we will learn from what happened. You will also have to teach people how to celebrate their wins because most of us were taught that it is not polite to celebrate.

8) Understand the flow of a coaching session by weaving together the elements of the Play Two Win Method™

As your players play BIG for results, you will observe them by talking about their actions and their results; and how they responded to the challenges that they faced. From there, you and the player will figure out together what to do next. Here is where the steps of the Play Two Win Method will come in very handy. You will figure out if you need to revise the game plan, practice a skill, explore the inner game or design a better environment. The ability to weave easily and naturally between these options is one hallmark of a masterful coach.

9) Understand that the fundamental component of most life games is communication

Every game has a few fundamental actions. If you look at soccer or basketball they both involve dribbling, passing and shooting the ball; one game with the hands the other with the feet. In most of the games of life the fundamental action is talking to people; making requests, collaborating and adding value. However, most people try to approach their big games in life by burying themselves in a task list. Why? Because tasks are safe and people are dangerous! (not literally dangerous, but conversations can be emotionally risky) So you will challenge your players to get into critical conversations; of course practicing with them before they get into the real game.

10) Understand the important distinction between focus on tasks vs. focus on mastery and how to organize practices and projects into a game worth playing and avoid the DEADLY task list trap

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Growing up as workers in the Industrial Economy we have been trained to be task oriented. To truly thrive in life you also have to play toward mastery. The benefit of mastery is that it is fulfilling and it continues to build over a life time; while the joy of reaching an outcome tends to be fleeting.

When you are coaching you have to learn how to ease people out of task mode and ease them into play mode. We will talk about how to do this.

11) How to talk like a coach with the Spirit of Play

It is VERY easy in a coaching session to fall into conversational patterns that you are familiar with like friend, boss, colleague, mate or parent (or counselor, therapist if you have done these). The Spirit of Play and Play Pattern language set the coaching profession apart from every other profession. When you keep your conversations around playing big and playing better you will never be confused with another type of professional. It is essential for you, your players and our profession that you learn how to use these language patterns as a Coach. If your conversations sound too much like a friend or mate, for example, they will soon wonder why they are paying you!

12) Support and challenge and the Pursuit of Human Greatness

There is no greatness without challenge! No one achieves greatness without support. You want your players to become GREAT Players. Greatness is where you love the game and play the game so well that you lift up the other players because of the way you play. As a coach you need to gently guide your player from one challenge to the next always moving them just over the edge of their comfort zone and capability. Then you have to provide the support they need to step up to the challenge with confidence. It is a delicate balance that you must find as a masterful coach.

There is nothing more fulfilling than transforming your own life experiences into something that adds value to the life of another. This is what you will do every day as a Play-Two-Win coach.

We will show you how.

Why learning to coach and play is essential to your success

Understanding the “Connected Age of Purpose & Play”

A BIG benefit of using the Play Two Win Method for living and coaching is the opportunity transform from worker mindset to purpose/player mindset. In some ways this transformation is quite natural because we were born with purpose and the desire to play; we were NOT born to work. However, we were TRAINED to work on everything and were fully indoctrinated in the Industrial Economy.

In the Industrial Economy, work was seen as sacred while play was considered frivolous. You didn't focus on your own purpose; the group/company told you what the purpose was.

Coaching in the Connected Age of Purpose & Play...

To help you understand the nature of this transformation, here are a few concepts to explain the Industrial Economy – which is coming to an end - and Connected Economy which is quickly rising up to take its place.

Instead of being a worker with a job, or a manager with a group of workers, you can be something way more compelling and fun!

1) You are a coach with a team of players.

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2) You will coach your players to “play BIG in the world” to fulfill their purpose. While they fulfill their purpose they contribute to something larger like an organization or a cause. This can be what you are leading!

3) To Play BIG in the world means:
*To add MAXIMUM value to the lives of others
 by fully EXPRESSING your talents and gifts
 in a way that BRINGS joy, fulfillment and WEALTH
 to yourself and your community!*

Purpose:

To transform your life and /or organization
From a task oriented place of work
To a winnable game worth playing (a game with purpose);

1: Understand that YOU have been trained to WORK ON TASKS, FOCUS ON PROBLEMS and CONSUME;

Here you will learn how to PLAY FOR RESULTS, CREATE POSSIBILITIES AND ADD VALUE.

2: Remember that you were born with the Spirit of Play; with unlimited Creative Potential, Resilience, Resourcefulness and the Capability to Fulfill YOUR Purpose

3: KNOW that WEALTH is more than money! WEALTH is the accumulation of VALUE. There are at least 9 kinds of “Wealth” that you can accumulate as you play the game of life: Knowledge, Talent, Experience, Character, Community, Connection (spiritual), Health, Finance, Love.

While you play you will create wealth for yourself and others based on what YOU VALUE:

Welcome to the Connected Economy!

You can LEAD the way.

You	Industrial Economy	Connected Economy
are a	Worker	Player
are seen as a	Consumer	Creator / Investor
have a	Job (enjoyment unlikely)	Purpose (enjoyment assumed)
do what you do	Complete tasks Solve problems To earn money to buy things	Create Results Express talents that add value To fulfill a purpose
buy...	Things - More is better Entertainment to get away from it all	Things that inspire you and facilitate creation; Experiences that expand skills and consciousness
Aim to	Save some money for retirement	Create “YOU Wealth” by fulfilling your purpose in the world

The Manager - The Coach

	The Manager	The Coach
You have	Workers	Players
They are	Cogs in the wheel; serving the purpose of the organization	Creative individuals serving their own purpose in life
What they do	Complete tasks; Fix Problems	Play for results; Create Value
Mentality	Get it done by the deadline or you are in trouble	Play to win and get results; Evaluate how to play better
Approach	Command Tell them what to do Control Show them how to do it Compliance Make sure they do it right	Connect Know the person and their purpose Collaborate Game plan / respond to challenges Contribute Maximize value together
Your focus	Make sure they get it done on time.	Help them play better every day

The reason to make this leap...

You wake up every day into an exciting game that is fun to play and fulfills your purpose; rather than a job that is an unwinnable game that never ends; checking off tasks on a bottomless list!!!

Why Coaching is SO Important NOW

When you look around at life and people today a few things become very clear.

- 1) MOST people are really NOT enjoying life fully
- 2) MOST people are pretty stressed out about one or more areas of life
- 3) MOST people feel like they are playing alone – even if they have a lot of people around them
- 4) MOST people have a low-grade frustration with life and a yearning for something different
- 5) VERY few people have a Coach. WE AIM TO CHANGE THAT!
- 6) ALMOST EVERYONE needs a game change!

Either they need a new game OR a new / better way to play the game they are currently playing OR they need a BIGGER Game with greater impact on the world.

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It is not likely that the people of the world will suddenly wake up and start designing winnable games in the pursuit of Human Greatness! Yet, this is exactly what they are yearning for.

**So YOU are in the perfect place at the perfect time.
The People of the world are ready for Coaches
Because they want to be Game Changers!**

As a Play-Two-Win Method™ Coach you will guide individuals and teams to play a winnable game worth playing and win on their own terms.

YOU will teach them how to PLAY again; and enjoy life fully and completely while creating the results they truly desire.

You will be the true expression of the word: COACH!
YOU will be a Game Changer.

Coaching Theory, Method, Proficiency and YOU

Theory: *a coherent group of tested general propositions, commonly regarded as correct, that can be used as principles of explanation and prediction for a class of phenomena.*
- dictionary.com

A Theory is why you approach an endeavor in a particular way

A Method is what you do; a step-by-step way of doing something to create a desired result

A Proficiency is how you do something in the best possible way; an advanced skill

YOU are an individual with a unique combination qualities, awareness, life experiences, knowledge and lifestyle who will creatively apply the method and proficiency to each players' unique game situation.

Next we will explore:

- the CV Coaching Theory as it relates to the Play Two Win Method
- The Play Two Win Method in detail
- The Life-changing Coaching Proficiencies that we will use with the Method
- A few thoughts about what YOU bring to the coaching experience

Coaching Theory {Why you do it this way}

The theory is the foundation of the method.

1. All humans are born with the Spirit of Play
2. Any endeavor in life or business can be played as a winnable game worth playing.
3. *Coaching is a relationship between two people.* To coach someone you have to know them personally. To be a coach for someone you have to be willing to be known personally by them.
Coaching is NOT a detached, impersonal relationship (the 20th Century version of "professional") { it is NOT that; it is a personal connection; even in a business setting.
4. *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.
Coaching is NOT an intervention for people with problems.
5. Masterful coaching is possible ONLY when the coach truly knows the game the player is playing.

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6. Playing BIG is expressing your talents and gifts in a way that adds value to the lives of others and brings joy and creates wealth for you. True wealth is the accumulation of what YOU value.

The Games of Life

Life is a game. And there are many components of the BIG game that can each be thought of as a game as well:

- small business,
- loving relationships,
- career development & transition
- business development,
- spiritual quest,
- financial freedom,
- athletic performance
- leadership, and management development,
- artistic expression and performance
- health and wellness

Why do people play worthwhile games?

- To express their talents, energy and creativity
- To enjoy the company of people likewise engaged
- To grow their skills and capabilities
- To change the world in some way

People LOVE a game that is engaging, supportive, challenging, worthwhile AND Winnable!

The Language of Play = The Language of Coaching

The language of play and games is the natural language of coaching. In this program you will be introduced to game pattern language.

A pattern language is a collection of terms that brings an experience to life. So for example the simple phrase “play the game” would evoke a wide variety of thoughts, feelings and experiences. And while two people may have different experiences there would be enough common elements that each would understand what the other is saying.

Examples of terms in the game pattern language include: play, game plan, keep score, play to win, skills of the game, inner game, winning environment, practice and rest between games.

In addition, every game has its own unique pattern language.

So the game of business has language like: marketing, close the sale, delivers the service, customer satisfaction, referral marketing etc. Each word or phrase has a life of its own – just thinking of “close the deal” can evoke a variety of memories and emotions.

Or the game of romantic partnership has a language all its own as well: Showing appreciation, eliminate blame, create intimacy, building trust etc.

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So as you learn to coach you will be using the language of the game, which you already know, and combining it with game language. I know that is tricky but if you read it again you will get it.

The two BIG benefits of this are: a) People already know game language so it will be a natural way to talk about coaching, and b) using game pattern language will bring you to life like nothing else! ENJOY IT.

Play Two Win Method {What you do}

The big benefit of using a method is that it enables you to feel confident about what you are doing right from the start of your first coaching session. The method has been used by thousands of coaches to create life-changing coaching conversations!

Quick Overview of the Play Two Win Method for Coaching and Playing

Play Two Win Method of Coaching	What the Player Does
Step #1) Define the game Clarify the purpose of the game; Explore values.	1) Creative self-expression This is WHY you play. Make sure the game has real purpose for you and expresses your values.
Step #2) Design the object of the game Identify the Objectives: Outcomes, Mastery, Becomings and Upgrades; Identify the RACE: Results, Actions, Challenges and Evaluation	2) Plan for results You know what you want to accomplish. Next you can create and your approach to doing it. Make it a game NOT a job.
Step #3) Play for results (and observe your player) Discover how your player responds to the "challenge" of creating results vs. just getting it done. Discover what your player needs from you	3) Play for results and Engage Fully Find the fun in everything that wants to be done Be aware of your desired results while focusing on playing the game (NOT looking at the score board)
Step #4) Embrace challenges Teach Resourcefulness with support and challenge	4) Respond to challenges Get the best result possible from the situation; Embrace what IS; Know that every challenge makes you a better player
Step #5) Evaluate what matters Evaluate results and feedback with judgment-free awareness; Learn and make a plan for growth.	5) Devour Feedback Look at everything and learn from results, messes, mistakes, failure and winning.
Step #6) Game Plan Teach the strategies of the game to leverage strengths	6) Think about your approach to the game Make the most of your abilities; Be smart about how you go for the results you want.
Step #7) Practice Skills Create a personalized learning plan for your player	7) Pursue Mastery Learn every skill of the game; Have a vision of excellence. Practice. Practice. Practice. Enjoy the process even when you are not good at something yet.
Step #8) Expand Inner Freedom Teach awareness of fear	8) Step out of your comfort zone Learn how to play with fear
Step #9) World Power (Design a winning environment) The environment always wins; Help your player	9) Compete AND Collaborate Seek the best in yourself in the company of others likewise engaged; Surround yourself with

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create the conditions for sustainable success	other players who pull you toward greatness
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Detailed review of the Play Two Win Method™

Step #1: Define the game

Clarify focus on the BIG game

Coaching always begins with the players' desire to play a winnable game. In this part of the process the coach and player identify what the game is, why the game is being played, what winning looks like, how the game expresses what matters most to the player and how to bring the Spirit of Play into the game.

The key is to find the game that is worth playing; A game that is connected to the players purpose, values and what the player truly wants out of life; A game that touches the heart of the player in some way.

Step #2: Design the object of the game

Identify the Outcomes, Mastery, "Becomings" and Upgrades using RACE

Designing a fun and winnable game is a highly creative process. It does require some practice! Learning how to do this well is truly a transformational opportunity for individuals and organizations.

There are 6 essential ingredients to this step.

(note: the Play Two Win Playsheet makes this a step-by-step conversation.)

- 1) Identify the recurring Results that grow into the desired Outcomes.
- 2) Identify the recurring Actions that grow into acquired Mastery.
- 3) Identify the recurring Challenges that grow into Becomings.
- 4) Evaluate what matters and connect that to Upgrades.
- 5) Scan the players' situation for anything that will affect their ability to play well.
- 6) Make sure the game is winnable and make adjustments if it is not.

Step #3: Play for Results

Give your heart, soul and energy AND enjoy it! Have fun.

Playing the game is what it is all about. Playing a game means that you take actions in pursuit of desired results. The key is to play fair, play with gusto and be respectful of the game itself and everyone in the game. AND play to win of course. When you play to win you have purpose; you have the intention to give the very best of yourself.

Playing to win means that you will do whatever it takes - within the context of fair play - to achieve the desired results. This way of playing always creates the best experience no matter what happens. When the game is designed well, then the results accumulate into outcomes and the actions accumulate into mastery.

ENJOY the experience of playing. The ultimate reward for all of your effort and preparation is the experience of playing well. YES!

Step #4: Embrace Challenges

Get the best results possible from every unique situation

Challenges are what make a game a game! Without interesting challenges to stand between your actions and the desired results the activity becomes work. When you have 100% certainty that the action will create the desired result, then it is no longer a game.

When the game is on there are challenges between you and the results you desire; AND there are surprises that make every game a unique experience. These are opportunities to make the most of

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the situation, to make adjustments to your plan or approach obstacles with energy in pursuit of your desired results.

It is the challenges of the game that grow your player into becoming the person they desire to be in the world. The way your player responds to challenges will tell you a LOT about them. And it will give you a lot of important clues that you can use to help them become a better player.

Step #5: Evaluate what matters

Learn and grow from judgment-free awareness

Feedback is the breakfast of champions! Playing any game well requires an ongoing process of evaluation and refinement. In any game there is a LOT of feedback to consider so the Coach must help the player decide what matters; what to evaluate.

The coach must keep one eye on how the player is playing now, and another on where the player is going. Often the player will not see that what they are doing is not getting the desired results! Celebrating wins and transforming losses into learning opportunities are at the very essence of coaching. Enjoy, celebrate and leverage victories. Debrief and quickly learn from losses by practicing judgment-free awareness. This is how coaches create long term player improvement and growth.

The essential ingredient here is to realize that there will always be wins and losses in any game. One of the BIG jobs of a coach is to transform losing experiences into learning experiences. If you lose and you are playing alone, often you feel like a loser. If you lose and you have a coach, you become a fast learner. BIG DIFFERENCE.

The method has a natural flow, but is not always linear. A method is a predictable process designed to produce consistent results. While there is a natural flow to the nine distinct steps in the process they are not necessarily linear. Typically you will use the nine steps in order when first working with a new player; Defining the games purpose comes first and designing the games actions comes next and so on. But once you are really coaching with someone the steps can be used in any order depending on the situation.

Once the winnable game is designed, the coach and player delve into playing better every day. A coach has four fundamental steps to help players play better and win on their own terms:

- 6) Game Plan to leverage strengths and strategies
- 7) Practice the skills of the game
- 8) Expand Inner Freedom (Play with fear)
- 9) Expand World Power (Design Winning Personal Environments)

Step #6: Game Plan

Teach the strategies of the game

Here the coach uses experience of similar situations and their ability use strategy to craft just the right action plan with the player. A strategy is a WAY of playing that uses your skills to get the best possible result. It is your approach to the game.

To create a game plan, the coach and player(s) look at the upcoming game together and collaborate to decide on the best approach.

What is the desired result?

How do we make best use of your current skills and strengths?

What is our BIG idea about how to do this in the best possible way?

What assets and resources can we utilize?

What challenges are we likely to face and how will we respond to them?

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The player now has a clear action plan with a strategic foundation which is a real gift in the age of infinite (overwhelming) possibility and endless (overwhelming) information. The player also develops an expanded capacity to think strategically for themselves.

Step #7: Practice skills

Create a personalized learning plan for your player

EVERY game has specific skills or techniques associated with the activities of the game. In the game of basketball one skill is shooting the ball so that it goes IN the basket. In the game of business a key skill is connecting with potential customers. The coach must use their experience to design a practice plan that matches the current ability of the player. The purpose is to teach your player the skills of the game in a way that is appropriate to their current level of play.

One BIG point here is that people rarely “practice” the skills of life games. While a player would not think it strange to practice shooting balls toward the basket, they might find it odd to practice the way you talk to a potential customer. As coaches we need to change that perception and bring practice into ALL of the games of life.

Through constant practice you help your players improve their abilities and expand their capability to figure out for themselves what to do and how to do it when the game is on.

Step #8: Expand Inner Freedom

Inner Freedom IS the ability to PLAY with FEAR

Inner Freedom is the ability to consciously choose when to play safe and when to play big. It effects every decision your player makes and nearly every action they engage in. Decisions and actions are what create winning and losing in every game and typically they are made below the level of awareness.

The key to inner freedom coaching is to bring to conscious awareness the fundamental inner conflict between the imperative to be safe / survive / stay inside the comfort zone VS. the desire to play big / contribute / go outside the comfort zone.

The conflict between staying safe and playing big in any moment is what makes life interesting and FUN! If every action was easy to complete with perfect results, life would be extremely boring.

For the coach it is essential to have a tool to help your player become aware that the fears that hold us back serve a purpose AND that playing with them and expanding is where all growth into new possibilities happens!

Step #9: Expand World Power (Design Winning Personal Environments)

The environment always wins

It does not matter how inspired or motivated or skillful you are if the world around you is full of obstacles, you cannot win. If your team mates are not on the same page, your best effort will not make a difference. The master coach helps the player design the world around them to inspire ongoing excellence; **we call this World Power.**

The essential ingredient here is to realize that World Power is the key to sustainable success in life and in coaching! The environment must be redesigned for the game the player is playing now. For most people the environment is a reflection of the games they used to play. Why is this? People have a two-way relationship with the world around them: they are adapting to what is there while at the same time the world around them is becoming a reflection of who they are. BIG INSIGHT: The adaptive process is fast and somewhat transient while the reflective process is slow but more substantive.

In other words, over time, the world around you becomes an accurate reflection of who you WERE on the inside; This may or may not be good news! While in a new environment, quick change may occur, typically people return to the way they were before if they leave that new environment.

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So in order to create sustainable change, the coach must use their creativity, design sense and awareness of workability to help the player make immediate changes to the outside world that reflect the changes made on the inside. Then the adaptive process works FOR positive change rather than against it! The player becomes more aware of the world around them and more connected to it. This leads to sustainable results.

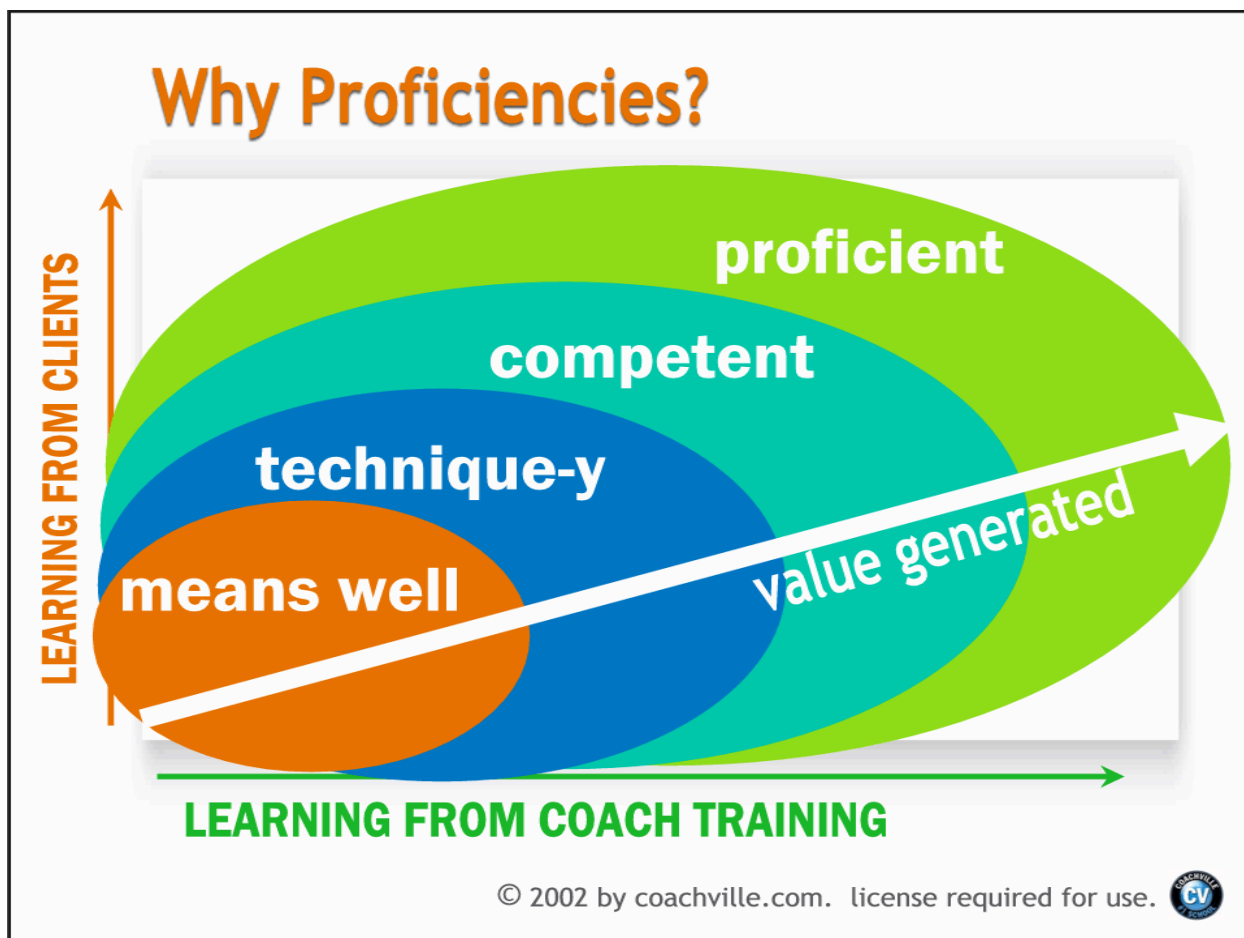
Play Two Win Playsheet + The RACE Model

<p>Step 1: Define the game</p> <div style="display: flex; justify-content: space-between;"> <div style="border: 2px solid red; padding: 5px; width: 45%;"> <p style="text-align: center;">Name the game</p> <hr/><hr/><hr/><hr/> </div> <div style="border: 2px solid red; padding: 5px; width: 45%;"> <p style="text-align: center;">Purpose / Values</p> <hr/><hr/><hr/><hr/> </div> </div>	
<p>Step 2: Design the object of the game</p> <div style="display: flex; justify-content: space-between;"> <div style="border: 2px solid red; padding: 5px; width: 45%;"> <p style="text-align: center;">Outcomes</p> <hr/><hr/><hr/><hr/> </div> <div style="border: 2px solid red; padding: 5px; width: 45%;"> <p style="text-align: center;">Mastery</p> <hr/><hr/><hr/><hr/> </div> </div>	
<p>Step 3: Play for results</p> <div style="display: flex; justify-content: space-between;"> <div style="border: 2px solid blue; border-radius: 50%; padding: 10px; width: 45%;"> <p style="text-align: center;">Results</p> <hr/><hr/><hr/><hr/> </div> <div style="border: 2px solid blue; border-radius: 50%; padding: 10px; width: 45%;"> <p style="text-align: center;">Actions</p> <hr/><hr/><hr/><hr/> </div> </div>	
<p>Step 4: Embrace challenges</p> <div style="border: 2px solid blue; border-radius: 50%; padding: 10px; width: 100%;"> <p style="text-align: center;">Challenges</p> <hr/><hr/><hr/><hr/> </div>	
<p>Step 5: Evaluate what matters</p> <div style="border: 2px solid blue; border-radius: 50%; padding: 10px; width: 100%;"> <p style="text-align: center;">Evaluation</p> <hr/><hr/><hr/><hr/> </div>	
<p>Step 6: Game Plan</p> <div style="border: 2px solid green; padding: 5px; width: 100%;"> <hr/><hr/><hr/><hr/> </div>	
<p>Step 7: Practice Skills</p> <div style="border: 2px solid green; padding: 5px; width: 100%;"> <hr/><hr/><hr/><hr/> </div>	
<p>Step 8: Inner Freedom</p> <div style="border: 2px solid green; padding: 5px; width: 100%;"> <hr/><hr/><hr/><hr/> </div>	
<p>Step 9: World Power</p> <div style="border: 2px solid green; padding: 5px; width: 100%;"> <hr/><hr/><hr/><hr/> </div>	

Proficiency {How you do it}

When you first start using a method, it is natural to feel “technique-y”. At first it won’t feel natural as you are reading the coaching outlines while you are coaching. By using the Proficiencies WHILE you are learning the Method, you can pretty much avoid this.

The best approach is to print the 3 Proficiency Posters below and read and review them on a regular basis. By doing this, the ideas will “pop” into your coaching conversations in a unique and spontaneous way.



3 Coaching Proficiencies to use with the Play Two Win Method

#1. Engages in Provocative Conversations

Coaching sessions are meant to be life changing. To accomplish this they need to be personal and they need to get to the heart of something... FAST. By hearing what the player 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.

Examples:

- 1) Listen for the unsaid.

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2) Ask the “duh/obvious” question.

3) Question what does not resonate.

The key distinction: Provocative Conversation vs. Nice Chat

The Life Changing Opportunity: Ask them a question they have never been asked.

#2. Reveals the Player to Themselves

The more aware anyone is, the better choices they can make for themselves. Part of what Coaches do with Players 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? An awakened player, quickly moving forward on their path of self-awareness.

Examples:

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.

The key distinction: Awareness vs. Information

The Life Changing Opportunity: Show them something about themselves that they have never seen before.

#12. Enters New Territories

The Coach expands the player’s thinking by weaving in new concepts, principles and distinctions during the coaching session, and also by inviting the player to experiment with new models, ways of doing things, and even to identify new goals or outcomes. Players don’t usually ask the coach for this, but these are key ways that value is created for the player.

Examples:

1) Explore topics that the player didn’t retain you for.

2) Share ideas/distinctions that will expand the player.

3) Experiment.

Key distinction: Exploring vs. Reacting

The Life Changing Opportunity: Walk with them where they would not dare to walk alone.

Ways to be provocative

Point to a much larger game



Point out a distinction



Introduce a new framework



Point to an 'absence of' state



Introduce a possibility



Ask for higher a standard



Ask for an immediate change



Share a challenging concept



Decline to work on the focus



Ask the obvious question



Be silent



Find out source of the problem

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What is worth revealing?

Frameworks/assumptions



A pattern



Unrecognized gifts



Sources of energy/motivators



Personality type/DISC



Unmet personal needs



Areas of irresponsibility



Mission/Vision



Personal values



Cultural tethers/limits



Underutilized resources



Secret aspirations/dreams

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12 New Territories Worth Entering

States/Feelings



Environments



Ways of Thinking/Paradigms



Ways of Prioritizing



Standards



Capabilities



Lifestyle



Areas of Knowledge



Proficiencies



Revenue Models



Self-understanding



Magnitude/Legacy

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YOU {The one doing it}

Coaching is a personal relationship between a coach and a player. Coaching is not a “generic” service or relationship. YOU matter. The “YOU” that oozes out of you – metaphorically speaking – has a HUGE impact on your players’ experience of coaching. So you need to be prepared to bring “all of you” to every coaching session. The truth is it will happen even if you don’t want it to!



Who you are (Qualities)

Who you are is a combination of who you were born to be and who you have become through the challenges you have faced and the choices you have made.

Where you're at (Path of Development)

Where you're at refers to the accumulation of your experiences and knowledge.

How you live (Life, Lifestyle)

How you live is about how you see the world and how you express your uniqueness.

Section 3) Session Preparation and Coaching Outlines

There are 12 Sessions in the Play Two Win Class.

These session outlines will give you a quick overview of the conversations you will co-create in class.

Session #1 Define the Game

Read the complete chapter prior to class: page 75

1) Abera Ca Dabera = I create as I speak

Prepare to create a new life for yourself through changing the way you speak using Play Language.

2) What a GREAT player expects from a Coach

Think about an individual with a strong desire to become great – world class, Olympic level – at anything. What do you think they expect from their coach? Come to class prepared to share your thoughts about this. Then get prepared to become this coach!

3) A life changing conversation every time!

Ask your player what they have never been asked.

Using Coaching Proficiency #1: Engages in Provocative Conversations

Share with your player something no one has ever shared.

Using Coaching Proficiency #2: Reveals the Player to Themselves

Walk with your player where they would not want to go alone.

Using Coaching Proficiency #12: Enters New Territories

Before class review the “posters” for each of these Coaching Proficiencies

4) Define the game

Clarify focus on the BIG game

Coaching always begins with the players’ desire to play a winnable game. In this part of the process the coach and player identify what the game is, what winning looks like, why the game is being played, how the game expresses what matters most to the player and how to bring the Spirit of Play into the game.

The key is to find the game that is worth playing; A game that is connected to the players purpose, values and what the player truly wants out of life; A game that touches the heart of the player in some way.

5) Coaching Session Prep

This may come as a surprise, but simply asking the questions in the method 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 “Proficiencies”:

#1) Engage in Provocative Conversations

Ask them questions that no one has ever asked them before: eg. what is your big game?

#2) Reveal the Player to Themselves

Show them things – about themselves – that they have never seen before: eg. their vision of being an elite player.

#12) Enter New Territories

Walk with them to “places” that they have never gone before or would not dare to go alone: eg. Playing their BIG game TWO WIN!

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To use the proficiencies while you are coaching you must trust your intuition and share it in courageous and profound ways.

This may come as a surprise, but simply asking these questions can be life-changing.

Coaching Outline for Session #1: Define the Game

1) WELCOME

"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: Are you ready to get started?

"OK. Let's go.

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

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

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

> **Ask:** How will playing this game change lives for the better?

> **Ask:** How will playing this game change the world?

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

> **Ask:** What would it mean to be a game changer?

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

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

> **Ask:** Are these challenges worthy of the life you have lived so far?

> (If not,) **Ask:** How can we amp up the game to make it worthy of what you have already accomplished?

4) Lots of people are trapped in an unwinnable game.

Ask: What would make this game unwinnable for someone playing it?

(not necessarily you)

5) Ask: What would it mean for your life if you won this game on your own terms? (Big Outcomes) 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?

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

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 place you can allow yourself to be a beginner and NOT KNOW

Ask: Is there a part of the game you can practice to pursue mastery

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

Ask: *Can you find a way to create a reward for getting results*

There are 2 versions of step 7.

If you know you are going to coach the player use 7A.

If you are in an exploratory session skip to 7B

7A) Wrap Up your Define the Game Conversation

Say: You have a big game here that I think you can win and I look forward to coaching you!

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. Next time, we are going to delve deeper into your situation and start designing your game."

Say: "My challenge for you between now and then is to clarify your specific objectives to play for in the next three months. And consider the deeper purpose you have for playing this game."

Say: "Can you do that?"

Wait for them to say: "YES!"

7B) The moment of truth { Do you want to coach this player?

Coach, you have to "check in with yourself; do you want to coach this person?"

If no, Say: Thank you this has been a fun conversation. I wish you luck in your game!

If yes...

Say: I think you have a great game here that I believe I can help you win!

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

Say: I am putting together a team of players to coach while I participate in the Play Two Win program at CoachVille.

I am offering... *Fill in Your Offer Here...*

Say: Great! Next time, we are going to delve deeper into your situation and start designing your game."

Say: "My challenge for you between now and then is to clarify your specific objectives to play for in the next three months. And consider the deeper purpose you have for playing this game."

Say: "Can you do that?"

Wait for them to say: "YES!"

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Game Design For: {Name : Date}

	Game Area 1 {name}	Game Area 2 {name}	Game Area 3 {name}
Objective Tangible			
Mastery			
Becoming			
Upgrades			
RACE Results			
Recurring Actions			
Recurring Challenge			
Evaluate			
PLAY! Curious?			
Creative?			
Fun?			
Projects			

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Session #2 Design the Game (Part 1)

Read the complete chapter prior to class: page 84

1) Spirit of Play

Tapping into the Spirit of Play is essential to becoming a game-changing coach. In today's class we will discuss the essential qualities of the Spirit of Play and the transformation from worker mindset to player mindset.

2) Coaching Theory: Any endeavor can be played as a game

In the dialogue in class you will consider three questions:

What are pursuits in life that can be played as a game?

What makes a game worth playing?

What is an area of life where you have "worked hard" and now you can see yourself "playing well"

3) Play Two Win Step #2) Design the Object of the Game

Step 2 is intense! There are many new concepts to learn both for YOU and your players.

And there several steps required to design a real life game.

So we will learn this step in 2 parts.

When you master these steps you will be able to do this in one 1-hour session.

Identify the Outcomes, Mastery, "Becomings" and Upgrades using RACE

Designing a fun and winnable game is a highly creative process.

Learning how to design a life game is a major step in becoming a game changing life coach!

It does require some practice! Learning how to do this well is truly a transformational opportunity for individuals and organizations.

4) Coaching Outline Prep

Pre Class Preparation...

Remember to have a few copies of the Play Two Win Method Playsheet printed to use during class.

Simply asking the questions in the method 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 "Proficiencies":

#1) Engage in Provocative Conversations

Ask them questions that no one has ever asked them before.

#2) Reveal the Player to Themselves

Show them things – about themselves – that they have never seen before.

#12) Enter New Territories

Walk with them to "places" that they have never gone before or would not dare to go alone.

To use the proficiencies while you are coaching you must trust your intuition and share it in courageous and profound ways.

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Coaching Outline for Step #2: Design the Object of the Game

Note to the Coach: The Numbered Bold Lines are there to give you a reference point, you don't say them to your player.

1) Quick Life Check in

Say: Welcome back! It's great to be with you again.

Say: Today we are going to get into the details of your game!

Ask: Does that sound good to you?

Wait for the "yes". (Agreement)

Ask: Before we do that...How are you? Can you give me a 1-minute update on what is happening in your life?

If there is something BIG going on...

Ask: is this something we need to address during our session?

{If yes, make a note of it}

2) Recap the Define the Game Conversation

Say: In our first session we got into your game and your purpose and the Spirit of Play. Today we are going to do a quick recap and then we are going to really dive into designing your game.

Say: Let's recap our conversation by coming up with a fun name for your Game.

Ask: What do you want to call your game?

3) Start Designing the Game

Say: OK, now we are going to take the ideas we started talking about in our last conversation and transform them into an actual game. We are going to explore your objectives and how we can reach them in a game.

ASK: What are the primary tangible **OUTCOMES** that you want to play for in the next 3 months?

ASK: What are the recurring daily or weekly **RESULTS** that will grow into each tangible outcome?

ASK: What are the recurring **ACTIONS** that will create each result?

ASK: For each action, describe what **MASTERY** looks like to you?

ASK: On a scale of 1-5 (5 being mastery) how would you rate your skill level for each action?

4) Wrap Up your Design the Game Conversation

Say: "OK, this is a good place for us to wrap up this session. Next time, we are going to delve deeper into your situation and start crafting a way for you to play better."

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Say: "My challenge for you is to pursue the results we spoke about with the actions and notice what challenges you experience along the way."

ASK: "Can you do that?"

Wait for them to say: "YES!"

ASK: "This was a great session. Can you give me a 30 second wrap up of what you learned today?"

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Session #3 Design the Game (Part 2)

Read the complete chapter prior to class: page 96

1) What does it mean to be a game changer?

In class you will discuss what it means to be a game changer in life as a player and as a coach.

Here are the fundamental points:

- 1) Life is a game
- 2) To change your life you have to change your game
- 3) To change your game you have to PLAY with purpose
- 4) To play your game better you need a great coach
- 5) To change the lives of others you need to BE a great coach

2) The Winnable / Unwinnable Game

In class you will discuss what makes a game winnable and unwinnable. Here are some points to prepare you for the discussion.

What makes a game winnable?

This is a BIG question with no specific answer because it is personal to every player and every game. There are a few things that you will learn to “look” for that will make a game winnable or unwinnable.

What makes a game fun?

What makes a game unwinnable?

As a coach, you must know how to spot an unwinnable game! If your player has one, it will become a problem for them but a BIGGER problem for you because it is your job to help them win.

3) Play Two Win Step #2) Design the Object of the Game (Part 2)

Identify the Outcomes, Mastery, “Becomings” and Upgrades using RACE

Designing a fun and winnable game is a highly creative process.

Learning how to design a life game is a major step in becoming a game changing life coach!

4) Coaching Outline Prep

Remember to review the Proficiency Posters before your session so you can be tuned into opportunities for a life-changing conversation.

To use the proficiencies while you are coaching you must trust your intuition and share it in courageous and profound ways.

Coaching Outline for Step #2: Design the Object of the Game (Part 2)

Note to the Coach: The Numbered Bold Lines are there to give you a reference point, you don't say them to your player.

1) Quick Life Check in

Say: Welcome back! It's great to be with you again.

Say: Today we are going to finish designing your game and make sure it is winnable!

Ask: Does that sound good to you?

Wait for the "yes". (Agreement)

Ask: Before we do that...How are you? Can you give me a 1-minute update on what is happening in your life?

If there is something BIG going on...

Ask: is this something we need to address during our session?

{If yes, make a note of it}

2) Recap the Design the Game Conversation

Say: In our last session we got into the **ACTIONS**, **RESULTS** and **OUTCOMES** of your game.

Ask: Can you recap for me how your game is played

{Dialogue briefly about this}

3) Finish Designing the Game – Make it winnable

Say: OK, now we are going to finish designing the game and make sure it is winnable. So in our last session I challenged you to notice the challenges that you faced while playing for results.

ASK: What **CHALLENGES** did you face?

And what additional **CHALLENGES** do you expect to face while playing for your results?

ASK: Who will you **BECOME** – what character traits do you want to develop – as you face these challenges?

ASK: What is most important for us to **EVALUATE** each week to track your progress in the game?

ASK: What **UPGRADES** to your environment will you need to sustain your game at a high level?

ASK: What **UPGRADES** to your environment do you want to enjoy as you win your game?

ASK: Tell me about any **situations** in your life – like commitments or life challenges – that could affect your ability to win this game?

ASK: When you look at this 3-month game, your current abilities and your current situation, **do you believe that this game is winnable** for you?

ASK: If not, how should we modify the game to make it winnable?

4) Wrap Up your Design the Game Conversation

Say: "OK, this is a good place for us to wrap up this session. Next time, we are going to dive into your experience of playing the game."

Say: "My challenge for you between now and then is to focus on your recurring results and the actions you can take to create those results. **ASK:** "Can you do that?"

Wait for them to say: "YES!"

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ASK: "This was a great session. Can you give me a 30 second wrap up of what you learned today".

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Session #4: Play for Results

Read the complete chapter prior to class: 109

1) How to play well at anything in life.

If you want to help people become great players, you need to know what great playing looks like!

Why does a RACE lead to better coaching than a task list?

Come to class prepared to share your primary RACE sequence from your own game as a player.

2) Components of life games

When you are looking at a player's objectives and you need to find the best RACE sequence to "make it a game"; remember this includes recurring results, actions, challenges and evaluation.

When you design a game there are four fundamental components to consider because they can be found in most life games: Visibility, Enrollment, Fulfillment, Orchestration

A BIG point here is the truth that most life games are REALLY NOT that complicated when you look for these four components as a framework.

In class we will explore 3 common life games to look for these 4 elements: Business, Career, Romance

3) Play Two Win Step #3) Play for Results

Give your heart, soul and energy to creating results

AND enjoy it! Have fun.

Playing the game is what it is all about. The key is to play fair, play with gusto and be respectful of the game itself and everyone in the game. AND play to win of course. When you play to win you have purpose; you have the intention to give the very best of yourself. Playing to win means that you will do whatever it takes - within the context of fair play - to achieve the desired results. This way of playing always creates the best experience of playing no matter what the outcome is.

ENJOY the experience of playing. The ultimate reward for all of your effort and preparation is the experience of playing well. YES!

4) Coach Prep

Have your game design playsheet for your player ready to review for this session.

As always, review the 3 Coaching Proficiency posters AND the coaching outline.

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Coaching Outline for Step #3: Play for Results

Note to the Coach: The Numbered Bold Lines are there to give you a reference point, you don't say them to your player.

1) Quick Life Check in

Say: Welcome back! It's great to be with you again.

Say: In our last session we made a lot of progress in designing your winnable game. We focused on the object of the game and started designing your RACE.

In this session we will REALLY move into your RACE and playing for results.

Ask: Does that sound good to you?

Wait for the "yes". (Agreement)

Ask: Before we do that...How are you? Can you give me a 1-minute update on what is happening in your life?

If there is something BIG going on...

Ask: is this something we need to address during our session?

{If yes, make a note of it}

2) Update the Design of the Game

Say: Our first thing we must accomplish today is to look at your tangible **OUTCOMES** and your recurring **RESULTS** that we came up with in our last conversation.

{Recap what you have on your Playsheet}

We want to make sure that we have honed in on the most important 3-5 results that we can pursue to reach your outcomes.

Ask: When you look at it, what do you see? Anything we should add, remove or change?

Say: Next we want to make sure we have identified the most important recurring **ACTIONS** you can take to get these **RESULTS**.

{Recap what you have on your Playsheet}

ASK: Anything you want to add, remove or change?

3) PLAY for Results

Say: OK, now we have to bring in the Spirit of Play, because it is important that we PLAY for **RESULTS** NOT work on tasks.

To approach this with play we will focus on curiosity, creativity and fun.

{Go through these questions for each major game area}

Ask: When you look at taking these **ACTIONS** in pursuit of **RESULTS**, what are you curious about?

Ask: When you look at taking these **ACTIONS** in pursuit of **RESULTS**, how can you be creative?

Ask: When you look at taking these **ACTIONS** in pursuit of **RESULTS**, how can you make it fun?

Ask: Out of all the ideas we came up with to PLAY for your results, which one will you try this week?

4) Wrap Up your Design the Game Conversation

Say: "OK, this is a good place for us to wrap up this session. Next time, we are going to dive into the challenges of the game.

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Say: "My challenge for you between now and then is to get into playing for your results and make notes about the challenges that you face along the way.

ASK: "Can you do that?"

{Wait for them to say: "YES!"}

ASK: This was a great session. Can you give me a 30 second wrap up of what you learned today.

(Optional) Document the game

Ask: can you send me an email later today stating exactly what you are going to do and what results you are playing for this week?

** Follow up if you don't get the email!

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Session #5: Embrace Challenges

Read the complete chapter prior to class: 121

1) YOU MATTER!

You will engage in a dialogue about the distinction between “playing for results” and “getting it done” and why YOU MATTER!

We will explore the difference between an Industrial Worker writing an article to get it done and a Connected Player writing an article to play for results.

You are a player in the game with YOUUnique skills, energy and ideas making things happen in the world in your own way... You are NOT a replaceable cog in the wheel of industrial production.

2) Judgment-Free Awareness

This is a BIG topic that we will discuss frequently throughout this program and every program in our Coach Training curriculum.

This is a big insight from the “Inner Game of Tennis” – by Timothy Galway; an original coaching manifesto.

Often when we are performing an action there is an internal dialogue between the Industrial Age inner executive who thinks they know how to do everything perfectly every time and the “doer” who is often screwing things up.

Be aware of the urge to criticize the “doer”. Especially while the game is on.

3) Play Two Win Step #4) Embrace Challenges

Get the best results possible from every unique situation

Challenges are what make a game a game! Without interesting challenges to stand between your actions and the desired results the activity becomes boring work. When you have 100% certainty that the action will create the desired outcome, then it is no longer a game.

When the game is on there are challenges between you and the results you desire; AND there are surprises that make every game a unique experience. These are opportunities to make the most of the situation, to make adjustments to your plan or approach obstacles with energy in pursuit of your desired results. Often the joy of the game itself can pull the player through challenges where they would normally stop.

It is the challenges of the game that grow your player into becoming the person they desire to be in the world. The way your player responds to challenges will tell you a LOT about them. And it will give you a lot of important clues that you can use to help them become a better player.

As a coach, you have to stay in communication while the game is on and be available for quick advice.

4) Coach Prep

Read over your player’s game design sheet.

Read over the proficiency posters

Read through the coaching outline

#1) Engage in Provocative Conversations

Look at challenges as an opportunity to step up in your game is provocative

#2) Reveal the Player to Themselves

The way you respond to challenges reveals a host of patterns; Look out for the “learned helplessness pattern”.

#12) Enter New Territories

Often a new challenge will present a new territory for you and your player to explore.

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Coaching Outline for Session #5: Embrace Challenges

Note to the Coach: The Numbered Bold Lines are there to give you a reference point, you don't say them to your player.

1) Quick Life Check in

SAY: Welcome back! It's great to be with you again.

In our last session we really got into the actions of your game. In this session we want to explore the challenges you faced while in pursuit of your desired results.

ASK: Does that sound good to you?

{Wait for the "yes". (Agreement)}

ASK: Before we do that...How are you? Can you give me a 1-minute update on what is happening in your life?

If there is something BIG going on...

ASK: is this something we need to address during our session?

{If yes, make a note of it}

2) Get into the experience of the game

Let's get into your game from the past week. We will talk about actions where you got results; actions where you didn't get the results you wanted and actions that you didn't take at all.

We will look at all of it with Judgment-Free Awareness which means we keep a curious, open mind.

ASK: OK?

{wait for the "Yes"}

ASK: Let's start with **ACTIONS** where you got your desired **RESULTS!** Did anything like that happen?

{skip this part if they didn't get any desired results}

SAY: WOW. That is great playing.

ASK: What can you learn from this experience of getting your desired **RESULTS?**

ASK: Next let's explore the **ACTIONS** you took where you did NOT get your desired **RESULTS** because there was a **CHALLENGE**. How would you describe the **CHALLENGE?**

ASK: What can you learn from this **CHALLENGE?**

ASK: How will this challenge make you a better player?

{if it is a BIG challenge}

ASK: What is the personal transformation this challenge is asking you to make?

{This is your opportunity for a BIG Reveal or a New Territory}

ASK: How can we bring the Spirit of Play to this **CHALLENGE** the next time?

ASK: Next let's explore the **ACTIONS** that you were intending to do but you did not. What happened? What got in your way?

ASK: What structure can we set up so that you get into this action this week?

{This is another opportunity for a BIG Reveal or a New Territory}

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ASK: Let's take a step back for a moment. Looking at your experience of playing for **RESULTS** and embracing **CHALLENGES** what is your takeaway?

Ask: Based on what you just experienced, what **RESULTS** do you want to play for this week?

3) Wrap Up your game experience conversation

Complete the session

Say: OK. We have a game plan for the week.

ASK: "Can you do that?"

{Wait for them to say: "YES!"}

ASK: This was a great session. Can you give me a 30 second wrap up of what you learned today?

(Optional) Ask: can you send me an email later today stating exactly what you are going to do and what results you are playing for?

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Session #6: Evaluate What Matters

Read the complete chapter prior to class: 132

1) Deep Play

Next we will go deeper into your experience of play with some provocative explorations.

The Experience of play:

Think about your recent experiences of playing for results.

Question – What makes results fun? - What makes action fun? - What makes challenges fun?

Question – What is the value of effort? - What is the value of skill? - What is the value of practice?

Question – What is the value of mastery?

Question: How do you explain the relationship – in your own words – between actions, skill, mastery, results and objectives?

The Paradox of Play:

**If you can't lose, the game is not worth playing;
when you really play, you always win.**

Make failure an option:

**If you want to feel fully alive,
make failure an option.**

2) Play Two Win Step #5) Evaluate What Matters

Learn and grow from judgment-free awareness

Feedback is the breakfast of champions! Playing any game well requires an ongoing process of evaluation and refinement. In any game there is a LOT of feedback to consider so the Coach must help the player decide what matters; what to evaluate.

The coach must keep one eye on how the player is playing now, and another on where the player is going. Often the player will not see that what they are doing is not getting the desired results! Celebrating wins and transforming losses into learning opportunities are at the very essence of coaching. Enjoy, celebrate and leverage victories. Debrief and quickly learn from losses by practicing judgment-free awareness. This is how coaches create long term player improvement and growth.

The essential ingredient here is to realize that there will always be wins and losses in any game. One of the BIG jobs of a coach is to transform losing experiences into learning experiences. If you lose and you are playing alone, often you feel like a loser. If you lose and you have a coach, you become a fast learner. BIG DIFFERENCE.

3) Coach Prep.

First the usual: Review the Game Design Sheet, Coaching Proficiencies and Coaching outline.

#1) Engage in Provocative Conversations

Looking at feedback from the game while in pursuit of winning is provocative and fun.

#2) Reveal the Player to Themselves

The way you respond to feedback will reveal Industrial Age patterns; look out for “perfection trap”

#12) Enter New Territories

Often of the feedback from the game will present new territories to explore; Judgment free awareness can be big here. Competitive spirit may also come up for exploration.

Play-Two-Win Method™ Playbook

Coaching Outline for Session #6: Evaluate What Matters

Note to the Coach: The Numbered Bold Lines are there to give you a reference point, you don't say them to your player.

1) Quick Life / Situation Check in

Ask: How are you? Can you give me a 2-minute update on what is happening in your life?

If there is something BIG going on...

Ask: is this something we need to address during our session?

{If yes, make a note of it}

2) Evaluate the game (i.e. what matters about the game)

Say: So, let's evaluate your game and talk about what happened and what didn't happen?

ASK: Let's start with **ACTIONS** where you got your desired **RESULTS**!
Did anything like that happen?

{If they got some positive results do this part. If not skip to the next part}

How to talk about success

Say: Wow! Congratulations. That is a great accomplishment. How did it feel?

ASK: What can you learn from this experience of getting your desired **RESULTS**?

How to talk about failure – or absence of positive results

Say: OK, the most important thing we can do is maintain judgment-free awareness and learn as much as possible from the experience.

ASK: Let's explore the **ACTIONS** you took where you did NOT get your desired **RESULTS**.
How would you describe the **CHALLENGE**?

SAY: We will explore how to face these challenges in a moment...

SAY: Anything that happens during a game can be explored as feedback

ASK: What other feedback did you receive while playing your game?
Is there anything else we should evaluate together?

ASK: Next let's explore the **ACTIONS** that you were intending to do but you did not. Using judgment-free awareness, what happened? What got in your way?

3) Respond to challenges together.

SAY: Let's take a step back for a moment. Looking at your experience of playing for **RESULTS** and embracing **CHALLENGES**.

ASK: What can you learn from this **CHALLENGE**?
How will this challenge make you a better player?

Ask: How can you respond to this challenge with the Spirit of Play?

4) Figure out what to do next to play better

SAY: OK, let's co-create a way to play your game better this week!

ASK: Based on what we have discussed to far, what can we do to get better results?

If you have useful knowledge for your player, this is what you do:

ASK I have an idea for how you can do this better. May I share it with you?

{Share what you know in the most concise way possible}

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ASK: What do you think about this idea? Do you want to try it? Or do you have a way to use it as a springboard for something different? You tell me.

ASK: Is there an experiment you can try this week to get better results?

If you don't have useful knowledge for your player, this is what you do:

Say: Let's tap into some outside resources to find a better way.

Ask: Do you have any ideas about who or where you could find some ideas?

5) Confirm the new game plan for the upcoming time period

Ask: Based on everything we have discussed, what **RESULTS** do you want to play for this week?

ASK: How would you summarize your game plan for the week?

Complete the session

Say: OK. We have a game plan for the week.

Ask: Please give me your 1-minute recap on our session today...

Listen – make sure they have a good idea of what to do.

(Optional) Document the game

Ask: can you send me an email later today stating exactly what you are going to do and what results you are playing for?

** Follow up if you don't get the email!

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Session #7: Game Plan

Read the complete chapter prior to class: 141

1) Midseason Review: Is your game winnable?

When you get into a flow of coaching your players through a series of 12-week seasons it is a great idea to do a "Midseason review".

In a Midseason review you explore questions like:

- Are you on track to reach your objectives?
- What have you learned about playing a win-able game?
- Are you feeling doubt in your game or on the brink of quitting because you think you cannot win?
- Do you want to adjust your objectives to make your game win-able?

2) The 4 steps to Play any game better

As we have mentioned before, there are 4 steps to play any game better and these are Play Two Win Steps 6,7,8 and 9:

Step 6: Game Plan

Step 7: Practice Skills

Step 8: Expand Inner Freedom

Step 9: Expand World Power.

Next we will dive a little deeper into how to understand each of these and when to use them.

First, there are three basic scenarios for each aspect of your players game:

- 1) They did not take the actions.
- 2) They played the actions, but did not get the desired results.
- 3) They played the actions and they DID get the desired results.

3) Play to your strengths – but what are they?

This is a profound part of any coaching relationship: guiding your player to "Own Their Value". To "own it" means to acknowledge it and then use it as fully and creatively as possible to create winning results.

Most people are aware of some of their strengths but completely blind to others. Part of your purpose as a coach is to help your player recognize their hidden talents by observing them and talking about them.

What are strengths? What are assets?

Why do people hide their strengths?

Why do people ignore their assets?

Why do people focus on their weaknesses?

4) Play Two Win Step #6) Game Plan

Co-Create a strategy for the game

Here the coach uses experience of similar situations and their ability use strategy to craft just the right action plan with the player. A strategy is a WAY of playing that uses your skills and other assets to get the best possible result. It is your approach to the game.

To create a game plan, the coach and player(s) look at the upcoming game together and collaborate to decide on the best approach.

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What is the desired result?

How do we make best use of your current skills and strengths?

What is our BIG idea about how to do this in the best possible way?

What assets and resources can we utilize?

What challenges are we likely to face and how will we respond to them?

The player now has a clear action plan with a strategic foundation which is a real gift in the age of infinite (overwhelming) possibility and endless (overwhelming) information. The player also develops an expanded capacity to think strategically for themselves.

Discuss: The purpose of game planning is to identify the BEST way to get the desired results in the short term while building for sustainable results in the long term.

5) Coach Prep

First the usual: Review the Game Design Sheet, Coaching Proficiencies and Coaching outline.

#1) Engage in Provocative Conversations

Asking your player to share their BIG IDEA for how they will create winning results.

#2) Reveal the Player to Themselves

Pointing out your players strengths; pointing out how they may be hiding a big strength

#12) Enter New Territories

Creating an articulated plan to leverage all available assets can lead into new territory. Expressing unique strengths can be new. Asking for support from available “people assets” can be really new.

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Coaching Outline for Session #7: Game Plan

Note to the Coach: The Numbered Bold Lines are there to give you a reference point, you don't say them to your player.

1) Quick Life / Situation Check in

Ask: How are you? Can you give me a 2-minute update on what is happening in your life?

If there is something BIG going on...

Ask: is this something we need to address during our session?

{If yes, make a note of it}

2) Evaluate the game

Say: So, let's do a quick evaluation of your game and talk about what happened and what didn't happen?

ASK: Tell me about the **RESULTS** you got and the **RESULTS** you didn't get.

3) Respond to challenges together. (Quick Version)

Ask: What was the biggest **CHALLENGE** you faced and what did you learn from it?

4) Figure out what to do next to play better

In this session you will co-create a Game Plan.

Say: "OK, we need to put together your basic game plan. Looking at your desired **OUTCOMES** what do you think about the daily **RESULTS** we have been playing for? Are they the most crucial to your success?"

Say: "In our previous conversations we started playing with some game actions to create your results. Now we are going to look at this more deeply to create a solid **Game Plan**."

Ask: "What strengths, skills or hidden talents do you have right now that we can use to create your results?"

Ask: "What is a creative way we could make better use of these strengths?"

Ask: "What assets, in the form of relationships, do you have that we can leverage to create these results? In other words who do you know who could support you or advocate for you in some way?"

Ask: "What other assets do you have that we can leverage to create your results?"

Ask: "What creative ideas can you think of to make better use of these assets?"

Say: "Now we need to create your approach or strategy..."

Ask: "What ideas do you have about the best way to get your results? What is the best way YOU could approach it?"

Ask: "OK, now pulling together your strengths, assets and strategy ideas what is your **Game Plan** to get results this week?"

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Say: "Great. I would like you to write up a one-page **Game Plan** that explains how you will pull together your strengths, assets and ideas to get the crucial results needed to reach your outcomes. Can you do that??"

5) Create a new game for the upcoming time period

Complete the session

Say: OK. We have a game plan for the week.

Ask: Please give me your 1 minute recap on the game for the week...

Document the game

Wait for the "yes" or the counter offer of what they will do when.

** Follow up if you don't get the email!

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Session #8: Practice Skills

Read the complete chapter prior to class: 150

1) The Power of Practice

Practice is missing from our lives as adults. We rarely practice anything. Mostly we just do it and we usually feel that we are supposed to be able to do it right the first time. As a Coach you will re-introduce your player to the power of practice.

Where Practice Fits in the Play Two Win Method

Remember that the CORE of any game is taking **ACTION** in pursuit of **RESULTS**.

At the same time taking actions while maintaining a vision for excellence leads to **MASTERY**; **MASTERY** is one or our desired outcome areas that we discuss in Step #2.

MASTERY is the ability to create the desired **RESULTS** from a specific action a high percentage of the time for that game.

For example in professional baseball getting a hit when you go up to bat 30% of the time is considered mastery!

Remember that **RESULTS** are valuable in the current game while **MASTERY** lasts a life time!

PRACTICE enables the player to get the desired result more often; Aka **MASTERY**.

The key distinction is to shift your mindset

From : Just get it done To: How can I get good at this?

Examples of practicing doing things that you want to get good at

Just do it	Get good at it means creating results
Write an article	Your article attracts comments on your blog
Make a video	Your video attracts "Likes" on Facebook
30 minutes on Facebook	Your time on FaceBook leads to 3 connections for an exploratory session
Talk to someone about your business	They are inspired to hire you or advocate for you

Question: Share a personal experience of practicing in pursuit of mastery.

Question: Why do you think most people resist practice in our business and career games?

2) Play Two Win Step #7) Practice Skills

Create a personalized learning plan for your player

EVERY game has specific skills or techniques associated with the activities of the game. In the game of basketball one skill is shooting the ball so that it goes IN the basket. In the game of business a key skill is connecting with potential customers. The coach must use their experience to design a practice plan that matches the current ability of the player. The purpose is to teach your player the skills of the game in a way that is appropriate to their current level of ability.

One BIG point here is that people rarely "practice" the skills of life games. While a player would not think it strange to practice shooting balls toward the basket, they might find it odd to practice the way they talk to a potential customer. As coaches we need to change that perception and bring practice into ALL of the games of life.

Through constant practice you help your players improve their ability to create results AND expand their capability to figure out for themselves what to do when the game is on.

Question: What are examples of critical conversations that are worthy of practice?

Question: What is the value of role playing a critical conversation?

Question: What is uncomfortable about doing a role play as the coach?

Play-Two-Win Method™ Playbook

Question: What is the VALUE of doing a role play as the coach?

3) Coach Prep

First the usual: Review the Game Design Sheet, Coaching Proficiencies and Coaching outline.

#1) Engage in Provocative Conversations

Talking about practice and allowing the player to let go of pretending to know can be provocative.

#2) Reveal the Player to Themselves

When you role play a conversation with someone, many truths about how they see the world emerge.

#12) Enter New Territories

Letting go of perfection trap and stepping into a pursuit of true mastery can be an amazing new territory.

Play-Two-Win Method™ Playbook

Coaching Outline for Session #8: Practice Skills

Note to the Coach: The Numbered Bold Lines are there to give you a reference point, you don't say them to your player.

1) Quick Life / Situation Check in

Ask: How are you? Can you give me a 2-minute update on what is happening in your life?

If there is something BIG going on...

Ask: is this something we need to address during our session?

{If yes, make a note of it}

2) Evaluate the game

Say: So, let's do a quick evaluation of your game and talk about what happened and what didn't happen?

ASK: Tell me about the **RESULTS** you got and the **RESULTS** you didn't get.

3) Respond to challenges together.

Ask: What was the biggest **CHALLENGE** you faced and what did you learn from it?

4) Figure out what to do next to play better

In this session you will co-create a Role Play to practice a critical conversation

1) Identify the specific conversation to practice

Ask: Of all of the conversations you have as a part of your game, which would be the best for us to practice today? It can be a recurring conversation or a specific conversation that would move your game forward.

2) Know the intended result

ASK: What is the result that you want to create in this conversation?

3) Know your role

Ask: please give me a brief (30 second) character sketch of the role I will be playing.

Say: This may be a specific person or a composite of the typical person

4) Get into the role

{Get into the conversation. Let yourself be the character. Have fun with it.}

5) Call time out

{Let your player know if you are coming out of character to make a suggestion.}

6) Repeat

{Be prepared to go through a specific part of the conversation several times.}

7) Add a twist

{Based on how well you think the player is doing, you can vary how you play the role to create easier or more challenging situations.}

8) Debrief

ASK: What did you learn from doing this practice conversation?

ASK: Are there any other conversations we should plan to practice another time?

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Consider practice for non-conversational skills

Ask: Let's look at another key action of your game. What is a way you could get some "practice" to improve your skill?

5) Create a new game for the upcoming time period

Complete the session

Ask: OK. Are there any changes you want to make to your game plan for the week?

Ask: Please give me your 1 minute recap on the game for the week...

Play-Two-Win Method™ Playbook

Session #9: Expand Inner Freedom

Read the complete chapter prior to class: 159

1) "Just a little bit of fear"

Your instructor will lead a powerful conversation about the concept of "comfort zone" and fear.

Here are a few key points:

What does it mean to be outside of your comfort zone?

Something about the action creates an uncomfortable buzzing energy in the body.

People resist doing things for 3 reasons (most of the time)

- 1) They don't understand WHY they are doing it (Game plan issue)
- 2) They don't know how to do it, but are afraid to reveal this to anyone (Skill/Practice Issue)
- 3) Something about the action creates body discomfort (Inner Freedom Issue)

BIG POINT: It only takes a LITTLE BIT OF FEAR to cause someone to resist an action and find a way to "stay safe".

2) Finding critical moments

We will explore 3 questions that you can use to identify critical moments.

Look at your own life.

Be prepared to share an example for each one of these scenarios.

- 1) What are important actions in your game that you are often avoiding?
- 2) What are important actions that you are doing by powering through your inner resistance?
e.g.: You really have to force yourself to do it. Wait to the last minute. Build up the pressure until NOT doing it is more painful than doing it?
- 3) What are important actions that you are doing but not getting the desired results?
Since most life game actions are conversations and communications playing for another person to say: YES, if you are in a state of "fearing fear" you project doubt; which makes it almost impossible for the other person to say: YES; even if what you are offering is "good".

Question: Share with your group one personal example of each "critical moment" scenario.

3) Play Two Win Step #8) Expand Inner Freedom

Inner Freedom IS the ability to PLAY with FEAR

Inner Freedom is the ability to consciously choose when to play safe and when to play big. It effects every decision your player makes and nearly every action they engage in. Decisions and actions are what create winning and losing in every game and typically they are made below the level of awareness.

The key to inner freedom coaching is to bring to conscious awareness the fundamental inner conflict between the imperative to be safe / survive / stay inside the comfort zone VS. the desire to play big / contribute / go outside the comfort zone.

The conflict between staying safe and playing big in any moment is what makes life interesting and FUN! If every action was easy to complete with perfect results, life would be extremely boring.

Play-Two-Win Method™ Playbook

For the coach it is essential to have a tool to help your player become aware that the fears that hold them back serve a purpose AND that playing with them and expanding is where all growth into new possibilities happens!

Question: Share your perspective on the "Dance" between the desire to play BIG and contribute and the need to stay safe and play small.

4) Coach Prep

First the usual: Review the Game Design Sheet, Coaching Proficiencies and Coaching outline.

#1) Engage in Provocative Conversations

Asking your player how they feel at the edge of their comfort zone is wildly provocative.

#2) Reveal the Player to Themselves

Guiding your player to see patterns of resistance is super revealing!

#12) Enter New Territories

Entering the domain of the body and playing with fear is a wildly creative new territory.

Play-Two-Win Method™ Playbook

Coaching Outline for Session #9: Expand Inner Freedom

Note to the Coach: The Numbered Bold Lines are there to give you a reference point, you don't say them to your player.

In this session we want you to stream line the typical coaching flow so that you can dedicate time to using the Inner Freedom Method.

Sample Practice Skills Conversation

1) Quick Life / Situation Check in

Ask: How are you? Can you give me a 2-minute update on what is happening in your life?

If there is something BIG going on...

Ask: is this something we need to address during our session?

{If yes, make a note of it}

2) Evaluate the game

Say: So, let's do a quick evaluation of your game and talk about what happened and what didn't happen?

ASK: Tell me about the **RESULTS** you got and the **RESULTS** you didn't get.

3) Respond to challenges together.

Ask: What was the biggest **CHALLENGE** you faced and what did you learn from it?

4) Figure out what to do next to play better

Use the Inner Freedom Method Steps to Identify and Replay a Critical Moment

Hint: it is probably related to the challenge!

4.1) Identify the activity where the player is stuck.

ASK: Of all of the activities in your game where you are a bit stuck - not taking the action - or not getting the results you want, which one do you think is most important for us to improve right now?

Say: This is a great opportunity for us to use a powerful coaching visualization technique called "Replay the moment". You know how in sports they have instant replay to slow down the action to see what really happened? Well we can do the same thing to get insights about what is happening for you in your game.

Ask: Let's use this technique to explore this situation. Is that ok with you?

4.2) Emphasize "judgment-free awareness"

SAY: It is important when we are using this method that we maintain judgment-free awareness. Any thought or feeling that you share is useful. OK?

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4.3) Clarify the Action and Desired Result

SAY: OK let's make sure we are clear on the intended action and the desired result.
Can you recap it for me?

4.4) Select a moment

ASK: Recall a specific moment from the past week or two where you faced this challenge?

{Note: if they can't recall a moment, you can PRE-Play a moment for the near future.}

4.5) Re-Create the scene

SAY: tell me a little bit about the scene. Where were you?

4.6) Ensure a Safe Space

ASK: Are you in a place where you can safely close your eyes?

{Wait until they say yes...}

4.7) Start the Replay Technique

SAY: close your eyes, breath naturally, and take a few moments to recreate the scene in your mind using visualization.

4.8) Scan for Thoughts and Inklings

SAY: Now we are going to look at the moment from several different perspectives.

Just keep breathing naturally; keep your eyes closed and we'll talk together.

ASK: Using Judgment-Free Awareness what do you notice going through your mind?

4.9) Scan the body for physical sensations

SAY: Take a moment to scan your body for physical sensations from the top of your head to your waist.

ASK: Do you notice any physical sensations? Perhaps in your gut or in your chest?

SAY: I acknowledge your courage for noticing and feeling these sensations!

4.10) Feel the energy in the body

ASK: Which sensation is most intense?

Let them answer.

SAY: OK, now I all you need to do is just allow yourself to feel that energy for 30 seconds. Don't try to do anything with it. Just allow it to be there and feel it.

ASK: Do you think you can do that?

Wait for the "yes"

SAY: OK, I will time you. I will be here if you want to say anything.

For 30 seconds. Here we go.

at 15 seconds quietly say: keep going

at 30 seconds quietly say: excellent. You did it.

- {If your player has a "Memory Pop"}

Often while noticing physical sensations your player will have a memory of an earlier moment in life that will pop up. This is because those physical sensations ARE memories!
Here is what you do...

a) Just listen! Don't judge the memory or try to make it mean anything.

Play-Two-Win Method™ Playbook

b) **SAY: this memory will give us some clues about why this particular activity is presenting a challenge for you. We will explore it in more detail in a future conversation. Thanks for sharing it with me now.**

4.11) Debrief the Experience

Now together you and your player will explore what you saw together.

SAY: You can open your eyes now if you haven't already.

ASK: What was the experience like?

{Just listen}

SAY: (something encouraging & acknowledging) "That was amazing. You did well in that exercise!"

Say: So you can see that you have some buzzing energy with this activity. That just means there is a little bit of subconscious fear coming up from something that happened in your past that is related in some way to this activity. The most important thing is to be aware of it. Often it will take care of itself.

4.12) Replay the moment with a NEW Picture

SAY: OK. Now we are going to create a new picture for you to live into for the next game.

SAY: Close your eyes again for a few moments.

SAY: Now replay the scene the way you want it to be; imagine you have power, freedom and the capability to make the right moves.

{wait a few moments}

SAY: Now, see yourself getting the results you desire. See it turning out just right.

{wait a few moments}

SAY: Open your eyes again and share with me a little bit of what you saw

SAY: Our purpose was to create deeper awareness about your situation and I think we accomplished that! Way to go!

ASK: What are your insights from this exploration?

5) Create a new game for the upcoming time period

Complete the session

Ask: OK. Are there any changes you want to make to your game plan for the week?

Ask: Please give me your 30-second recap on our session this week...

Play-Two-Win Method™ Playbook

Session #10: Design Winning Environments

Read the complete chapter prior to class: 170

1) The Environment Always Wins

Your instructor will lead a conversation about this provocative coaching theory.

Will Power vs. World Power

Will power is a limited, finite tank. Any endeavor that relies on will power for a long period of time empties the “will power tank”. Will power can fight obstacles in the environment for only so long until you run out of energy. In the end, the environment always wins. So, creating sustainable change always requires environmental redesign.

2) The 9 Environments of YOU

We have found it most useful to divide the environments into nine categories. Each of the nine falls into one of three groups:

1. The memetic environment is about ideas (the core environment that is connected to all the others)
2. Five environments of People, Places, and Things (relationship, network, physical, financial and technology)
3. Three environments of Body and Soul (self, body and spiritual)

3) Play Two Win Step #9) Expand World Power

The environment always wins

It does not matter how inspired or motivated or skillful you are if the world around you is full of obstacles, you cannot win. If your team mates are not on the same page, your best effort will not make a difference. The master coach helps the player design the world around them to inspire ongoing excellence.

*The essential ingredient here is to realize that environmental design is the key to sustainable success in life and in coaching! The environment must be redesigned for the game the player is playing now. For most people the environment is a reflection of the person they used to be and the games they used to play. Why is this? People have a two-way relationship with the world around them: they are adapting to what is there while at the same time the world around them is becoming a reflection of who they are. **BIG INSIGHT:** The adaptive process is fast and somewhat transient while the reflective process is slow but more substantive.*

In other words, over time, the world around you becomes an accurate reflection of who you WERE on the inside; This may or may not be good news! While in a new environment, quick change may occur (like when you are away at a workshop), but typically people return to the way they were before when they return to their existing environment.

*So in order to create sustainable change, the coach must use their creativity, design sense and awareness to help the player make immediate changes to the outside world that reflect the changes made on the inside. Then the adaptive process works FOR positive change rather than against it! The player becomes more aware of the world around them and more connected to it. This leads to sustainable results. **We call this World Power!***

4) Coach Prep

First the usual: Review the Game Design Sheet, Coaching Proficiencies and Coaching outline.

#1) Engage in Provocative Conversations

Asking your player to make some upgrades to their environment is provocative and energizing.

#2) Reveal the Player to Themselves

Looking with the player at their world as a reflection of themselves will reveal a lot!

#12) Enter New Territories

Exploring your players' most influential people is a new territory with vast possibilities.

Coaching Outline for Session #10: Expand World Power

In this session we want you to stream line the typical coaching flow so that you can dedicate time to using the World Power Method.

1) Quick Life / Situation Check in

Ask: How are you? What is happening in your life?

If there is something going on...

Ask: can you give me the fast version of what happened (is happening?)

Ask them to tell you about it. BUT!!! Keep it to 3 minutes or less. Just get the picture so that you know how to connect with them appropriately in this conversation.

Do not use it as an excuse to NOT talk about results unless it really is a dire emergency.

2) Evaluate Results of the game

Ask: So, how did the game go? What happened? What didn't happen?

How to talk about success

Say: Wow! Congratulations. That is a great accomplishment. How did it feel?

Ask: OK, what do you want improve on next?

How to talk about failure

Say: OK, the most important thing we can do is maintain judgment-free awareness and learn as much as possible from the experience.

There are many things to ask. Here are a few examples.

Ask: What do you think we should work on now so that we can get better results next time

3) Respond to challenges together.

Here are some questions you can ask:

Ask: How can this challenge make you a better player?

4) Figure out what to do next to play better

Note to coach: Use the World Power Method Techniques – Zap Tolerations and 7 Most Influential People - to upgrade their Winning Environment.

Say: One of the most important factors of sustainable success is a winning environment! We call this World Power because it's about seeing your world as a personal success academy rather than an obstacle to overcome. So I think today we should focus on starting to design a winning environment for you.

Say: There are 2 high-impact exercises that we will do this week:

- 1) Zapping Tolerations
- 2) Your 7 MOST Influential people

ZAPPING Tolerations

Say: Toleration Zapping is one of the most energizing things you can do. The concept is that EVERYTHING has an energetic impact on you. It is either adding energy to you OR depleting or draining your energy. EVERYTHING.

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Say: When an environment is too full of tolerations you start to go numb, which then limits your ability to be powerful and alive. For example: Incompletions like broken promises and broken things are pretty much universally draining.

To zap a toleration.

4.1) Choose a toleration to zap

Ask: What are a few things that are obviously draining your energy. Every time you see it or think of it you think: oh, I have to take care of that?

Listen and make a short list

Ask: Which one do you think would be most energizing to zap this week?

4.2) Make a mental picture of it cleared

Say: Make a mental picture of how you want it to be.

4.3) Understand how it got that way?

Say: Give a little thought to how it got that way.

Ask: Is there a reason? Is there a missing habit or system?

Listen. You will learn something about your player here.

4.4) Make a plan

Ask: When can you set aside the time to DO IT? –

Say: Knowing that the energy you put into it will be immediately returned to you by eliminating the drain. Let NOTHING stop you. Make it a quest!

4.5) Celebrate

Ask: What is a small thing you can do to celebrate when it is done?

4.6) Your 7 MOST Influential People

Say: Next we will do a scan of the most influential people in your environment. We will start this process now to get you started and we will continue as we keep playing together.

Say: think of 3-7 people that you spend the most time with as in family and colleagues; and think 2-3 people that you know who are strategically connected in some way that could help you in your game.

Ask: Do you have them?

Say: Make a chart naming the 3-7 people in down the left side of a page.

Make 5 columns to jot down notes for each question.

Talk – Energy – Assets – Request – Support

Think of one person now for us to talk about together.

Just tell me their initials.

I am going to ask you 5 questions...

- 1) **Talk** - What do you talk about most of the time?
- 2) **Energy** - What is the overall energy / mood of this person and relationship?
- 3) **Assets** - What assets do they have that you could leverage better for your success?
- 4) **Request** - What could you ask him/her for that you have not asked?
- 5) **Support** - Rate the level of support for your game (1 distraction / detractor -> 10 maximum supporter)

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Coach: Repeat the questions for as many of the people as you have time for.

Then...

Ask: Is there anything you can see to do to get more support from your "People" environment from doing this exercise?

Say: Let's design an experiment - try something new - to expand your connection with someone, positively increase the influence they have on your ability to play your big game.

{Dialogue together and make a plan}

5) Create a new game for the upcoming time period

Complete the session

Ask: OK. Are there any changes you want to make to your game plan for the week?

Ask: Please give me your 1 minute recap on the game for the week...

Play-Two-Win Method™ Playbook

Session #11: The Pursuit of Mastery

Read the complete chapter prior to class: 181

1) Blending outcome focus with mastery focus

Our theory of coaching is that it is a blend of focus on outcomes and focus on mastery.

Questions:

What does it mean to be outcome focused?

What does it mean to be mastery focused?

2) How to talk like a coach!

You are a Coach, NOT a task manager! (or a good friend)

There are distinctions between talking like a coach and talking like a friend or manager.

Questions:

What are the differences between: Talking like a Coach vs. Talking like a Friend

What are the differences between: Talking like a Coach vs. Talking like a Manager

Questions:

Why have we become so task oriented in our culture?

How do you create accountability without becoming a task master?

3) Game Over

One of the most important distinctions between playing and working is that in a game there is a game over, whereas most work is ongoing; the work never ends.

Questions:

What does "game over" mean to you?

Why is it important to have specific game time for every game?

4) The flow of a coaching session

We have now studied each of the steps of the Play Two Win Method. In addition, in each coaching outline you have seen the basic flow of a coaching session:

- 1) Quick Life / Situation Check in
- 2) Evaluate Results of the game
- 3) Respond to challenges together.
- 4) Figure out what to do next to play better
- 5) Create a new game for the upcoming time period

Now the key is to learn how to use the four "Play Better" steps – Game Plan, Practice Skills (Role Play), Inner Freedom and World Power – in whatever way best serves the player in the moment.

5) Coach Prep

First the usual: Review the Game Design Sheet, Coaching Proficiencies and Coaching outline.

#1) Engage in Provocative Conversations

Ask your player what they need to explore to play their game better next week.

#2) Reveal the Player to Themselves

Let the experience of the game reveal something to your player.

#12) Enter New Territories

Where is the game asking your player to go next?

Play-Two-Win Method™ Playbook

Coaching Outline for Session #11: Pursuit of Mastery

Note to the Coach: The Numbered Bold Lines are there to give you a reference point, you don't say them to your player.

In this session you follow the basic structure and decide with your player which of steps 6,7,8 or 9 (or a combination) will serve them best in this conversation.

1) Quick Life / Situation Check in

Ask: How are you? What is happening in your life?

If there is something going on...

Ask: can you give me the fast version of what happened (is happening?)

Ask them to tell you about it. BUT!!! Keep it to 3 minutes or less. Just get the picture so that you know how to connect with them appropriately in this conversation.

Do not use it as an excuse to NOT talk about results unless it really is a dire emergency.

2) Evaluate Results of the game

Ask: So, how did the game go? What happened? What didn't happen?

That's it. Then just listen and maintain judgment-free awareness

3) Respond to challenges together.

Ask: What challenges did you face in the game?

Ask: How can this challenge make you a better player?

4) Figure out what to do next to play better

Note to coach: It may be obvious what to do next based on what you have discussed. If it isn't, then ask!

Ask: What do you think we should do next to help you play your best game this week? Game plan, Practice skills, Inner Freedom or World Power?

{Dive into which ever step they choose}

5) Create a new game for the upcoming time period

Complete the session

Ask: OK. Are there any changes you want to make to your game plan for the week?

Ask: Please give me your 1 minute recap on the game for the week...

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Session #12: The Pursuit of Human Greatness

Read the complete chapter prior to class: 186

1) The Pursuit of Human Greatness

The Pursuit of Human Greatness is a very inspiring topic

Here are a few points:

- Requires a dynamic balance of support and challenge
- Who you become by playing the game
- How playing for results every week is a healthy challenge that forms you
- Human Greatness is raising the game for everyone who plays
- Human Greatness is being an inspiration for others
- **You CAN'T COACH YOURSELF!!!!!!!!!!!!!!!!!!!!!!!!!!!!**

2) How to Play for vs. Work On what matters most

Our theory is that you can "Play For" vs. "Work on" your objectives and reach them by focusing on recurring actions and results with the spirit of play.

What did you learn experience about "Playing for" an objective vs. "Working on" an objective?

3) The winnable / Unwinnable game (revisited)

What makes a game winnable / unwinnable?

- Theory: From Coaches perspective = There IS NO FAILURE - there is only results.
- There are only two options: Win or Learn

4) How to conduct a season ending coaching session

Here are the important elements to weave into an end-of-season coaching session
Recognize achievement;

- Use the game design from the first few sessions to acknowledge each part of the game.
- Focus on learning - movement toward mastery
- Acknowledge what happened AND what did NOT happen
- It is important to acknowledge the status of each objective
- It is important to recognize disappointment
- AND celebrate success.
- **People are often blind to their own improvement.
The coach has to point this out to them**
- **VERY IMPORTANT** - create the BIG PICTURE for the next season.
This can help you sign a player for another series of coaching sessions.

5) Coach Prep

First the usual: Review the Game Design Sheet, Coaching Proficiencies and Coaching outline.

#1) Engage in Provocative Conversations

Asking your player who they have become is provocative.

#2) Reveal the Player to Themselves

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Share with your player who you have observed them becoming as a player.

#12) Enter New Territories

Game over is a new territory. Let the game be over. Refresh and then choose the next game to play.

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Coaching Outline for Session #12: Game Over

Note to the Coach: The Numbered Bold Lines are there to give you a reference point, you don't say them to your player.

In this session you follow the basic structure AND do a "Game Over" evaluation session.

This is the last session of the season. But you are still the coach and you want to know about the results of the final week of the game!!

1) Quick Life / Situation Check in

Ask: How are you? What is happening in your life?

If there is something going on...

Ask: can you give me the fast version of what happened (is happening?)

Ask them to tell you about it. BUT!!! Keep it to 3 minutes or less. Just get the picture so that you know how to connect with them appropriately in this conversation.

Do not use it as an excuse to NOT talk about results unless it really is a dire emergency.

2) Evaluate Results of the game

Ask: So, how did the game go? What happened? What didn't happen?

That's it. Then just listen and maintain judgment-free awareness

How to talk about success

Say: Wow! Congratulations. That is a great accomplishment. How did it feel?

Listen.

Ask: OK, what do you want improve on next?

How to talk about failure

Say: OK, the most important thing we can do is maintain judgment-free awareness and learn as much as possible from the experience.

There are many things to ask. Here are a few examples.

Ask: What do you think we should work on now so that we can get better results next time

3) Respond to challenges together.

Here are some questions you can ask:

Ask: How can this challenge make you a better player?

4) Wrap Up Your 12 Weeks Together ("AKA Game Over")

Say: WOW! Here we are at the end of 12 weeks. It has been amazing. Let's do a recap of our season together!

ASK: Let's acknowledge where we ended up on each of your objectives. What is your assessment?

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Listen and share your thoughts

Ask: Is there anything you are disappointed about?

Listen and share your thoughts

ASK: What are you most proud of?

Listen and share your thoughts

ASK: What is your vision for your next season?

Listen and share your thoughts

Say: I would like to acknowledge you for...

SHARE!

5) Create the next game for the upcoming season

Update the desired results from the activities

Ask: Based on what you just experienced, what results do you want to play for next in the game of your life?

Listen {If you want... See if there is a compelling reason to keep coaching together!}

Say: Thank you for being a great player!

Section 4) Play Two Win Method

Chapter 1: Step #1) Define the Game

What does a GREAT player expect from a Coach?

- 1) The ability to find the game in every activity and make the experience fun.
- 2) The ability to teach them how to play the game better by helping them learn, practice and refine the skills of the game
- 3) Help them WIN on their own terms.
- 4) The ability to guide them with an effective personalized game plan.
- 5) The ability to evaluate the results of the game to facilitate development and learning.
- 6) You must be able to celebrate successes in a way that expands awareness and
- 7) Debrief losses in a way that promotes growth and restores their desire to get back into the game.
- 8) Solid knowledge of the game and a clear method for guiding them to the results they desire.
- 9) Your players trust you to have a way of doing things that is reliable, consistent and grounded in experience.

IMPORTANT NOTE:

In many coaching theories and schools of thought, knowledge of the game is grossly overlooked, even dismissed. Not here. We know that your knowledge, wisdom and experience is one of your greatest assets as a coach and in this program we show you how to refine it and leverage it for the maximum benefit of your players / clients.

We will help you put this together in this program.

The Power of Play Language

You have heard the phrase *Abera Ca Dabera*.

It was used by the great escape artist Harry Houdini and became the classic incantation for magicians. It is from the Aramaic language and means: "I Create As I Speak"

You have the power to speak your game to life in this program using the Language of Play.

Language is powerful. Using play language can literally transform your life and the lives of every person that you coach. Truly.

We assert that "Play Language" is the natural language of coaching because the fundamental purpose of coaching is to "Play Better".

It is also important to know that every game has its own language patterns: like business, romance and basketball all have their own phrases with deep meaning for players of the game that you will have to know in order to coach that game.

You may be uncomfortable with Play Language right now and that is OK. We will talk about it.

In just about every session we discuss how to talk like a coach by using play language patterns

vs. talking like a friend; a manager; a counselor; a therapist

Play-Two-Win Method™ Playbook

Step 1: Define the Game Purpose

Clarify focus on the BIG game

Coaching always begins with the players' desire to play a winnable game. In this part of the process the coach and player identify what the game is, what winning looks like, why the game is being played, how the game expresses what matters most to the player and how to bring the Spirit of Play into the game.

The key is to find the game that is worth playing; A game that is connected to the players purpose, values and what the player truly wants out of life; A game that touches the heart of the player in some way.

All coaching begins with desire! This truism must get into your heart, soul, bones and anywhere else it needs to be! Coaching is only possible when the player / client / coachee (from now on we will use "Player") has the desire to play better. So the very first thing you must do in any coaching situation is confirm and clarify the desire – we call it the game worth playing.

Interestingly, this is often a challenging part of the coaching method because most people are not very clear about what they want to accomplish or more importantly WHY they want to accomplish it. They do things for all sorts of reasons that don't stand up to even the most superficial inquiry. In this part of the method the coach makes sure that the player has a strong desire and a clear purpose.

Clarify Focus – why it is so important

Few people will hire a coach to support them in doing something that they can easily do on their own. So, the game at hand is probably a combination of: new, challenging, requires new skills, is especially meaningful and is possibly something they have tried and failed to accomplish alone. In other words, they are going to have to face some challenges; possibly make some significant changes, take risks, and probably have to face their own limitations (real or imagined) along the way.

To do this requires fuel or energy. The energy is going to come from their desire.

The purpose of Defining the Game

- 1) Clarify the name of the game
- 2) Define the purpose (the BIG WHY) of the game and what winning looks like
- 3) Get a feel for your players desire to play this game
- 4) MAKE SURE that this game is truly worth playing, worth playing better and worthy of coaching.
- 5) Bring the spirit of play into it. Since your player most likely has an Industrial Age mindset, you will have to really emphasize the idea of bringing fun and play into it.

Is their desire deep enough to do what it will take to succeed?

This is what you need to figure out as early as possible in the relationship.

Why is this so important to you? **Because you want to coach people who are going to succeed / WIN!** You don't earn a great reputation as an effective coach by coaching people who don't make it; or who give up before they reach the objective. Yes, some will and some won't, but it is important to have a strong feeling about your player before you go too far.

Fundamentally there are four reasons why we play games in life:

1. To accomplish specific things

Play-Two-Win Method™ Playbook

2. To become a better player
3. To become a BIGGER person
4. To enjoy the game

In this conversation we will help our player clarify items for each of the first three reasons. We will encourage them to enjoy the game all along so we don't need to define that one here.

One final point about Defining the Game

Develop your players' capacity to speak in "Play Language".

A BIG part of becoming a "Game Changer" for people is shifting them into Play Language. As we have discussed, most people in the Western Culture at least, are work-centric. We work at everything from career, to business, to community and we even work at our relationships and our golf game. Often the work-centric life is disconnected and joyless.

Inspiring – even challenging – people to PLAY in the areas of life that matter to them is a real gift. And it is a transition that can take some time and encouragement.

The key is the use of Play language. As children, we play naturally. As we age, however, we must transition from "free-form" play to what we call SERIOUS PLAY. To engage in serious play, you need to learn Play Pattern Language. For many people it will seem similar to learning a foreign language at first.

We are using the phrases: "playing a game" and "worth playing" as a part of our **play pattern language**. However you can start your conversations with other pattern languages if you like and ease into play language over time. For example: Meaningful Objective or Important Goal are commonly used and understood by most people.

As long as you are consistent in your use of Play Language, they will eventually catch on and start speaking it themselves. Why? Because deep down EVERYONE wants to play and be joyful in life in every area. Most people have gotten really blocked about this and part of your job is to unblock them. This is often an amazing source of transformation!

A little encouragement / observation for you: if you are still a little stuck about playing in every area of life then you will tend to attract players you are stuck in this area too.

Don't be alarmed. Just notice what you are seeing in the mirror (your player) and remain persistent in your own quest to be a player in life.

We just think that playing a game worth playing has more life to it and is powerful because people already know that a coach can help them play better.

Coaching Practice

Coach Prep

Here you will practice a conversation with a potential new player by getting right into a profound coaching conversation about the game they are playing and why they are playing it.

Coaching Outline for Step #1 : Define the Game

Coach Prep

This may come as a surprise, but simply asking the questions in the method 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 "Proficiencies":

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#1) Engage in Provocative Conversations

Ask them questions that no one has ever asked them before.

#2) Reveal the Player to Themselves

Show them things – about themselves – that they have never seen before.

#12) Enter New Territories

Walk with them to “places” that they have never gone before or would not dare to go alone.

To use the proficiencies while you are coaching you must trust your intuition and share it in courageous and profound ways.

This may come as a surprise, but simply asking these questions can be life-changing.

1) WELCOME

"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: Are you ready to get started?

"OK. Let's go.

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

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

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

> **Ask:** *How will playing this game change lives for the better?*

> **Ask:** *How will playing this game change the world?*

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

> **Ask:** *What would it mean to be a game changer?*

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

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

> **Ask:** *Are these challenges worthy of the life you have lived so far?*

> *(If not,) Ask:* *How can we amp up the game to make it worthy of what you have already accomplished?*

4) Lots of people are trapped in an unwinnable game.

Ask: What would make this game unwinnable for someone playing it?

(not necessarily you)

Play-Two-Win Method™ Playbook

5) Ask: What would it mean for your life if you won this game on your own terms? (Big Outcomes) 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?

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

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 place you can allow yourself to be a beginner and NOT KNOW

Ask: Is there a part of the game you can practice to pursue mastery

Ask: is there a way to make it more fun

Ask: Can you find a way to create a reward for getting results

7) You have a big game here that I think you can win!

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

Say: I am putting together a team of players to coach while I participate in the Play Two Win program at CoachVille.

I am offering... [Fill in Your Offer Here...](#)

How to Wrap Up your Define the Game Conversation

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

Here is an example:

Say: "OK, this is a good place for us to wrap up this session. Next time, we are going to delve deeper into your situation and start crafting a way for you to play better."

Say: "My challenge for you between now and then is to clarify your specific objectives to play for in the next three months. And consider the deeper purpose you have for playing this game.

Say: "Can you do that?"

Wait for them to say: "YES!"

IMPORTANT!!!

Go to the end of the playbook!

You will find pages with the questions for each coaching practice session in a format that is easy to print!

Play-Two-Win Method™ Playbook

**** A walk through the “Define the Game” dialogue in detail ****

>> { 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 method.

The first step of the method is found on the left column of the play sheet and has three elements:

1. The Name of the Game
2. The Purpose / Values of the Game; The BIG WHY.
3. Bring in the spirit of play.

In this conversation you will get a feel for these three elements and more through a series of conversations.

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

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

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

>> Ask: *How will playing this game change lives for the better?*

>> Ask: *How will playing this game change the world?*

At the start of the conversation you just want to capture the basic idea of their game. As the conversation unfolds the name 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. 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 questions let 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.

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

>> Ask: *What would it mean to be a game changer?*

>> 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.

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

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>> **Ask:** Are these challenges among the biggest you have ever faced in life?

>> (If not,) **Ask:** How can we amp up the game to make it worthy of what you have already accomplished?

Talking about the challenges of the game will open up the conversation.

Challenges are what make a game interesting and fun so this will be a recurring conversation in your relationship.

Asking about whether these challenges are the biggest is a great way to get your player thinking bigger about their game and appreciating that they are capable of the big things this game will ask of them.

>> **4) Lots of people are trapped in an unwinnable game.**

>> **Ask: What would make this game unwinnable for someone playing it?**

>> (not necessarily you)

This is a quirky but interesting question. Many people set themselves up to fail without even realizing it. So this gets that possibility out in the open right away.

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

>> **(Big Outcomes) FIND the BIGGER WHY**

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

Often this conversation is wide ranging and you may find yourself writing notes and then condensing what you learn onto a few key words on the play sheet.

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.

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. When the going gets tough, we are going to tap into this desire."

You will notice that most people have a hard time articulating what playing well 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.

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If it is creating struggle in the conversation, back off and make a note to yourself on the play sheet. This will come up later because folks you 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.

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

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 place you can allow yourself to be a beginner and NOT KNOW
- >>Ask: Is there a part of the game you can practice to pursue mastery
- >>Ask: is there a way to make it more fun
- >>Ask: Can you find a way to create a reward for getting results

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.

>>7) You have a big game here that I think you can win!

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

>>Say: I am putting together a team of players to coach while I participate in the Play Two Win program at CoachVille.

>>I am offering... **Fill in Your Offer Here...**

This part of the conversation depends a lot on how you set it up.

If you are talking with someone where there is a presumed "yes" because of your existing relationship with them you can confirm that they want to move ahead.

If you are talking with someone where you don't know them at all or don't know them well then this part is more of a dance where you really don't know what will happen. That is kind of fun too!

How to Wrap Up your Define the Game Conversation

It is important to finish the session with a challenge and a wrap up.

Here is an example of what you will do:

>>Say: "OK, this is a good place for us to wrap up this session. Next time, we are going to delve deeper into your situation and start crafting a way for you to play better."

>>Say: "My challenge for you between now and then is to clarify your specific objectives to play for in the next three months. And consider the deeper purpose you have for playing this game."

>>Say: "Can you do that?"

Wait for them to say: "YES!"

Play-Two-Win Method™ Playbook

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.

The importance of giving a challenge

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. You will learn more about this as we go through the Play-Two-Win method.

Play-Two-Win Method™ Playbook

Chapter 2: Step #2) Design the Game (Part 1)

The Spirit of Play

Tapping into the Spirit of Play is essential to becoming a game-changing coach. It is important to understand the Spirit of Play and the transformation from worker mindset to player mindset.

Understanding WHY we are oriented around work and not play

1. You grew up in the Industrial Age. The focus of the Industrial Age was WORK.
2. You are a product of the industrial economy. You get a job, earn money and consume.
3. You have to understand that you have been programmed to work - to get the job done by completing tasks.
4. You were taught that play was frivolous; When the work is done - then you can play.
5. In this program you will begin your transformation from worker to player.
6. Workers just want to get the job done - complete the task.
7. Players go for results, mastery, becoming and enjoyment;
8. Players wake up excited to get into the game of the day.

When you help someone transform from worker to player... YOU are a game changer!

Coaching Theory: Any endeavor can be played as a game

In the dialogue in class you will consider three questions:

What are pursuits in life that can be played as a game?

What makes a game worth playing?

What is an area of life where you have "worked hard" and now you can see yourself "playing well"?

Play Two Win Step #2) Design the Game

Step 2 is intense! There are many new concepts to learn both for YOU and your players. And there several steps required to design a real life game.

So we will learn this step in 2 parts.

When you master these steps you will be able to do this in one 1-hour session.

Identify the Outcomes, Mastery, "Becomings" and Upgrades using RACE

Designing a fun and winnable game is a highly creative process.

Learning how to design a life game is a major step in becoming a game changing life coach!

It does require some practice! Learning how to do this well is truly a transformational opportunity for individuals and organizations.

1) Identify the recurring Results that grow into the desired Outcomes.

Creating results in the world is what makes the games of life so exhilarating. The results are what happen when you perform the action with skill and focused intent; in basketball you shoot the ball and it goes IN the basket! The desired results are the standard by which the players' ability and determination are measured. In a well-designed game, when the desired results achieved on a regular basis they grow and accumulate into the desired Outcome of the game for the player.

2) Identify the recurring Actions that grow into acquired Mastery.

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Every game has actions that happen over and over again as the game is played; like shooting the ball toward the basket in basketball. When actions are taken to create desired results, WHILE holding a vision of excellence, they grow into a new level of Mastery. The pursuit of mastery also includes the concept of practice. Practices are repeatable actions taken outside of the game that improve your ability to get results while IN the game.

{NOTE: The next steps we will practice in session 3; but they are included here so you can understand the complete process}

3) Identify the recurring Challenges that grow into Becomings.

Any game worth playing is full of interesting challenges; some anticipated, some unexpected!

4) Evaluate what matters and connect that to Upgrades.

There are two ideas here. First is that you have to decide with your player how you will evaluate the results of the game.

The second idea is called "Upgrades" or Environmental Upgrades. These are real changes in the world around the player that occur by playing and winning the game.

5) Scan the players' situation for anything that will affect their ability to play and win.

Coaching is always personal. As a coach you need to know about anything in the players' life that will impact the player in the game.

6) Make sure the game is winnable and make adjustments if it is not.

The player and coach must take a good look at the desired objects of the game, and the players' situation to make sure that the objectives are achievable.

IMPORTANT NOTE

Coach!! Step 2 of the Play Two Win Method is by far the most important and the most challenging to learn. This is the step where you transform the goal or dream into a game. This is the step where you transform Industrial Work Mindset in to Connected Play Mindset. This step is challenging, creative and fun because it requires you to change the way you see the world.

The MOST important thing you can do is practice these conversations... A LOT. Practice this conversation with ANYONE you can.

Even if you are not going to coach them, help them figure out what there game is. Even if you try really hard but you just can't figure out what the game is, and they think you are crazy... It's OK! This is an essential step on the path to masterful coaching as a game changer! With practice, your success rate will improve.

While you are focused on your 5 Practice Players, I recommend you do Steps #1 and #2 with as many extra people as you can over the 12 weeks. It will really help you become a Master of the method.

A note for Professional Coaches: Many professional coaches use Steps 1 and 2 as a 2-part exploratory process for signing paying players. IT is very effective.

Do some research!

Another BIG idea is this: after sessions 1&2 when you identify the game, if you don't know this game, find someone who does and walk through the game with them identifying typical details for each section on the Play Two Win Playsheet!

Do this before your next session with this player!!

This is a big part of the early days of coaching, learning a LOT about the different games of life.

Play-Two-Win Method™ Playbook

The Play Cycle: The heartbeat of coaching.

This part is the essence of Step #3. But you need a feel for it to do Step #2.

This is the essence of play: **you take actions and face challenges in the pursuit of desired results.**

A few examples:

In basketball you dribble, pass and shoot the ball – the desired result is getting the ball in the basket.

In business you meet people, engage with them and make offers – the desired result is a paying client.

In romance you talk with your mate, do things with them, do things for them – the desired result is loving experiences.

Now, if the desired result happened every time you took the action, it wouldn't be much of a game would it? NO. Part of what makes a game worth playing is the challenges you face in the pursuit of the desired results.

In basketball, the other team will attempt to block your shot.

In business, the prospect may say "no" to your offer.

In romance, your mate may not appreciate what you are doing with them or for them.

This is where coaching comes in! To PLAY better, you focus on what you are doing and how you might do it better and face the challenges more effectively to get the desired result from the activities more often.

We will dive into this topic in more detail in our next session.

Here is a very simple example for each of the elements of the Play Two Win Playsheet.

(From Step #1)

Name the BIG Game:

Build a thriving solo business (sound familiar?)

Purpose / Values: (What winning looks like)

To create financial freedom

To express my talents in a meaningful way

To enjoy life fully on my own terms

Spirit of Play

See the challenge of finding clients as an adventure

Really enjoy the experience of serving my clients

(Now, the elements for Step #2)

Object of the game: 3-month objectives

Play-Two-Win Method™ Playbook

Next we will walk through each

RED: is for the 4 types of "objectives",

BLUE is the element of RACE that grows into this objective AND

GREEN shows the coaching step that goes with each.

(Tangible)OUTCOMES

- 1) Get to an average of \$2,400/month in income while playing 32 hours / week.
- 2) Maintain freedom to enjoy more time with my child
- 3) Meet 60 potential clients

Recurring RESULTS

Sign a paying client @ \$200/month

Enjoyable after school activities with my child

Meet a potential client

GAME PLAN (An approach that utilizes Strengths & Ideas)

When I engage with someone they get interested in what I do

Get the after school activities on my calendar!

I need to put myself in places where my ideal clients hang out

MASTERY

- 1) Potential Customer Engagement
- 2) Master Enroller – Fearless in going for "YES"

Recurring ACTIONS

- 1) Talk about what I do with at least 1 potential prospect each day with the capacity to pay \$200/month for my services.
- 2) Make 5 offers for exploratory coaching sessions every week (via Linked In or MeetUp Follow up)
- 3) Conduct 3 exploratory coaching sessions each week and conclude each one with an offer to coach (unless it is clearly not a good fit)
- 4) Attend afterschool activities with my child

PRACTICE SKILLS

- 1) Get better and finding potential customers
- 2) Get better at talking about what I do in front of a group
- 3) Get better and offering my services and getting: "YES"
- 4) Get better at honoring and prioritizing my family calendar activities.

BECOMINGS

- 1) More confident as a business person
- 2) More "present" during family activities

CHALLENGES

- 1) I don't know where to go to find ideal prospects
- 2) During my exploratory coaching sessions I come up with a reason NOT to ask them to hire me
- 3) I often get behind schedule in what I need to do for my business and miss my child's event/game

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INNER FREEDOM

- 1) I don't like to ask people to refer me.
- 2) I don't like to put pressure on people to say "YES" when money is involved!
- 3a) When someone has their life together, I don't think I can coach them.
- 3b) When someone has too many challenges, I don't think they can afford my coaching fee
- 4) When I am watching my child's game I often feel like I am "wasting time".

UPGRADES

- 1) Strong connections with a referral network that I create
- 2) A new CAR! (I seriously need one)
- 3) A closer relationship with my child & mate

EVALUATION

- 1) Count my revenue (on a spreadsheet)
- 2) Count how many exploratory sessions I do and % of YES's
- 3) Keep a list of people I think can refer customers to me.
- 4) I KNOW the highlights of my child's games.

WORLD POWER

- 1) I need 10 strong referral partners
- 2) I need support for the business details that bog me down
- 3) My car needs many repairs (No time! No money!)
- 4) My office has papers everywhere

How the results add up

You can get the idea (with a little math) from this example how the big game becomes a winnable (realistic) 3-month objective. And then how this objective can be achieved by playing well in a series of weekly games.

If your player manages to get 12 "YES's" over the 12 weeks they will reach \$\$ objective. There will be plenty of challenges to play with and opportunities for growth.

Much like an athletic season it begins with the big picture game to become a better player as an individual and to help the team win as many games as possible.

In most games of life it works well to think of each new week as a new "game". As you complete the weekly games you will keep an eye on moving your player toward the objectives and experiences they set here in steps 1 and 2.

Your player now has a weekly "game" to prepare for and play. As their coach, now your "game" is to help them to play the game better and better each week. But no matter what happens in the game each week, there will be a new game to play every week until the season (12 weeks) is over.

How to use the "Play Two Win Method" Outline, Playsheet + Proficiencies

The MOST important thing to focus on while you are coaching is your player!!

At the same time you need to be able to look at your Coaching Outline and other papers while you are in the conversation; This is like looking at the music while you are playing a musical instrument.

The most important thing to have in front of you is the coaching outline!

Play-Two-Win Method™ Playbook

The Play Two Win Playsheet is also great to keep close at hand while you coach. **It is a good place to make short notes** while you are coaching and because it will give you a visual of the entire process.

While you are going through the outline with your player, remember that you are looking for opportunities to do 3 proficiencies...

- 1) Ask provocative questions (and for the most part the outline does this for you!)
- 2) Reveal the player to themselves (use your intuition)
- 3) Enter New Territories

When you master these elements you will then be able to focus only on your player – sort of like a musician learning to play with total creativity and presence because they KNOW the music.

A Note about notes: While you are in a coaching conversation it is a good idea to make a few notes. HOWEVER... it is not like a class or a dictation! You do not need to remember everything they say.

I recommend: Print the coaching outline for at the end of this playbook for each player and write your notes on them while you are coaching. This will help you remember how things happened in the conversation.

Coaching Practice

Coaching Outline for Step #2: Design the Game

Coach Prep

Simply asking the questions in the method 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 “Proficiencies”:

#1) Engage in Provocative Conversations

Ask them questions that no one has ever asked them before.

#2) Reveal the Player to Themselves

Show them things – about themselves – that they have never seen before.

#12) Enter New Territories

Walk with them to “places” that they have never gone before or would not dare to go alone.

To use the proficiencies while you are coaching you must trust your intuition and share it in courageous and profound ways.

Note to the Coach: The Numbered Bold Lines are there to give you a reference point, you don't say them to your player.

1) Quick Life Check in

Say: Welcome back! It's great to be with you again.

Say: Today we are going to get into the details of your game!

Ask: Does that sound good to you?

Wait for the “yes”. (Agreement)

Ask: Before we do that...How are you? Can you give me a 1-minute update on what is happening in your life?

Play-Two-Win Method™ Playbook

If there is something BIG going on...

Ask: is this something we need to address during our session?

{If yes, make a note of it}

2) Recap the Define the Game Conversation

Say: In our first session we got into your game and your purpose and the Spirit of Play. Today we are going to do a quick recap and then we are going to really dive into designing your game.

Say: Let's recap our conversation by coming up with a fun name for your Game.

Ask: What do you want to call your game?

3) Start Designing the Game

Say: OK, now we are going to take the ideas we started talking about in our last conversation and transform them into an actual game. We are going to explore your objectives and how we can reach them in a game.

ASK: What are the primary tangible **OUTCOMES** that you want to play for in the next 3 months?

ASK: What are the recurring daily or weekly **RESULTS** that will grow into each tangible outcome?

ASK: What are the recurring **ACTIONS** that will create each result?

ASK: For each action, describe what **MASTERY** looks like to you?

ASK: On a scale of 1-5 (5 being mastery) how would you rate your skill level for each action?

4) Wrap Up your Design the Game Conversation

Say: "OK, this is a good place for us to wrap up this session. Next time, we are going to delve deeper into your situation and start crafting a way for you to play better."

Say: "My challenge for you is to pursue the results we spoke about with the actions and notice what challenges you experience along the way."

ASK: "Can you do that?"

Wait for them to say: "YES!"

ASK: "This was a great session. Can you give me a 30 second wrap up of what you learned today?"

** A walk through the "Define the Game" dialogue in detail **

">>" *You will see this symbol next to the lines that are in the coaching outline.*

1) Quick Life Check in

Play-Two-Win Method™ Playbook

Always begin a session by establishing agreement

>> **Say:** Welcome back! It's great to be with you again.

>> **Say:** Today we are going to get into the details of your game!

>> **Ask:** Does that sound good to you?

Wait for the "yes". (Agreement)

>> **Ask:** Before we do that...How are you? Can you give me a 1-minute update on what is happening in your life?

If there is something BIG going on...

>> **Ask:** is this something we need to address during our session?

{If yes, make a note of it}

2) Recap the Define the Game Conversation

>> **ASK:** At the end of our last session I challenged you to clarify your objectives for your game. We will look at your objectives in 4 areas: Tangible outcomes, Mastery, Who you want to become and Upgrades to your environment.

>> **ASK:** What did you come up with?

They may dive into some details or they may say they didn't really think about it. Either way you will guide the conversation into looking at each of the 4 areas one at a time.

A key point to this conversation is to cover all of the elements, AND to DANCE with your player at the same time. For example, if they jump into talking about challenges, roll with them and go there with them for a few moments. Then guide the conversation to the next part you need to talk about.

You don't need to be linear, BUT you do need to cover everything.

Let it flow AND keep it on track at the same time... THIS is the magic of great coaching conversation.

Another BIG point here is that many people that you coach will not know exactly what is possible in three month time frame of the game. As you engage with them you get a sense of the players' experience in the game.

>> **Ask:** What are the tangible **OUTCOMES** that you want to play for in the next 3 months? Is there something that you really want to accomplish?

You will get a feeling for how much they understand what they are getting themselves into by the way they make the BIG dream more tangible.

Listen and highlight on the play sheet the three things they select.

Numbers are easy to identify as tangible **OUTCOMES**.

Examples:

\$4,000/ month in income

500 new subscribers to my newsletter

100 people attend my four workshops

Body weight less than 175 pounds

I want to have the first 100 pages of my book complete

Play-Two-Win Method™ Playbook

Often specific environmental upgrade projects will be identified as outcomes.

I want to have a new job

I want to have my website up

I want to have my folks moved into their new home

So you can write them in the 4th box on the right side of the diagram and then try to figure out what the actual outcome is.

SAY: Great. A new job is what we call an **UPGRADE** to your environment because it will put you in a new place. This is an important part of your game for sure.

ASK: What is the **OUTCOME** you want to create by having a new job?
Or What is the **OUTCOME** you want to create by having a new website?

Sometimes people will list actions when you ask about outcomes.

(Because in the Industrial Age the Action WAS the outcome)

Examples:

I want to Exercise 3X per week

I want to Read 3 books per month

I want to Meditate every morning

These go in the **ACTIONS** area. Ask them about the **OUTCOME**

Say: "That is a great activity so I will note that as one of the actions of your game.

Ask: What will be the outcome when you do it consistently well for 3 months?"

Next we want to move onto the Recurring RESULTS that will lead to these outcomes

Here you reference the outcomes that they described help them break it down into a recurring result.

This is important because it is the recurring results that we play for on a daily/weekly basis that ultimately lead to the outcomes they desire.

>> ASK: What are the recurring daily or weekly **RESULTS** that will grow into each tangible outcome?

Say: For example, to create the \$2,400 per month in business income that you mentioned as an **OUTCOME**, what results do you need to create on a weekly basis?

This is where you help your player see the relationship between ongoing results and the **BIG** outcome. In the Industrial Age we looked for a sequence of tasks to do to accomplish the outcome. But in games, instead of completing tasks we accumulate results.

For example: Signing a paying client @ \$200/month is a **BIG WIN**, a **BIG** result that will accumulate to the outcome.

Most times, it is pretty clear what the recurring results will be for each outcome. But sometimes it may take a bit of creative exploration to find it.

For example: The outcome of "Maintain freedom to enjoy more time with my child".

The results here would be both signing a paying client because money creates freedom **AND** an enjoyable afterschool activity with the child. An enjoyable afternoon with your child is a result.

Try to find at least one recurring result for each outcome. If you can't find one, leave it for now and come back to it in another session. You don't want the conversation to get stuck.

Next we want to move onto Actions and Mastery

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>> ASK: What are the recurring **ACTIONS** that will create each result?

Your player probably has a good idea about the needed actions to get the results. However, if they are not clear, you may have to spark the conversation with a few ideas of your own!

Remember too that all of us trained in the Industrial Mindset do not easily see the connection between actions and results. We only see that we completed the task and that's it.

So you have to learn to see that actions alone are not enough. We have to look at what happened "as a result" of the action.

A quick example might be writing an article. The action is to write, but that is not the end of the story. What were the results? Did anyone read it? Did anyone take the action you suggested at the end of the article? Did anyone call you to give you feedback?

In work, we only look to complete the task. In a game we ALWAYS look to see that our action created a result.

>> ASK: For each action, describe what **MASTERY** looks like to you?

Again, they may go in the direction of some vision of perfection or no mistakes. You want to lean them toward the direction of being at ease and getting desired results most of the time.

If they already get great results in this action, THEN mastery will look like taking on a new challenge, or a new creative direction.

Examples:

I want to get better at engaging potential customers so that they love my firm and what we stand for even if they don't buy from us.

I want to be totally at ease and fearless in inviting someone to hire us. And I want us both to feel at peace even if they say "No, thanks", or "Not now".

I want to improve my ability to handle conflict so that I feel at peace and the other person feels heard and respected even if we don't come to an agreement.

I want to improve my writing skills so that people are moved to contact me to let me know how they felt about what I wrote.

>> ASK: On a scale of 1-5 (1 is a beginner, 5 being mastery) how would you rate your skill level for each action?

Here you just want to get their perception of themselves. You will learn a lot more as you get into the game with them.

THIS IS BIG.

In the Industrial Age, skill meant that you could complete the task without making any mistakes. In the Connected Age of Purpose & Play, skill means that your actions get results in the world.

So when you ask this question, you have to remind them that the rating is not based on their vision of "perfection" or doing it the right way; it is based on how frequently the action gets the desired result.

As you talk about actions, ask clarifying questions and share observations.

Ask yourself: are they missing or avoiding anything important?

If you have inklings in this direction, ask them!

ASK: are we missing anything important about playing this game?

Or

SAY: I was thinking XX activity is a part of this game but you haven't mentioned it.

What do you think?

4) Wrap Up your Design the Game Conversation

It is important to finish the session with a challenge and a wrap up.

Here is an example of what you will do:

>> **Say:** "OK, this is a good place for us to wrap up this session. Next time, we are going to delve deeper into your situation and start crafting a way for you to play better."

>> **Say:** "My challenge for you between now and then is to clarify your specific objectives to play for in the next three months. And consider the deeper purpose you have for playing this game."

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

Wait for them to say: "YES!"

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.

The importance of giving a challenge

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. You will learn more about this as we go through the Play-Two-Win method.

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Game Design For: {Name : Date}

	Game Area 1 {name}	Game Area 2 {name}	Game Area 3 {name}
Objective Tangible			
Mastery			
Becoming			
Upgrades			
RACE Results			
Recurring Actions			
Recurring Challenge			??
Evaluate			??
PLAY! Curious?			
Creative?			
Fun?			
Projects			

Chapter 3: Step #2) Design the Game (Part 2)

What does it mean to be a game changer?

Here are the fundamental points:

- 1) Life is a game
- 2) To change your life you have to change your game
- 3) To change your game you have to PLAY with purpose
- 4) To play your game better you need a great coach
- 5) To change the lives of others you need to BE a great coach

1) Life Is a Game

Key question: Where in your life are you attempting to work at something that is more suitable for play?

Key idea: Influence vs. Control (Play vs. Work)

What makes a game a game is this: anything that you can not control but you can influence is a game.

If you can control something so that when you take an action the same result happens every time, then that is work. If you cannot control something so that when you take an action you don't know exactly what is going to happen, then that is a game. It is good that some activities are work and some are games.

One key to enjoying life is knowing when to work and when to play and not get them confused. If you approach something like it is work – meaning you think you can control it – but really you can't control it then you can get really frustrated; until you realize that it is a game and start to play by creating influence.

In so many areas of life we have been taught to seek control but in most cases true control is impossible. This is called releasing the "illusion of control" so that you can embrace play.

2) To Change Your Life You Have To Change Your Game

Key Question: How can the spirit of play be brought into your endeavor?

Key Idea: To change your game, do something New, Better, Bigger

New Game = Doing something different with your life; It could be a big new thing like a new career or a new business or it could be an experimental new thing like a new artistic activity.

Better Game = Approaching something that you are already doing in a new way so that you can do it better. Doing something better typically means getting the results you desire more often.

BIGGER Game = Creating a way to expand what you are already doing to make a bigger positive impact in the world or in the lives of others.

The second aspect to changing your game is to bring in the Spirit of Play. This means to tap into self-expression, creativity, curiosity, resourcefulness and resilience as you go for something new, better or bigger.

Finally... Play = Learn; Changing your game with the Spirit of Play means that you shift into LEARN MODE; willing to try new things, experiment and make some mistakes on your way to new, better or bigger.

3) To Change Your Game You Have To PLAY With Purpose

Key Question: How can you play your game to have a bigger impact on the lives of others?

Play-Two-Win Method™ Playbook

Key idea: Play for Results vs. Work on Tasks

To be a game changer in life means that you play your game of life to:

- a) express yourself fully
- b) come alive in the experience
- c) create a positive impact on the lives of others.

This is an exciting, courageous and scary proposition.

It means shifting from the safe orientation of completing tasks alone in your work to playing for results (aka influence) in the world. When you play for results it is scary because you can fail.

The big benefit of working on tasks is that you can stay in your zone of control and minimize the risk so that there is little or no chance of failure.

This brings us to the Purpose part. If you are going to take the risk to play for results in the world, you will need to tap into something inside of you to find the courage to do it. That "something" is purpose. It is the reason – in your heart – that you want to make a contribution to the lives of others. It is WHY you care enough to embrace the potential for failure in your pursuit.

4) To Play With Purpose You Need a Great Coach

Key Question: Who knows your game AND has the ability to bring the best out of you?

Key idea: Coaching is a deep personal, purposeful relationship between two people oriented toward the success of the player.

Being a game changer includes tapping into purpose, risking failure in your pursuit of contribution, putting yourself into "Learner Mode" to do something new, better or bigger, tapping into the Spirit of Play and... expanding your influence while you release the "illusion of control".

Whoa! This is not a path you want to walk alone.
This is where your Coach comes in.

Your coach will walk with you on the pursuit of playing new, better and bigger.
Your coach knows your game AND has skills and methods to bring out your best.
Your coach will help you game plan to make the most of your skills and resources.
Your coach will help you master the new skills you need to learn.
Your coach will help you face challenges and rebound faster from failures and setbacks.
Your coach will help you design a winning environment so that your world is suitable for play.

5) To change the lives of others you need to BE a great coach

Key Question: How do you shift from high achiever to true leader

Key Idea: In your pursuit of new, better and bigger you will need a great team.

As you play your game of life and the "game changer" level, you will realize that you need other people. When you gather people and form a team with a shared purpose, you will need the skills and methods to be the coach of the team.

6) The BIG Idea

The BIG GAME here is for you to learn how to change someone's game and then create life-changing conversations every time you coach! Yes. This is a high bar. And we will get you there one step at a time.

You can transform any endeavor in life into a game using the RACE model; Why is this important?

Because playing a game is more fun and effective than going to work!

Here is the high level view of the RACE in the Play Two Win Game...

Results – Actions – Challenges – Evaluation

Play-Two-Win Method™ Playbook

Results = These are the results you are playing for in this program: Someone that you coach sends you a “Thanks, Coach” note because they have accomplished a better result in their new game because of how you coached them; You create the results that you desire in your game as a player.

Actions = These are some of the actions you will take in the game: Life Changing Coaching sessions with your players and partners, studying the Play Two Win Method through classes, reading, listening to coaching demonstrations, being coached by your partner and playing your game for the results you desire.

Challenges = You will face MANY challenges ;-) including finding people to coach, feeling “reserved” about coaching before you are an “expert”, facing obstacles in your game as a player.

Evaluation = There are many things you will evaluate during the game including: Counting your “Thanks, Coach” notes; recognizing your growth in mastery and who you become; Counting your desired results as a player.

The winnable / Unwinnable game

In class you will discuss what makes a game winnable and unwinnable. Here are some points to prepare you for the discussion.

What makes a game winnable

This is a BIG question with no specific answer because it is personal to every player and every game. There are a few things that you will learn to “look” for that will make a game winnable or unwinnable.

1) **The time frames seem realistic**

The time frame for the objectives must be realistic given – and here is the tricky part – the players’ whole life. The primary factor that makes a game unwinnable is an unrealistic time frame.

2) **Focused desire**

We have talked about this already but it can’t be overstated. Your player really needs to know WHY they are doing this in order to overcome all of the challenges that are going to occur. And if your player has MANY different desires that they want to fulfill at the same time, this can make a game unwinnable too.

3) **Basic Skills**

Your player will most likely need to develop new skills and build on some existing skills to accomplish their objectives. But you want to know that they have a foundation that you can build on.

4) **Suitable Environment**

For sure you will have to work with your player to transform their environment from suitable to supportive to “winning” in order to create sustainable results. The bottom line here is that most people are not playing in an environment that is totally set up for them to win, so you can expect to make some upgrades here. At the same time, it can’t be so full of obstacles that they can’t even get started.

Examples that would make an unsuitable environment include: dire financial environment, unstable relationships or family life, a major health crisis, something that is creating a major and unavoidable demand on their time – like an ailing parent that lives in their home for example.

5) **Intended results that are specific and in the “challenge sweet spot”.**

This means that they are not too hard and not too easy either.

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Keep in mind that these five areas are things that you will keep an eye on while you are talking with your player (or potential player) about their game. You won't know all there is to know about their situation until you get into a bit further.

At this point, you are looking and exploring to make sure that it feels right.

It is also a VERY good idea to let your player know that if you both come to the conclusion along the way that the game is unwinnable as it is currently defined – you can redefine it at that time.

What makes a game fun to play

- 1) It has a desired outcome that focuses your energy, attention and imagination
- 2) It has activities that are fun and challenging.
- 3) It has basic rules and boundaries that establish respect and fair play
- 4) It has a score card so you can evaluate how well you are playing on a regular basis; note to managers: this is major upgrade from the generally useless annual performance appraisal
- 5) It has skills that you can practice to expand your capacities AND if you really get into the game you can pursue mastery.
- 6) In a game you can notice and feel yourself improving over a period of time.
- 7) It has a variety of possible strategies and game plans that spark your creativity.
- 8) It is full of surprises that test your resilience and resourcefulness
- 9) AND above all it has OTHER PEOPLE PLAYING so that you feel like you are a part of something. You build relationships through shared experiences.
- 10) A winnable game is something you PLAY for enjoyment, for a purpose. A winnable game will bring you to life.

Now, let me tell you something here: playing a winnable game does not mean life is always easy! NO.

Sometimes you get into a really challenging game and it is tough. And sometimes you LOSE and it is heart breaking. All of these things are part of playing games. But when you REALLY play, you feel that reward that only comes from giving it your all no matter what happens.

What makes a game unwinnable

As a coach, you must know how to spot an unwinnable game! If your player has one, it will become a problem for them but a BIGGER problem for you because it is your job to help them win.

Here are a few thoughts about the unwinnable game:

Many people today are trapped in an unwinnable game, OR a game that is not worth playing.

And it is the reason this whole concept is so transformational and so important - NOW more than ever.

...in their careers, businesses, relationships, finances, health - most people are playing a game they cannot win OR a game that is not worth winning because it has no real purpose for them. And they are suffering as a result; even if they put up a good front and say that everything is GREAT. It's almost like they have gotten accustomed to it. UGH!

The unwinnable game...

- Dampens the human spirit,
- Thwarts creativity and
- Suppresses self-expression
- Causes overwhelm, frustration, isolation and apathy

Play-Two-Win Method™ Playbook

AND it shows! EVERYWHERE.

... in stress, anxiety, over-consumption, low-grade frustration and a whole host of other cultural phenomenon.

An unwinnable game has many causes:

- 1) Playing a game that requires skills that you have not fully developed AND you do not have a coach teaching you those skills
- 2) Playing a game based on a goal with an unrealistic time frame (have you heard of this one?)
- 3) Playing a game with an environment that is not set up for winning. The environment is the world of people, places, things and ideas. There are resources that are needed to win that you just do not have, or obstacles that are constantly in the way.
- 4) Playing someone else's game - it has no real meaning for you personally
- 5) Playing a game where there are escalated expectations for performance - or where it is expected that you can play at a high level 24/7/365 - you can't!

What are your highlights regarding a winnable game?

What are your highlights regarding an unwinnable game?

In what way are you MOST likely to create an UNWINNABLE game for yourself?

3.4) Understanding Methodology

In this class you will learn and practice the Play Two Win Method. Here are a few points about the benefits of using a method while you are coaching:

- A method is your gateway to consistent and predictable results.
- You use your coaching skills while using the method
- The purpose of the method is to create a framework to guide you toward helping people play better and win.
- You supply the knowledge of the game based on your experience and the basic coaching skills such as asking powerful questions, active listening and direct communication.
- The method has a natural flow, but is not always linear. A method is a predictable process designed to produce consistent results. While there is a natural flow to the nine distinct steps in the process they are not necessarily linear.
- Once you are really coaching the steps of the method can be used in any order depending on the situation.

3.5) Play Two Win Step #2) Design the Game (Continued)

Identify the Outcomes, Mastery, "Becomings" and Upgrades using RACE

Designing a fun and winnable game is a highly creative process.

Learning how to design a life game is a major step in becoming a game changing life coach!

It does require some practice! Learning how to do this well is truly a transformational opportunity for individuals and organizations.

1) Identify the recurring Results that grow into the desired Outcomes.

Creating results in the world is what makes the games of life so exhilarating.

Play-Two-Win Method™ Playbook

2) Identify the recurring Actions that grow into acquired Mastery.

Every game has actions that happen over and over again as the game is played; like shooting the ball toward the basket in basketball.

{Here is where we will put our attention in this session}

3) Identify the recurring Challenges that grow into Becomings.

Any game worth playing is full of interesting challenges; some anticipated, some unexpected! The key for the player and coach is to find the sweet spot between easy and hard. If the game is too easy it is not inspiring. If it is too hard (not winnable) then apathy sets in. The coach must continually expand the game so that the player grows in ability by stepping into bigger and bigger challenges. It is through facing challenges that we become the person we desire to be.

4) Evaluate what matters and connect that to Upgrades.

There are two ideas here. First is that you have to decide with your player how you will evaluate the results of the game. What will you look at to see if the game is going well? Often this starts with counting something like #'s of new paying customers for a business game; The second idea is called "Upgrades" or Environmental Upgrades. These are real changes in the world around the player that occur by playing and winning the game. So a quick example from a business game would be when I have 3 new players on my team (aka employees) I will know that my business is growing.

5) Scan the players' situation for anything that will affect their ability to play and win.

Coaching is always personal. As a coach you need to know about anything in the players' life that will impact the player in the game. The games of life cannot be compartmentalized. Everything impacts everything else.

So for example, if the players' desire for Mastery is to become masterful at selling BUT they have very little skill in sales, this is a situation that will require practice. If the player is playing a business game but is currently tied into a full time job, this situation is a BIG block in the environment that will require some World Power shifting.

6) Make sure the game is winnable and make adjustments if it is not.

The player and coach must take a good look at the desired objects of the game, and the players' situation to make sure that the objectives are achievable. If they are not, something must be adjusted because a player and coach should NEVER set out to play a game that is UNWINNABLE! It is better to make the object of game VERY achievable and then make it bigger because success builds success while defeat can start a downward spiral.

Let's talk about your situation

When you first start coaching a new player you have to find out what is going on in his/her life. Without this information it is impossible to figure out if the game they want to play is winnable or not.

The only way to find out is to ask. Often players don't want to talk about these things because they don't want to reveal their current circumstances. But this is just more of the common unhealthy habits of a) playing an unwinnable game and b) playing alone.

Remember, you are a LIFE coach. So you have to take into account ALL of your players life. You cannot just focus on one little part and assume they will "deal with" the rest of their life.

At the same time, you can't get so LOST in the player's situation that you lose focus on the game they want to play and win. It is a delicate balance and holding it all is a big part of what makes a great coach a real game changer!

Play-Two-Win Method™ Playbook

Getting into Game Design

Here we help our player make the BIG shift to WIN-Ability. Most people – for reasons that are difficult to explain – set themselves up to fail in the important areas of life like career, business, community, romance and family

A BIG part of your role as a Game Changing Coach – and the purpose of step #2 – is to find the sweet spot between too easy (a game not worth playing) and too hard (an unwinnable game).

To do this, you really have to understand your player, the game, their abilities and their situation. You have to understand specifically:

- 1) What do they MOST want to accomplish in the next 3 months?
- 2) What are the results, activities and challenges of the game; what is their current skill level in these activities?
- 3) What are their current life situations that affect their ability to play?

This includes their commitments and life challenges that will affect their ability to play the game fully? Specifically you need to establish how much time they have to dedicate to playing this game on a weekly basis.

- 4) How strong is their level of confidence that they can win

With this picture you will guide them toward designing short term objectives that are right in the sweet spot. And then you will keep raising the bar gradually to keep them in that growth zone without tipping the scale into unwinnable. It is a creative and delicate process that will test your skill as a coach.

3.4) Coaching Practice

Coaching Outline for Step #2: Design the Game (Part 2)

Coach Prep

Simply asking the questions in the method 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 “Proficiencies”:

#1) Engage in Provocative Conversations

Ask them questions that no one has ever asked them before.

#2) Reveal the Player to Themselves

Show them things – about themselves – that they have never seen before.

#12) Enter New Territories

Walk with them to “places” that they have never gone before or would not dare to go alone.

To use the proficiencies while you are coaching you must trust your intuition and share it in courageous and profound ways.

Play-Two-Win Method™ Playbook

Note to the Coach: The Numbered Bold Lines are there to give you a reference point, you don't say them to your player.

1) Quick Life Check in

Say: Welcome back! It's great to be with you again.

Say: Today we are going to finish designing your game and make sure it is winnable!

Ask: Does that sound good to you?

Wait for the "yes". (Agreement)

Ask: Before we do that...How are you? Can you give me a 1-minute update on what is happening in your life?

If there is something BIG going on...

Ask: is this something we need to address during our session?

{If yes, make a note of it}

2) Recap the Design the Game Conversation

Say: In our last session we got into the **ACTIONS**, **RESULTS** and **OUTCOMES** of your game.

Ask: Can you recap for me how your game is played

{Dialogue briefly about this}

3) Finish Designing the Game – Make it winnable

Say: OK, now we are going to finish designing the game and make sure it is winnable. So in our last session I challenged you to notice the challenges that you faced while playing for results.

ASK: What **CHALLENGES** did you face?

And what additional **CHALLENGES** do you expect to face while playing for your results?

ASK: Who will you **BECOME** – what character traits do you want to develop – as you face these challenges?

ASK: What is most important for us to **EVALUATE** each week to track your progress in the game?

ASK: What **UPGRADES** to your environment will you need to sustain your game at a high level?

ASK: What **UPGRADES** to your environment do you want to enjoy as you win your game?

ASK: Tell me about any situations in your life – like commitments or life challenges – that could affect your ability to win this game?

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ASK: When you look at this 3-month game, your current abilities and your current situation, do you believe that this game is winnable for you?

ASK: If not, how should we modify the game to make it winnable?

4) Wrap Up your Design the Game Conversation

Say: "OK, this is a good place for us to wrap up this session. Next time, we are going to dive into your experience of playing the game."

Say: "My challenge for you between now and then is to focus on your recurring results and the actions you can take to create those results. **ASK:** "Can you do that?"

Wait for them to say: "YES!"

ASK: "This was a great session. Can you give me a 30 second wrap up of what you learned today".

>> Here is a sample dialogue with additional questions & comments

">>" You will see this symbol next to the lines that are in the coaching outline.

Always begin a session by establishing agreement and then check in on the challenge that was discussed in the last session.

1) Quick Life Check in

>> **Say:** Welcome back! It's great to be with you again.

>> **Say:** Welcome back! In our last session we made a lot of progress in designing your game and now this week we are going to make sure that it is winnable.

>> **Ask:** Does that sound good to you?

Wait for the "yes". (Agreement)

>> **Ask:** Before we do that...How are you? Can you give me a 1-minute update on what is happening in your life?

If there is something BIG going on...

>> **Ask:** is this something we need to address during our session?

{If yes, make a note of it}

2) Recap the Define the Game Conversation

>> **Say:** In our last session we got into the **ACTIONS**, **RESULTS** and **OUTCOMES** of your game.

Ask: Can you recap for me how your game is played

{Dialogue briefly about this}

The point here is that transforming an endeavor into a game is an iterative process; meaning you rarely nail it perfectly in the first conversation! You will keep refining it over time.

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Let it flow AND keep it on track at the same time... THIS is the magic of great coaching conversation.

3) Finish Designing the Game– make it winnable

>> Say: OK, now we are going to finish designing the game and make sure it is winnable. So in our last session I challenged you to notice the challenges that you faced while playing for results.

>> ASK: What **CHALLENGES** did you face?

And what additional **CHALLENGES** do you expect to face while playing for your results?

Remember, that in the Industrial Age we were taught to only do things that did not have challenges so that we could avoid making mistakes.

So it is a challenge for most people to see that challenges are fun! But this is the transformation you need to bring to your own mind and to everyone you coach.

At first, they may not see the challenges. Or they may describe them as problems.

You have to ease them into finding the fun in whatever gets in the way of creating the results they desire.

Challenges can be external like:

It is hard to find places where my ideal customers hang out.

Challenges can be internal like:

During my conversations with potential customers I come up with a reason NOT to ask them to hire me.

Ask: What are some of the general challenges that you are facing right now?;

Things that are taking up your energy and thoughts. It could be a recurring problem that you haven't been able to solve; or something that you think might get in the way of playing your new game?

Listen and take notes. If the challenges are related to the game, write them in the Blue Circle labeled challenges. You will get into this more as the game moves along, but for now you need to get a feel for how "winnable" this game is for them.

If the challenge is not related to the game but seems more like a life "situation" write a not in the margin of the playsheet. We will get more into that with them in a moment.

Again...

Keep probing: What else? Is there anything else?

REMEMBER: be objective, listen without getting lost in the story.

This is good because your player gets the sense that you care about the details; that you are not just going to accept surface level conversation.

>> ASK: Who will you **BECOME** – what character traits do you want to develop – as you face these challenges?

The becomings often come from facing challenges. And sometimes your player may have an idea about specific character traits that they want to develop even if they are not related to a specific challenge.

So you can ask directly about character traits...

SAY: Let's identify a few character traits that you want to build as you play the game. Who do you want to become as a result of playing?

Specific experiences will come up here. Examples:

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1. I want to have a much better relationship with my spouse/child/boss/colleague = I want to be more loving, caring, thoughtful or connected
2. I want to feel more relaxed at the end of the day = I want to be more peaceful
3. I want to have more time for myself = I want to be more joyful or reflective
4. I want to be a more confident as a business person
5. I want to be a more "present" during family activities

Becomings are the secret sauce of coaching!

The ultimate outcome of playing any game, WITH A COACH, is the joy of personal growth and self-discovery. This is found in the "WHO YOU BECOME" in the experience.

We all know that this is true for the greatest moments of our lives. Typically they began as a great challenge. Sometimes we create the challenge. Sometimes the challenges just seem to find us.

Ultimately it is the personal growth that tells the real story. AND, it is a big deal to think about this consciously as you get into the game.

>> **SAY:** A key element to playing well and coaching is to evaluate how the game is going.

>> **ASK:** What is most important for us to **EVALUATE** each week to track your progress in the game?

Step #5 is called Evaluate What Matters. We will get into that step in much greater detail then.

But in the beginning of the game it is very powerful to start to think about how your player wants to evaluate their performance. This is very empowering because in most things in life we feel we are being judged by outside forces.

Here you encourage your player see that "Feedback is the breakfast of champions".

When you play a BIG game, EVERYTHING is feedback. The question is which feedback is most important to look at?; which feedback will give you clues about how to play better?

Examples:

- 1) Count my revenue (on a spreadsheet)
- 2) Count how many exploratory sessions I do and % of YES's
- 3) Keep a list of people I think can refer customers to me.
- 4) I KNOW the highlights of my child's games.

>> **SAY:** To play your game in a new, better and bigger way, we will probably need to help you design a winning environment.

>> **ASK:** What **UPGRADES** to your environment will you need to sustain your game at a high level?

This aspect of Upgrades is often the "Super Outcome" of the game. In other words, what positive changes in my environment do you want to create as you play and win your game?

Examples:

- 1) Strong connections with a referral network
- 2) A beautiful writing space in my home that makes me feel creative and open

>> **Say:** A final part of your objectives for the game are the rewards of winning

>> **ASK:** What **UPGRADES** to your environment do you want to enjoy as you win your game?

- 1) A new CAR! (I seriously need one)
- 2) A closer relationship with my child & mate

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Important: Next, get a feel for your players "situation".

Often your player will reveal their "situation" when they talk about the challenges of the game. But if it didn't come up, now is the time to ask them about it.

>> ASK: Tell me about any situations in your life – like commitments or life challenges – that could affect your ability to win this game?

Additional comments and questions you can use here:

Say: I need to get an understanding of what is going on in your life so that we can create a winnable game.

Ask: What are a few of your major commitments right now, things that take up your time and energy?

Listen and take a few notes. On the playsheet, write key points on the margins of the page. This is metaphorically good because it shows that these items impact the game but they are not the game itself.

Keep probing: What else? Is there anything else?

You will be surprised at how many times the fourth or fifth thing they mention is a HUGE item in their life, but they didn't want to bring it up. (aka face reality).

THE BIG REALITY FACING QUESTION

Ask: When you look at your commitments, what is a realistic amount of time that you can dedicate to playing this game right now?

Listen. Challenge their answer if you feel that it might be unrealistic.

Remember: most people tend to create an unwinnable game when they start something new.

"Is this game winnable?" The BIG question.

YOU MUST ASK YOUR PLAYER THIS QUESTION.

Do not shy away from this question.

Also, don't assume you know the answer based on how the conversation has unfolded.

Ask the player. And let them answer. You may be surprised.

>> ASK: When you look at this 3-month game, your current abilities and your current situation, do you believe that this game is winnable for you?

DIALOGUE TOGETHER: Talk about the win-ability of the game as you see it as well. Offer your comments and perspective on the situation.

Listen: write down a few things about what they say on the bottom of the Play Sheet. There isn't a specific spot for this.

>> ASK: If not, how should we modify the game to make it winnable?

IMPORTANT: If you think the game is unwinnable but your player feels that it is, here is what you do.

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Say: OK. If you feel confident, that is the most important thing. Let's agree to re-evaluate the game after a few weeks and if it turns out that it is a little aggressive, we will make the needed adjustments. Fair enough?

REMEMBER: You have to end the session with a challenge.

And you also want to get them involved in the activities of the game that you identified.

When the conversation is complete, here is what you do.

>> **SAY:** Great! Now we have your Winnable game ready to play

4) Wrap Up the Conversation

>> **Say:** "OK, this is a good place for us to wrap up this session. Next time, we are going to dive into your experience of playing the game."

>> **Say:** "My challenge for you between now and then is to take your recurring actions and play for results and watch what happens. **ASK:** "Can you do that?"

Wait for them to say: "YES!"

You may want to get a little more specific..

ASK: Which activity and result do you want to focus on?

ASK: How many times will you do this action this week?

ASK: What result are you playing for in the next week?

If they seem uncertain as to what to do..

Look over your play sheet and notice where your player lacked clarity. Challenge them to reflect on that issue or question and write down several ideas. Be sure to ask them to send you what they write prior to your next session. This will create an accountability loop.

Example:

Say:"We are going to get you started in this game. One thing I noticed that was not clear was your understanding of the challenges you will face in xx activity. I would like you to reflect on this and write down 3 items for each of these. If you can't think of what to write, call a good friend or colleague and ask them to help you. Sometimes an outside perspective is helpful."

Say: I know this may stretch you outside of your comfort zone. Can you do it? And send it to me by next Tuesday at 5PM? (give a specific time to your request)

Wait for them to answer.

>> **ASK:** "This was a great session. Can you give me a 30 second wrap up of what you learned today."

Wait for their answer.

>> **Say:** "GREAT! I look forward to next time."

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Chapter 4: Step #3) Play for Results

How to play well at anything in life

- 1) Go into the game with eager anticipation; have a clear idea about the results you are playing for and the actions you are planning to take.
- 2) Play with enthusiasm. Have fun. Enjoy being IN THE GAME. Lose yourself in the moments of the game.
- 3) Be aware of what is happening in the game. Stay awake; Be present. Let the game guide you and pull you forward.
- 4) Respond to challenges and setbacks with grace and resourcefulness
- 5) Don't get bogged down in self-judgment or critical thinking. Avoid making assessments about how you are playing while the game is on, there will be time for that AFTER the game.
- 6) While the game is on, keep playing; Always looking for a way to get the results you desire.
- 7) Maintain respect for everyone in the game, the rules of the game AND yourself.
- 8) When the game is over, IT IS OVER. Be grateful for the opportunity to play. Have the experience of feeling satisfied with your effort whether you win or lose.
- 9) When you win, enjoy a little celebration. (Yeah!)
- 10) Be prepared to review the game with your coach. Learn from what happened and what did not happen. Inquire with intensity: what can I do to play better next time?

The Components of Life Games

When you are looking at a player's objectives and you need to find the best RACE sequence to "make it a game"; remember this includes recurring results, actions, challenges and evaluation.

When you design a game there are four fundamental components to consider because they can be found in most life games.

A BIG point here is the truth that most life games are REALLY NOT that complicated when you look for these four components as a framework.

Here are the "four" with examples from Business, Romance & Career,

- 1) **Visibility** – introduction to strangers
 - Action: Be seen: go "somewhere" where other people are
 - Action: Be Known: Share yourself in some way
 - **Result:** Connect with someone in conversation
 - **Result:** Make an invitation / request / offer for another conversation
 - **WIN:** They say "Yes"

Examples:

Business Game = business meetups, linked In, Speaking.

Romance Game = match.com, dating services, singles events

Career Game = Career fairs - Networking - volunteer for company/community events

- 2) **Enrollment** - get someone to say: "YES"

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- Action: Engage – deepen your awareness of your shared purpose / values with another person
- Action: create win-win scenarios
- Action: make a request,
- Action: make an offer to exchange value
- **Result:** make a promise
- **Result:** get a response
- **Win:** Get a “YES” to a valued commitment

Examples:

Business Game = talk to potential customers; meet for lunch; offer your services

Romance game = ask for a date; ask for another date

Career game = go on interviews; meet with boss and ask for new opportunity

3) **Fulfillment** - fulfill the promise AND fulfill your purpose

- Action: show up
- Action: do what you promised to do
- **Result:** they enjoy doing it
- **Result:** YOU enjoy doing it
- **WIN:** You BOTH enjoy doing it

Business Game = Provide the service / experience the customer paid for

Romance game = Go on the date

Career game = do the thing you were hired to do!

4) **Orchestration** - harmonizing the energy of multiple players toward a common vision

- Action: Figure out who is going to do what,
- Action: Figure out when and where it’s going to happen;
- Action: follow up
- **Result:** Everyone shows up / IT HAPPENS
- **Win:** The experience you intended for everyone involved... happens eg. It was fun, moving, productive etc.

Business Game = Get your team organized to provide a new client experience

Romance game = Organize your friends for a party to meet your date

Career game = Organized your team mates to complete a project

Play Two Win Step #3) Play for Results

Give your heart, soul and energy to creating results

AND enjoy it! Have fun.

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Playing the game is what it is all about. The key is to play fair, play with gusto and be respectful of the game itself and everyone in the game. AND play to win of course. When you play to win you have purpose; you have the intention to give the very best of yourself. Playing to win means that you will do whatever it takes - within the context of fair play - to achieve the desired results. This way of playing always creates the best experience of playing no matter what the outcome is.

ENJOY the experience of playing. The ultimate reward for all of your effort and preparation is the experience of playing well. YES!

The joy, the fun, the self-expression, the growth, they all happen in the experience of PLAY! And remember: your purpose as a coach is to guide your player to PLAY BETTER.

Like Step #2, this step is also a very creative process. Here you will use everything you know about the game and combine it with what you have learned about your player and their situation to continue to craft the desired results of the game, the actions of a game and a specific time frame – like a week or two weeks. You will get your player into action – playing – and going for the results of the game.

R-A-C-E vs 123456789,10,11,12,13,14,15...1,302...8,745...

R-A-C-E stands for Results - Actions – Challenges – Evaluation

It is a cycle that you repeat over and over again but every time it is a new experience; especially as you become more masterful and more creative!

It is what playing a game every day is all about.

R = Clarify a desired result

A = Take action to create the result

C = Embrace the challenges you experience while attempting to create the result

E = Evaluate what matters; What did you learn about yourself, your skill level in the actions, your approach for creating the result.

GO BACK TO (R) and play again.

Sort of like: Lather, Rinse, Repeat.

This is very different than the industrial approach that we were taught – make a list of tasks and keep checking them off the list. Add new tasks to the bottom of the list. Keep checking off items until the project is complete.

To create a winnable game you have to learn how to select – with your player – the 3-5 essential activities that will create the most important results that will lead to the objectives. Play and practice; play and practice; keep going, do it again and again... be creative, keep it fun... in pursuit of mastery. This is the way to reach our most cherished objectives.

And you have to understand how to integrate necessary projects (lists of tasks) into the game and make them as game-like as possible.

Important distinction:

Coaches help players create better results from better actions, master the game and enjoy the game.

Managers control workers to complete their tasks the right way and on time.

In other words: Coach Results vs. Manage Compliance

Mastery = the pursuit of excellence

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Here you will help your player develop their **master-ability**; the pursuit of excellence in playing the game. Your player will become more masterful NOT by focusing on the objectives but rather by focusing on the recurring daily and weekly activities of the game and the desired results from those activities.

To play better, you have to focus on what you are doing right now (the activity and the desired result)– in the present moment – not on what is supposed to happen in the future (the objectives).

This can be challenging for many people because we have become so fixated on the objectives – just get it done - and lost focus on how to be fully present to the current moment on the game.

I often tell my players: “You cannot play the game while looking at the scoreboard!”

Do 3-5 things consistently well vs. A task list of 1,000 things

One of the BIG challenges of life today is the feeling that we have 1,000 things to do. There are so many items competing for our attention! And because of our task-list orientation we tend to put all of these things on a big list we feel we have to do.

This often creates an underlying feeling of frustration and the experience of an unwinnable game.

As a Coach, you MUST focus your player on 3-5 essential activities that lead to results. Stay focused on these 3-5 things rather than trying to check items off of an endless list.

In other words... **Focus on the recurring actions and recurring results**

While it is a challenge, it is also a relief

Focusing your player on mastery and creativity with 3-5 recurring actions and results and taking away the bottomless task list will be a BIG relief to most people because it reduces overwhelm by “simplifying the game”.

It also makes it easier to BE a Coach rather than a Task Manager. You can help them get better and better at 3-5 important activities (coaching) rather than holding them accountable for the next item on their task list (managing)

And it gives you a clear way to talk about what you do as a Coach with a potential player. Anything that reduces overwhelm will sound pretty compelling to most people.

A lot of time people are NOT present to what they are doing because they are so overwhelmed by having so many things to do. Slowing down and being present is a gift (play on words intended) that they will be grateful for.

The distinction between recurring actions and one-time exercises / projects

While we shift our focus from the task list to the recurring actions, there are still “tasky” things to do.

Any task that happens often should be converted into an action in the game.

But a task that is only done once or once in a great while should remain a task.

The key question: Is this activity something that you want to get good at?

If yes, then make it part of playing the game somehow.

If no, then keep it on a task list and get it done as fast as possible. Consider making it a game using the “Beat the Clock” game framework.

Three types of projects coaches need to be aware of

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There are three basic categories of projects and tasks: game plan projects, environmental design projects and unfortunately necessary projects. We will cover game plans and personal environments later in the program but here is some basic information.

A game plan project is one that has a positive impact on your ability to perform the recurring activities of the game.

Business examples include:

- build a website - makes it easier to establish credibility after talking to someone, or after an advocate refers someone to you.
- develop a workshop - makes it easier to create visibility AND credibility
- Write a Book - to hone your message which makes it easier to talk to people about what you do and you become more media desirable
- Getting Business Cards – helps you with follow through from networking events

Note: on the Play Two Win Play sheet you can make a note of these projects in the Green Game Plan Box.

An Environmental Design project is anything that upgrades the people, places and things needed to play the game better.

The F/C rules:

Fix / Complete something that is draining your energy

Find/create something that is missing

Business examples Include:

- Go to a conference to meet new people and upgrade your network
- Organize a local master mind group to build deeper professional relationships
- Get a new office to improve your playing conditions
- Research and buy a new laptop to give yourself a better tool for communication

Note: on the Play Two Win Play sheet you can note important environmental design projects in the Green World Power Box

Unfortunately Necessary Projects

There are always things that just have to get done even though they don't seem to add value to the game in any way. An example from the business game might be doing the book keeping or paying the bills. It is important though because the numbers are the scoreboard of the business game.

As a coach you don't want to get too involved in how your player approaches these projects other than encouraging them to find a way to have someone else do it. Remember: everything that must be done in the world is a fun game for someone!

TASKS/Projects are SAFE – Playing for RESULTS is risky

A BIG reason why we fell into the task trap of the 20th century is because it is safe; MUCH safer than playing for results. We were SUPER TRAINED that mistakes are bad and to avoid making them. With this training it was easy to convince people that it is better to become a task slave than to live with the risk of playing for results where you might make mistakes and FAIL!

You have to keep this in mind as you become a coach. While you ARE setting them free by teaching them how to play for results, it IS a big step out of the comfort zone for most people.

So you have to expect some pushback. Don't get freaked out when this happens.

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Just stay calm, stay with them and gradually teach them that risks and mistakes are part of what makes the games of life so much fun to play!

A few more points about game design

Playing Seasons - Projects Off-season

Whenever possible it is a great idea to schedule a period of "project time" between playing seasons.

There are certain times of the year that are great for doing this.

August and December are a great time for projects.

Play Language is the essential difference

When you start talking about "doing", it is easy to fall into the familiar pattern of task lists and deadlines. Watch out! There will always be things to do on time, but keep the game focus on the recurring actions and results.

Make the focus of your day (your players day) your essential 3-5 actions and carve out a little time for tasks; Rather than making your whole day about tasks and maybe squeezing in a few minutes for your 3-5 essential actions!

Special Case: When the game really IS a project

An example is writing a book which is a project of many tasks – each section of the book is a task to complete.

But wait!

Can you re Design the project to make it game-like?

You can make it a daily recurring action to write.

You can focus on "becoming a writer" vs. "writing a book"

You can transform most things that are traditionally approached as project into a game by looking for the mastery within the project.

Remember: Focus on what you want to get very good at doing.

The game is in there somewhere.

Don't let tasks stop the game actions

As you are talking about the recurring actions and results, for sure, your player will mention project tasks that must be done.

Note them on the Play Sheet.

And often they will make these contingencies like: I can't go to networking events until I have my business cards printed. And I can't get my cards until I have my logo. And I can't have my logo until my graphics person gets back from her 6 month vacation etc. etc. etc.

Here is where you do two things:

- 1) Find a creative way to get the task done fast; don't wait for perfection
- 2) Insist that the recurring actions – visibility, enrollment, fulfillment, orchestration – can all be done before any projects are completed. **Completing certain projects may make the actions easier or better. But it is possible and important that they start playing right away!**

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Our Social Game System

In our Social Game System we have the 3 elements that match this framework: **exercise, recurring actions, results to play for.**

Power Ups:

An exercise that makes it easier to take actions that get results.

For example reflecting on a question about the spirit of play is an exercise that will help you be more effective when you talk with potential players for your coaching business.

A project of writing your coaching agreement is something you just have to get done. It makes it easier to start with a new player which is an important recurring action of the game.

Game Actions:

These are the recurring activities that constitute playing the game.

On the game card the key is to notice how many times you can do this item on your game card.

Big Wins:

The intended results of the game actions. This is where the big points are.

On the game card the BIG Win items correspond to one of the Game Actions.

These are typically recurring as well. So if the game action has a place for 10 shares, there might be 3 places to share a BIG win.

Coaching Practice

Coaching Outline for Step #3: Play for Results

Coach Prep

Simply asking the questions in the method 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 "Proficiencies":

#1) Engage in Provocative Conversations

Ask them questions that no one has ever asked them before.

#2) Reveal the Player to Themselves

Show them things – about themselves – that they have never seen before.

#12) Enter New Territories

Walk with them to "places" that they have never gone before or would not dare to go alone.

To use the proficiencies while you are coaching you must trust your intuition and share it in courageous and profound ways.

Note to the Coach: The Numbered Bold Lines are there to give you a reference point, you don't say them to your player.

1) Quick Life Check in

Say: Welcome back! It's great to be with you again.

Play-Two-Win Method™ Playbook

Say: In our last session we made a lot of progress in designing your winnable game. We focused on the object of the game and started designing your RACE.

In this session we will REALLY move into your RACE and playing for results.

Ask: Does that sound good to you?

Wait for the "yes". (Agreement)

Ask: Before we do that...How are you? Can you give me a 1-minute update on what is happening in your life?

If there is something BIG going on...

Ask: is this something we need to address during our session?

{If yes, make a note of it}

2) Update the Design of the Game

Say: Our first thing we must accomplish today is to look at your tangible **OUTCOMES** and your recurring **RESULTS** that we came up with in our last conversation.

{Recap what you have on your Playsheet}

We want to make sure that we have honed in on the most important 3-5 results that we can pursue to reach your outcomes.

Ask: When you look at it, what do you see? Anything we should add, remove or change?

Say: Next we want to make sure we have identified the most important recurring **ACTIONS** you can take to get these **RESULTS**.

{Recap what you have on your Playsheet}

ASK: Anything you want to add, remove or change?

3) PLAY for Results

Say: OK, now we have to bring in the Spirit of Play, because it is important that we PLAY for **RESULTS** NOT work on tasks.

To approach this with play we will focus on curiosity, creativity and fun.

{Go through these question for each major game area}

Ask: When you look at taking these **ACTIONS** in pursuit of **RESULTS**, what are you curious about?

Ask: When you look at taking these **ACTIONS** in pursuit of **RESULTS**, how can you be creative?

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Ask: When you look at taking these **ACTIONS** in pursuit of **RESULTS**, how can you make it fun?

Ask: Out of all the ideas we came up with to PLAY for your results, which one will you try this week?

4) Wrap Up your Design the Game Conversation

Say: "OK, this is a good place for us to wrap up this session. Next time, we are going to dive into the challenges of the game.

Say: "My challenge for you between now and then is to get into playing for your results and make notes about the challenges that you face along the way.

ASK: "Can you do that?"

{Wait for them to say: "YES!"}

ASK: This was a great session. Can you give me a 30 second wrap up of what you learned today.

(Optional) Document the game

Ask: can you send me an email later today stating exactly what you are going to do and what results you are playing for this week?

** Follow up if you don't get the email!

** Coaching Dialogue With Notes and additional comments**

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Play-Two-Win Method™ Playbook

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{Recap what you have on your Playsheet}

>> We want to make sure that we have honed in on the most important 3-5 **RESULTS** that we can pursue to reach your **OUTCOMES**.

>> **Ask:** When you look at it, what do you see? Anything we should add, remove or change?

Dialogue on this topic for a few minutes

After you and your player had some time to reflect on the game you are creating, often ideas will come up. It is important that you get into a flow of seeing the game as an emerging creation NOT a “fixed in stone” commitment.

The relationship between actions and results takes some time to grasp because we were trained only to accomplish things through a sequence of tasks. The only result was did you get it done perfectly and on time?

In a game, the result is when something happens in the world because of your actions.

This is a distinction that will probably take time to master for you AND your players.

>> **Say:** Next we want to make sure we have identified the most important recurring actions you can take to get these results.

{Recap what you have on your playsheet}

>> **ASK:** Anything you want to add, remove or change?

{Dialogue on this topic for a few minutes}

The key distinction here is to understand influence vs. control.

At work you only do tasks that you can control.

At play you start out creating results that you can NOT control, BUT you can influence with your skill, your energy, your creativity and your approach.

Most people feel that they have no influence. So it may take some persistent support for your player to step into building and using their influence to create results.

(Optional) Ask: For each activity, about how many times will you do it each day/week?

Here you just want to get a feel for the activity level. Don't get into a big commitment thing about doing it 5 times or whatever. The most important thing is taking the action as many times as it takes to get the results you desire for the week (or whatever time frame you are playing in).

3) PLAY for Results

>> **Say:** OK, now we have to bring in the Spirit of Play, because it is important that we PLAY for **RESULTS** NOT work on tasks.

>> To approach this with play we will focus on curiosity, creativity and fun.

>> **Ask:** When you look at taking these actions in pursuit of results, what are you curious about?

HINT: Curiosity sounds like “I wonder what would happen if...”

Dialogue on this topic for a few minutes – offer suggestions that pop into your mind... without attachment!

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This is a BIG Deal!

Even though you have been using game language, I can almost guarantee that your player is thinking of this as work and will be stuck in the framework of wanting perfection and doing it right.

So it will be mind-opening and strange to talk about "curiosity". Humans are curious, but we lose it as we get into the world of work. You have to help them find it!

>> Ask: When you look at taking these actions in pursuit of results, how can you be creative?

HINT: Creativity sounds like "A different way I could approach it is..."

Dialogue on this topic for a few minutes – offer suggestions that pop into your mind without attachment.

Creativity is another mind-bender! Most people have been taught that they are not creative. It is a BIG part of your purpose as a coach to re-introduce people to their creative energy.

You really have to support them in looking at their game in a creative way.

>> Ask: When you look at taking these actions in pursuit of results, how can you make it fun?

HINT: Fun sounds like "I would LOVE to try..."

Dialogue on this topic for a few minutes – offer suggestions that pop into your mind without attachment.

Fun is the ultimate mind-bender.

They may not believe that they can have fun and create important results at the same time. You have to guide them one small step at a time into the world of having FUN with serious play.

>> Ask: Out of all the ideas we came up with to PLAY for your results, which one will you try this week?

Your purpose as the coach, is to help them sort through the possible ideas and pick just one to try as an experiment.

This is an important habit because this is how you will guide your player into the idea of every week playing better than the week before. Strategic experiments are the gateway to mastery.

4) Wrap Up your Design the Game Conversation

>>Say: "OK, this is a good place for us to wrap up this session. Next time, we are going to dive into the challenges of the game."

>>Say: "My challenge for you between now and then is to get into playing for your results and make notes about the challenges that you face along the way."

>>ASK: "Can you do that?"

Wait for them to say: "YES!"

>>ASK: "This was a great session. Can you give me a 30 second wrap up of what you learned today".

(Optional) Document the game

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>>**Ask:** can you send me an email later today stating exactly what you are going to do and what results you are playing for this week?

** Follow up if you don't get the email!

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Chapter 5: Step #4) Embrace Challenges

YOU MATTER!

It is vital that you experience the difference between “playing for results” and “getting it done” and why YOU MATTER!

A few points to be aware of:

- enjoy the feeling of taking action
- avoid looking at your game actions as a glorified task list
- avoid task obsession - getting it done at all costs - remember to enjoy the game AND your life
- avoid the job mentality - I HAVE to do this - it is not fun
- be sensitive to the level of the game you can play right now while keeping your vision on the great player you desire to be
- **keep your sights and intentions on the desired results of the game!
(but don't obsess about them)**

An example: Writing an article

An Industrial worker: Gets it written and posted somewhere = checks the task as complete

An Inspired Player:

- Writes the article to engage participation with readers;
- Tracks participation on the blog about it,
- Jump into the online conversations about it,
- Makes connections with readers who are inspired or provoked by it,
- Makes offers to talk on the phone,
- Gets a few appointments.

The desired **RESULT** of the article was to engage readers and get appointments.

The BIG Upside!

The key point is that the desired results of your actions don't just happen “automatically” because you took the action.

This is actually great news!

Because what it really means is that YOU matter!

The way YOU approach the game will create different results than the way another person does it.

Your energy matters. Your skill matters. Your ideas matter.

YOU MATTER.

You are a player in the game with YOUUnique skills, energy and ideas making things happen in the world in your own way... You are NOT a replaceable cog in the wheel of industrial production.

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The Triple Play – Results – Mastery – Joy

Industrial workers just want to get the job done.

Purposeful players are in a bigger game!

- 1) Play for results - Something happens in the world
- 2) Pursue Mastery - Become a better player and grow
- 3) Enjoy the game - Enjoy your life

Results + Mastery + Joy is the Triple Play!

YOU MATTER!

Your mastery matters.

Your joy matters.

Your results in the world matter... AND... so does your experience of the world!

How will you weave "YOU MATTER" into your game as a player and your conversations as a coach?

Judgment-Free Awareness

This is a BIG topic that we will explore frequently throughout this program and every program in our Coach Training curriculum.

This is a big insight from the "Inner Game of Tennis" – by Timothy Galway; an original coaching manifesto.

Often when we are performing an action there is an internal dialogue between the Industrial Age "Inner Executive" who thinks they know how to do everything perfectly every time and the "doer" who is often screwing things up.

Be aware of the urge to criticize the "doer".

Look at everything from a place of pure observation and curiosity. Learn from everything. Hold your vision of how you want to do things and move toward that with ease rather than with angst.

Look at the challenge with clear, open eyes.

Rather than judging that something is wrong with you, or the situation or the game.

Embrace the challenge and dive into it.

Curious Questions:

How is this challenge making me a better player?

What is the REAL challenge here?

(e.g.. it isn't really just too much to do!; how did you end up in a game with an impossible amount to do?)

Play Two Win Step #4) Embrace Challenges

Get the best results possible from every unique situation

Challenges are what make a game a game! Without interesting challenges to stand between your actions and the desired results the activity becomes boring work. When you have 100% certainty that the action will create the desired outcome, then it is no longer a game.

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When the game is on there are challenges between you and the results you desire; AND there are surprises that make every game a unique experience. These are opportunities to make the most of the situation, to make adjustments to your plan or approach obstacles with energy in pursuit of your desired results. Often the joy of the game itself can pull the player through challenges where they would normally stop.

It is the challenges of the game that grow your player into becoming the person they desire to be in the world. The way your player responds to challenges will tell you a LOT about them. And it will give you a lot of important clues that you can use to help them become a better player.

As a coach, you have to stay in communication while the game is on and be available for quick advice.

Every game has challenges!

Every game has unique challenges; that is part of what makes it so interesting. As a coach you want to help your player become resilient and resourceful. And sometimes, you need to be there to provide an outside perspective.

In athletic games the coach has time outs and “Half time” breaks to do this. In life games the Coach isn’t on the side lines watching so you have to find creative ways to stay involved and contribute: via quick check-in calls, email, text, tweets... Whatever it takes!

Why games have challenges

- if there is no challenge then it is not a worthwhile game
- the challenges are what make the game compelling
- competition: there may be others who are trying to accomplish the same thing you are and trying to do it better than you do

Notice 3 types of challenges:

1) The challenges that are part of the game

The challenge of getting the desired results; making something happen in the world is not easy

2) Inner Freedom challenges

The conflict between thoughts, feelings and actions that encourage you to stay safely inside your comfort zone vs. those tapped into your desire to play your new, better, bigger game.

Important: These challenges are essential to a meaningful life!

3) World Power / Environmental challenges

Obstacles and missing resources that make it hard to take the actions of the game or hard to get the desired results.

Remember...The essential distinction is between control and influence.

Here is a major point about the difference between Work and Play

When you are work on something, the object is to get it done. It is a black and white thing. Did you do it or did you not do it.

When you are at play with something the object is to get a result AND get better at doing it AND enjoy it. A result means something happens in the world “as a result” of your action.

If you can control the outcome, that is working on a task.

If you can’t control the outcome, BUT you can INFLUENCE the outcome with your skills, energy and creativity, THEN it is a game.

The Worker Way

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If you approach the action as a “worker”, there are two things that could happen.

1) you will talk to 5 people just to check it off of your list – not paying attention to what the results are, OR

2) you will approach it as your task is to get the “YES”. Then when someone says “No” it is a big frustration because it is delaying completing your task and now you won’t make your deadline and then you can’t get to the next item on your important list and this is bad because you are supposed to get this done right the first time and you must have made a mistake and it spirals into trouble.

Workers resist challenges because they delay completing the task

Remember too that we learned to be “workers” in school. We were all put into the “Perfection Trap”. There is a right way and wrong way to do everything. Get it right the first time or don’t do it at all. The goal is to get a perfect score with no mistakes.

When you approach life this way, you are in an unwinnable game!

The Player Way

When you are at play with something, you know that sometimes your result will happen and sometimes it will not. (eg. When you shoot the ball toward the basket, you know that it won’t go in every time) So if the game is to contact 5 potential customers and invite them to use your service, you know that some will say “yes” and some will say “no”. The CHALLENGE is to influence them to say “YES” more often, to enjoy it even when they say “no” and to figure out ways to improve what you are doing.

If you are getting mostly “No’s” or only “No’s”, then you embrace that some kind of transformation is required of you to successfully play this game well.

Players embrace challenges because they make the game interesting, growth oriented and even fun!

Great players SEEK challenges!

The question of seeking support

Workers do not reach out for support because it is a sign of weakness – they don’t want anyone to know that they don’t know how to do something.

Also in school we were taught that if you ask your “neighbor” for help you are a cheater; so we all have strong subconscious patterns that cause us to resist collaboration about challenges.

Players connect with teammates and their coach to find new ways to step up to the challenge – they know that together we play better.

EMBRACE means: you welcome the challenge; you enjoy the challenge; you engage with the challenge; you are grateful for the challenge.

Coaching Challenge... The gateway to transformation (And your ticket to a life-changing conversation every time!)

Every challenge is an opening for transformation! It could be a big gateway, a door, a window or perhaps just a small crack. But there is an opening and it is your game as a coach to see it.

Every challenge in the game is like the game ASKING the player to step up and grow.

Some challenges are asking the player to practice to improve their skill. While others may be asking for a transformation in how they see or approach the game.

The challenges of the game, when embraced, are what lead to the “Becomings” the player imagined at the start of the game; and often they lead to “becomings” that they never imagined.

Coaches Check In

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It is important to be available to check in with your player while the game is going. This would be like a time-out or half time in an athletic game. As your player is responding to the challenges of the game they will benefit from a quick conversation with you. Remember, your player is probably infected with worker mindset, so when challenges happen it will greatly disturb them at first. Your input will help them shift into play mode and EMBRACE the challenge.

Things to do while checking in.

- 1) Brain storm ways to respond to a challenge
- 2) Revise the game plan – the approach to getting the desired results
- 3) Embrace the challenge. For a quick shift in perspective use these questions
 - What is this challenge asking of you?
 - How is this challenge serving you in becoming a better player?
 - What could be fun about facing this challenge?
 - How could you approach it with the spirit of play?
- 4) Celebrate progress
- 5) Add perspective to a big decision
- 6) Provide short term accountability for an important commitment
- 7) Make sure your player knows that they are supported
- 8) Challenge your player to keep going even when the going is tough

How to do it

How you manage the “check in” part of coaching is up to you. Here are a few ideas:

- 1) Make sure your player knows that you are available and how to reach you
- 2) Request a check in call in between sessions
- 3) Keep check-in calls to around 5-7 minutes.
- 4) Most players will respect your time; they are busy too! However, if a player does begin to request or expect too much extra time, simply be firm about the duration.
- 5) eMail is a great way to stay in communication in between sessions. Many players find it valuable to send a daily update with results and unique challenges.

What the Coach Should KNOW

Coaching is MORE than an hourly service conducted at specific times by appointment!

Coaching is a relationship. You become an integral part of your players’ life. It is meant to be timely and hands on more than stand-offish or impersonal. The feeling that you are with them every step of the way REALLY matters.

One of the hardest things for a new coach is learning to curtail your advice when your player is not getting results. There is a time for showing your player what to do, but most coaches go there WAY too soon. It is better if you guide your player into figuring it out for themselves and THEN show them. This way it is much more collaborative – two people figuring it out together – and less “pure” teaching.

Also, the more you observe your player the more personalized your teaching will be when you get to that point.

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As we move through the method together, you will learn the 4 ways to help your player play better: game plan, practice skills, expand Inner Freedom and expand World Power. In the next session, Evaluate What Matters, we will talk about how to move from observing into giving feedback and coach-approach teaching. Teaching IS an essential part of coaching; however it is important to do it in a “coach-approach” way.

When you have all of the steps available to you, you can weave them into your coaching sessions with a player whenever you think its best. You may start teaching new skills right away in session #2 if it seems like the right thing to do. But for now, waiting it out while YOU are learning is a good experience for you.

Coaching Practice

Coaching Outline for Step #4: Embrace Challenges

Coach Prep

Simply asking the questions in the method 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 “Proficiencies”:

#1) Engage in Provocative Conversations

Ask them questions that no one has ever asked them before.

#2) Reveal the Player to Themselves

Show them things – about themselves – that they have never seen before.

#12) Enter New Territories

Walk with them to “places” that they have never gone before or would not dare to go alone.

To use the proficiencies while you are coaching you must trust your intuition and share it in courageous and profound ways.

Note to the Coach: The Numbered Bold Lines are there to give you a reference point, you don't say them to your player.

1) Quick Life Check in

SAY: Welcome back! It's great to be with you again.

In our last session we really got into the actions of your game. In this session we want to explore the challenges you faced while in pursuit of your desired results.

ASK: Does that sound good to you?

{Wait for the “yes”. (Agreement)}

ASK: Before we do that...How are you? Can you give me a 1-minute update on what is happening in your life?

If there is something BIG going on...

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ASK: is this something we need to address during our session?

{If yes, make a note of it}

2) Get into the experience of the game

Let's get into your game from the past week. We will talk about actions where you got results; actions where you didn't get the results you wanted and actions that you didn't take at all.

We will look at all of it with Judgment-Free Awareness which means we keep a curious, open mind.

ASK: OK?

{wait for the "Yes"}

ASK: Let's start with **ACTIONS** where you got your desired **RESULTS!** Did anything like that happen?

{skip this part if they didn't get any desired results}

SAY: WOW. That is great playing.

ASK: What can you learn from this experience of getting your desired **RESULTS?**

ASK: Next let's explore the **ACTIONS** you took where you did NOT get your desired **RESULTS** because there was a **CHALLENGE**. How would you describe the **CHALLENGE?**

ASK: What can you learn from this **CHALLENGE?**

ASK: How will this challenge make you a better player?

{if it is a BIG challenge}

ASK: What is the personal transformation this challenge is asking you to make?

{This is your opportunity for a BIG Reveal or a New Territory}

ASK: How can we bring the Spirit of Play to this **CHALLENGE** the next time?

ASK: Next let's explore the **ACTIONS** that you were intending to do but you did not. What happened? What got in your way?

ASK: What structure can we set up so that you get into this action this week?

{This is another opportunity for a BIG Reveal or a New Territory}

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ASK: Let's take a step back for a moment. Looking at your experience of playing for **RESULTS** and embracing **CHALLENGES** what is your takeaway?

Ask: Based on what you just experienced, what **RESULTS** do you want to play for this week?

3) Wrap Up your game experience conversation

Complete the session

Say: OK. We have a game plan for the week.

ASK: "Can you do that?"

{Wait for them to say: "YES!"}

ASK: This was a great session. Can you give me a 30 second wrap up of what you learned today?

(Optional) Ask: can you send me an email later today stating exactly what you are going to do and what results you are playing for?

** Coaching Outline with additional comments and questions **

1) Quick Life Check in

>>**SAY:** Welcome back! It's great to be with you again.

In our last session we really got into the actions of your game. In this session we want to explore the challenges you faced while in pursuit of your desired results.

ASK: Does that sound good to you?

{Wait for the "yes". (Agreement)}

ASK: Before we do that...How are you? Can you give me a 1-minute update on what is happening in your life?

If there is something BIG going on...

ASK: is this something we need to address during our session?

{If yes, make a note of it}

2) Get into the experience of the game

SAY: Let's get into your game from the past week. We will talk about actions where you got results; actions where you didn't get the results you wanted and actions that you didn't take at all.

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We will look at all of it with Judgment-Free Awareness which means we keep a curious, open mind.

>>**ASK:** OK?

{wait for the "Yes"}

>> **ASK:** Let's start with **ACTIONS** where you got your desired **RESULTS!** Did anything like that happen?

If your player got some positive results make sure you champion them!

You may need to remind your player that RESULTS means something happened in the world because of their actions.

>> **ASK:** What can you learn from this experience of getting your desired **RESULTS?**
(skip this question if they didn't get any desired results)

Here you want to help them capture what they did that created the results.

If there was a sequence of events you can help them craft a methodology that they can repeat.

>> **ASK:** Next let's explore the **ACTIONS** you took where you did NOT get your desired **RESULTS** because there was a **CHALLENGE**. How would you describe the **CHALLENGE?**

Your objective as a coach is to turn every experience into learning:

- 1) The player learning how to play the game.
- 2) You learning about your players' capabilities.

A big part of learning to play a game is SEEING the challenges and learning to embrace them and develop a positive response.

SAY: OK, it is important that you don't get frustrated! Learning something new takes courage and determination. We will figure this out together.

Remember that challenges are fun BUT when your player is in worker mindset trying to "get it done" the challenges don't seem like fun. You have to help them see this new framework.

>> **ASK:** What can you learn from this **CHALLENGE?**
How will this challenge make you a better player?

Remember that challenges are fun BUT when your player is in worker mindset trying to "get it done" the challenges don't seem like fun. You have to help them see this new framework.

You have to gauge if you think this is a bizarre one-time challenge, or if this is a common challenge that your player will likely face on a regular basis. This will determine how much time you want to spend understanding this challenge.

{if it is a BIG challenge}

>>**ASK:** What is the personal transformation this challenge is asking you to make?

{This is your opportunity for a BIG Reveal or a New Territory}

This is a provocative question that can spark life changing conversation.

Most players don't think about how their game is creating an environment for transformation, BUT... when you bring it up it can really get them excited and open for wide ranging exploration.

>> **ASK:** How can we bring the Spirit of Play to this **CHALLENGE** the next time?

This is the BIG question to reframe the challenge from the perspective of curiosity, creativity and resourcefulness.

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Say: Remember, keep your mind open and think of this as an experiment rather than something you think you should already be good at!

ASK: What can you do differently next time?

>> **ASK:** Next let's explore the **ACTIONS** that you were intending to do but you did not. What happened? What got in your way?

THE BIG BIG BIG deal here is judgment-free awareness. Keep this exploration light and curious.

There are 4 fundamental reasons why we don't take an important action in our game. Each of these will lead to steps 6,7,8 and 9 of our method.

Here you want to start to create awareness and understanding of why your player avoided a particular action. Suggest these 4 ideas and see which one the player resonates with the most.

ASK: OK. Was there some fear or uncertainty involved with holding you back?

Listen carefully! You will get clues about how self-aware your player is.

Game Plan Doubt – Not sure WHY they were going to do it.

Skill Doubt – Not sure they could do it well / perfection trap.

Inner Freedom – There was some fear that came up at just the thought of doing it.

World Power – There was some big block or missing resource that made the action impossible.

>> **ASK:** What structure can we set up so that you get into this action this week?

{This is another opportunity for a BIG Reveal or a New Territory}

Remember, at this stage you don't want to jump in with too many tips or solutions.

You want to see if the expanded awareness enables your player to come up with their own solution.

Here can explore the idea that what your player is playing for is WORTH setting up an environment for success. That they don't have to do it all themselves... they are worthy of support! For many people the idea of being supported is a powerful new territory.

Exploring the feeling of being "worth it" can also create a life changing big reveal!

>> **ASK:** Let's take a step back for a moment. Looking at your experience of playing for **RESULTS** and embracing **CHALLENGES** what is your takeaway?

This is a big open ended question to see how your player perceives of themselves and the game.

You can go deeper into it this way...

If you have useful knowledge for your player, this is what you do:

Say: I do have some ideas that may help you which I will share with you in due time. For now, as strange as it may seem, I really want to you come up with a new approach on your own and then I will share some possible solutions with you.

If you don't have useful knowledge for your player, this is what you do:

Say: This is a great challenge. We will take it on together. Your next step is to find resources – people you know who play this game, books and articles, anything who can provide ideas for how to step up to this challenge.

Ask: Do you have any immediate thoughts about where you can find these resources?

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>> **Ask:** Based on what you just experienced, what **RESULTS** do you want to play for this week?
Here you can tweak the game if needed to adapt to the real world understanding your player just acquired.

3) Wrap Up your game experience conversation

>> **Say:** OK. We have a game plan for the week.

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

{Wait for them to say: "YES!"}

>> **ASK:** This was a great session. Can you give me a 30 second wrap up of what you learned today?

(Optional) Ask: can you send me an email later today stating exactly what you are going to do and what results you are playing for?

Chapter 6: Step #5) Evaluate What Matters

Deep Play

Next we will go deeper into your experience of play with some provocative explorations.

The Experience of play:

Think about your recent experiences of playing for results.

Question – What makes results fun?

Question - What makes action fun?

Question - What makes challenges fun?

Question – What is the value of effort?

Question – What is the value of skill?

Question - What is the value of practice?

Question – What is the value of mastery

Question: How do you explain the relationship – in your own words – between actions, skill, mastery, results and objectives?

This is a BIG conversation for your growth as a Coach AND Game Changing player...

The Paradox of Play:

**If you can't lose, the game is not worth playing;
when you really play, you always win**

What does this mean to you?

How do you make sense of these two seemingly opposite ideas?

Here is another deep conversation to consider...

Make failure an option:

**If you want to feel fully alive,
make failure an option**

We have been trained to avoid failure! However, consider the notion that the presence of the “opportunity for failure” is actually makes you feel MOST alive.

For sure you can feel alive and have fun doing something when you know exactly how it is going to turn out. However, when you feel MOST alive... there is almost always the “opportunity for failure” present.

When you don't know for sure if what you desire is going to happen is when you are most engaged. (hint: this goes back to the idea that YOU MATTER; because when failure is possible, your unique contribution can create success)

Play Two Win Step #5) Evaluate What Matters

Learn and grow from judgment-free awareness

Feedback is the breakfast of champions! Playing any game well requires an ongoing process of evaluation and refinement. In any game there is a LOT of feedback to consider so the Coach must help the player decide what matters; what to evaluate.

The coach must keep one eye on how the player is playing now, and another on where the player is going. Often the player will not see that what they are doing is not getting the desired results! Celebrating wins and transforming losses into learning opportunities are at the very essence of coaching. Enjoy, celebrate and leverage victories. Debrief and quickly learn from losses by practicing judgment-free awareness. This is how coaches create long term player improvement and growth.

The essential ingredient here is to realize that there will always be wins and losses in any game. One of the BIG jobs of a coach is to transform losing experiences into learning experiences. If you lose and you are playing alone, often you feel like a loser. If you lose and you have a coach, you become a fast learner. BIG DIFFERENCE.

Evaluating results is a big part of what makes coaching a unique service. The ultimate purpose for evaluating results is to transform EVERY experience your player has into something that helps them play better in the next game. If you do this step well, you will see incredibly fast growth in everyone you Coach. However, it takes courage because in order to do it well you must be able to stare failure in the face without blinking. OK, that is a bit metaphorical, let's get into what it means.

A quick note about the entire method because step 5 is the turning point...

The method has a natural flow, but is not always linear. A method is a predictable process designed to produce consistent results. While there is a natural flow to the nine distinct steps in the process they are not necessarily linear. Typically you will use the nine steps in order when first working with a new player; Defining the games purpose comes first and designing the games actions comes next and so on. But once you get into the flow of coaching the steps can be used in any order depending on the situation.

Once the winnable game is designed, the coach and player delve into playing better every day. So after you evaluate you then have four fundamental steps to help your players play better:

- 6) Game Plan to leverage strengths and strategies
- 7) Practice the skills of the game
- 8) Expand Inner Freedom (Play with fear)
- 9) Expand World Power (Design Winning Personal Environments)

We will explore these steps in the upcoming sessions.

Key Ideas for Evaluate What Matters

1) Evaluate What Matters is the way you will begin EVERY coaching session after the quick life check in. It is one of the recurring patterns for YOU as the Coach.

2) What matters?

BIG Question. The results matter. Gaining skill matters. Who you become matters. Enjoying the game matters. The feedback of others matters... SOMETIMES.

There are so many things that could matter. When you play for results you create a lot of feedback. As a coach you must help your player figure out what matters most and look at it with judgment-free awareness and use it to create insights that help the player play better.

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3) The basic coaching rule is to end every session with your player knowing exactly what results they are playing for in the upcoming period of time. Evaluate What Matters is where you find out what actually happened and then figure out what to do next. YOU MUST ask your player what happened. This shows that you care; that you are paying attention; that results matter. **IMPORTANT: the more clear and specific you are in defining the results the player is going for, the more you will learn when you evaluate results.**

4) If your player was successful in getting the results they desired, then it is time to celebrate and champion your player. Take stock of expanded capacities and experiences that can be leveraged for the next game.

5) If your player was NOT successful in getting the desired results then you have to find out what happened and get ready for some major transformation: the transformation from losing to learning. Failure is an essential part of playing big games in life. For most people, the opportunity to fail is the number one reason they don't play, especially the meaningful games in life where failure really hurts: like business, career, romance and family.

6) There are a few key steps to guiding your player from an experience of failure to one of learning. These are outlined in the coaching practice notes.

7) It is essential that you maintain **judgment-free awareness**. This means that when you look at the situation, whatever happened or didn't happen can be used to play better. This does NOT mean that you don't care, or are aloof. You care AND you maintain a big-picture perspective. This is BIG because most players hate to talk about failure and they hate to disappoint their Coach. This is a fine line to walk. You want to maintain a great desire for winning and getting results while at the same time not getting dragged down by disappointment. As you do this, you will teach your players to live this way as well. When they learn this, they are REALLY free to play.

8) Remember the paradox of play: If you can't lose, it is not worth playing. When you really play, then you always win.

9) No great achievement is ever achieved without LOTS of failures along the way that are successfully used for course correction. Your job as a Coach is to maintain this perspective and guide your player to the insights that are available with every failure. This is key because it is the rare individual who is able to see these things from self-reflection alone.

10) The path to mastery in any endeavor includes LOTS of mistakes and messes. It is part of the process. The Coaches job is to speed up the recovery and clean up time so that the player becomes a fast learner. This is a MAJOR benefit of having a Coach.

11) Looking at weakness requires courage. It takes a big heart to go for something important not knowing if you will get it or not. And then face the moments when it doesn't happen. AND THEN bounce back and learn from everything and go for it again.

12) To put Evaluate What Matters in context of the Play Two Win Method:

1) Steps 1-4 are about designing and playing your endeavor as a game worth playing

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- 2) Step 5 – Evaluate What Matters – is where you shift focus from playing to playing better
- 3) Steps 6-9 are 4 powerful ways a coach can use with a player to help them play the game better

What the Coach Needs to know

People don't like to talk about losing or failure. Encourage them with judgment-free awareness and conversation. Remind them that failure is a natural part of playing big.

Your players will sometimes create distractions to avoid talking about the results. Listen to what they want to talk about. Then ask about the results.

Sometimes your player will not see the difference between results and a good excuse. An excuse is very different than learning.

Sometimes your player will not see that what they are doing is not working – they have a blind spot and will keep repeating the same mistakes until you bring it out.

The Flow of a Coaching Session

Here is an easy to remember five point "Flow of a Coaching Session".

1) Quick life check in

Emphasis on QUICK! Often it is good to open your coaching session by finding out if there is anything noteworthy happening in your players life. Your players need to know that you care about them as an individual.

2) Evaluation

Talk about what happened and didn't happen in the game. Your players need to know that you care about results. Celebrate wins! This is your springboard into everything else you talk about in the session.

3) Respond to Challenges

No matter what the results are, you always learn the most from debriefing on the challenges of the game.

4) Figure out what to do to play better

Here you will determine which steps of the coaching method will best serve your player in this moment: game plan, practice skills, expand inner freedom, design personal environments. You may end up doing one or more.

5) Create or renew the game plan for the next time period

ALWAYS conclude the session with your player KNOWING what the game plan is and the results they are playing for.

Coaching Practice

Coaching Outline for Step #5: Evaluate What Matters

Note to the Coach: The Numbered Bold Lines are there to give you a reference point, you don't say them to your player.

1) Quick Life / Situation Check in

Ask: How are you? Can you give me a 2-minute update on what is happening in your life?

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If there is something BIG going on...

Ask: is this something we need to address during our session?

{If yes, make a note of it}

2) Evaluate the game (i.e. what matters about the game)

Say: So, let's evaluate your game and talk about what happened and what didn't happen?

ASK: Let's start with **ACTIONS** where you got your desired **RESULTS**!
Did anything like that happen?

{If they got some positive results do this part. If not skip to the next part}

How to talk about success

Say: Wow! Congratulations. That is a great accomplishment. How did it feel?

ASK: What can you learn from this experience of getting your desired **RESULTS**?

How to talk about failure – or absence of positive results

Say: OK, the most important thing we can do is maintain judgment-free awareness and learn as much as possible from the experience.

ASK: Let's explore the **ACTIONS** you took where you did NOT get your desired **RESULTS**.
How would you describe the **CHALLENGE**?

SAY: We will explore how to face these challenges in a moment...

SAY: Anything that happens during a game can be explored as feedback

ASK: What other feedback did you receive while playing your game?
Is there anything else we should evaluate together?

ASK: Next let's explore the **ACTIONS** that you were intending to do but you did not. Using judgment-free awareness, what happened? What got in your way?

3) Respond to challenges together.

SAY: Let's take a step back for a moment. Looking at your experience of playing for **RESULTS** and embracing **CHALLENGES**.

ASK: What can you learn from this **CHALLENGE**?
How will this challenge make you a better player?

Ask: How can you respond to this challenge with the Spirit of Play?

4) Figure out what to do next to play better

SAY: OK, let's co-create a way to play your game better this week!

ASK: Based on what we have discussed to far, what can we do to get better results?

If you have useful knowledge for your player, this is what you do:

ASK I have an idea for how you can do this better. May I share it with you?

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{Share what you know in the most concise way possible}

ASK: What do you think about this idea? Do you want to try it? Or do you have a way to use it as a springboard for something different? You tell me.

ASK: Is there an experiment you can try this week to get better results?

If you don't have useful knowledge for your player, this is what you do:

Say: Let's tap into some outside resources to find a better way.

Ask: Do you have any ideas about who or where you could find some ideas?

5) Confirm the new game plan for the upcoming time period

Ask: Based on everything we have discussed, what **RESULTS** do you want to play for this week?

ASK: How would you summarize your game plan for the week?

Complete the session

Say: OK. We have a game plan for the week.

Ask: Please give me your 1-minute recap on our session today...

Listen – make sure they have a good idea of what to do.

(Optional) Document the game

Ask: can you send me an email later today stating exactly what you are going to do and what results you are playing for?

** Follow up if you don't get the email!

** Coaching Outline with additional comments and questions **

Note to the Coach: The Numbered Bold Lines are there to give you a reference point, you don't say them to your player.

1) Quick Life / Situation Check in

>> **Ask:** How are you? Can you give me a 2-minute update on what is happening in your life?

If there is something BIG going on...

>> **Ask:** is this something we need to address during our session?

{If yes, make a note of it}

2) Evaluate the game

>> **Say:** So, let's evaluate your game and talk about what happened and what didn't happen?

>> **ASK:** Let's start with **ACTIONS** where you got your desired **RESULTS!**
Did anything like that happen?

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{If they got some positive results do this part. If not skip to the next part}

How to talk about success

>> **Say:** Wow! Congratulations. That is a great accomplishment. How did it feel?

>> **ASK:** What can you learn from this experience of getting your desired **RESULTS**?

Listen.

A few questions to weave into the conversation...

You don't ask all of these questions! Choose one or two that seem to fit best in the situation.

Ask: What did you learn about yourself while playing this week?

Ask: What did you do that worked well?

Ask: What were some of the challenges that you had to overcome?

Ask: What did you do for a little celebration? Take a few moments to enjoy this.

Ask: Was there anything that happened that made the game more difficult than it needed to be that we can improve upon.

Ask: OK, what do you want improve on next?

Your player may have a specific idea of how they want to leverage the results they just created. Or you may have a plan for what they need to do next. The key is to move from success into a new challenge.

How to talk about failure – or absence of positive results

>> **Say:** OK, the most important thing we can do is maintain judgment-free awareness and learn as much as possible from the experience.

>> **ASK:** Let's explore the **ACTIONS** you took where you did NOT get your desired **RESULTS**. How would you describe the **CHALLENGE**?

>> **SAY:** Anything that happens during a game can be explored as feedback

>> **ASK:** What other feedback did you receive while playing your game?

Is there anything else we should evaluate together?

>> **ASK:** Next let's explore the **ACTIONS** that you were intending to do but you did not. Using judgment-free awareness, what happened? What got in your way?

3) Respond to challenges together.

>> **SAY:** Let's take a step back for a moment. Looking at your experience of playing for **RESULTS** and embracing **CHALLENGES**.

>> **ASK:** What can you learn from this **CHALLENGE**?

>> How will this challenge make you a better player?

There are many additional things to ask. Here are a few examples.

Ask: so what do you think happened?

Ask: What did you learn from the experience

Ask: What do you think we should work on now so that we can get better results next time

Ask: was there anything about the game that worked well?

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>> **Ask:** How can you respond to this challenge with the Spirit of Play?

Here are some additional questions you can ask:

Ask: Were you expecting this challenge? How did you respond to it?

Ask: How can this challenge make you a better player?

Ask: Have you faced a challenge like this before? What did you do then?

Ask: What is your typical approach to challenging situations? Is this something you want to change?

4) Figure out what to do next to play better

>> **SAY:** OK, let's co-create a way to play your game better this week!

>> **ASK:** Based on what we have discussed to far, what can we do to get better results?

>> **If you have useful knowledge for your player, this is what you do:**

>> **ASK** I have an idea for how you can do this better. May I share it with you?

{Share what you know in the most concise way possible}

Present it as "an option" NOT "You MUST do this"

Make sure that they resonate with your approach. Don't push it if they don't.

>> **ASK:** What do you think about this idea? Do you want to try it? Or do you have a way to use it as a springboard for something different? You tell me.

>> **ASK:** Is there an experiment you can try this week to get better results?

If you don't have useful knowledge for your player, this is what you do:

>> **Say:** Let's tap into some outside resources to find a better way.

>> **Ask:** Do you have any ideas about who or where you could find some ideas?

Brainstorm with your player! Offer any resource ideas you have available without attachment to them wanting to try them.

Be persistent in the conversation to find something different to do next.

Coach... Do some research!

This came up earlier in this playbook. When you are coaching a player in a game that you do not know very well, expect to take on some research time to learn the game yourself. Every new player is an opportunity to expand your capabilities as a coach. We always say: coach the games you know. But sometimes you have the opportunity to coach a game you do not know and it can be VERY challenging and valuable for you to jump into it.

Note: After you learn the final 4 steps of the method, you will choose one of these four steps to help your player play better.

Is it a game plan opportunity? Come up with a new approach. (see step #6)

Is it a skill / practice opportunity? Figure out a practice or do a role play(see step #7)

Is it an inner freedom opportunity? Are their fears, conflicting thoughts, feelings or emotions getting in the way? (see step #8)

Is it a world power problem? Are their too many obstacles or missing resources? (see step #9)

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5) Confirm the new game plan for the upcoming time period

>> **Ask:** Based on everything we have discussed, what **RESULTS** do you want to play for this week?

>> **ASK:** How would you summarize your game plan for the week?

Listen and write the desired results in the Play Sheet

Again, use your best judgment but mostly trust your player. YOU are the sanity check. Say something, if you think the results they expect are too high or too low. But most of the time, let your player define the game. The intended results for the week should be in the sweet spot between too easy and too hard.

Complete the session

>> **Say:** OK. We have a game plan for the week.

>> **Ask:** Please give me your 1-minute recap on our session today...

Listen – make sure they have a good idea of what to do.

Document the game

>> **Ask:** can you send me an email later today stating exactly what you are going to do and what results you are playing for?

** Follow up if you don't get the email!

Chapter 7: Step #6) Game Plan

Midseason Review: Is your game winnable?

When you get into a flow of coaching your players through a series of 12-week seasons it is a great idea to do a "Midseason review".

In a Midseason review you explore questions like:

- Are you on track to reach your objectives?
- What have you learned about playing a win-able game?
- Are you feeling doubt in your game or on the brink of quitting because you think you cannot win?
- Do you want to adjust your objectives to make your game win-able?

We don't get into this conversation as part of learning the 9-step Play Two Win method step by step. But it is good for you to know about it and add it to your method in the future.

Another option is to practice this conversation with your players as a "Bonus Session".

Here are a few thoughts to consider for each of the questions:

Are you on track to reach your objectives?

This is a yes/no question that opens up opportunities for exploration depending on which way they answer and how you assess their situation.

If you agree with their assessment then you can move on. If you differ, then you should explore further with some clarifying questions.

What have you learned about playing a win-able game?

By now you are getting some clarity about your players ability to create results. AND you can determine if the results are going to "add up" to their objectives as originally planned.

Do they have a momentum of creating results so that they will likely reach their objective if they continue to play at a high level?

Have you created clarity about how to create a winnable game each week?

{if there game is not going as well as hoped for at the beginning...}

Are you feeling doubt in your game or on the brink of quitting because you think you cannot win?

When you are the Coach of a game, you have to be on the "look out" for players getting discouraged at around the half-way point of the season. This is when the weight of an un-winnable game will really hit them.

Also, this question may create the spark for deep and honest conversation about how they feel it is going for them.

Do you want to adjust your objectives to make your game more win-able?

{Another possibility is that the original game was too easy and it is time to make the game bigger!}

This is VERY important: There is no "shame" in adjusting the objectives at this point to make the game more winnable!

There is no point in suffering through 6 more weeks of an unwinnable game.

Co-creating new objectives that are within reach based on your new understanding of the game and the player can be re-energizing for everyone involved.

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Noone likes to lose, but players don't want a "cheap-win" either! So if you need to adjust that game, make sure it is still challenging and will require some growth and transformation to win.

The 4 steps to Play any game better

As we have mentioned before, there are 4 steps to play any game better and these are Play Two Win Steps 6,7,8 and 9:

Step 6: Game Plan

Step 7: Practice Skills

Step 8: Expand Inner Freedom

Step 9: Expand World Power.

Next we will dive a little deeper into how to understand each of these and when to use them.

First, there are three basic scenarios for each aspect of your players game:

- 1) They did not take the actions.
- 2) They played the actions, but did not get the desired results.
- 3) They played the actions and they DID get the desired results.

In scenario 1: most people will say that they ran out of time or some unexpected thing came up or get into "blame-mode". As a coach we maintain "JFA" and look for a deeper understanding of what is really going on through the lens of the 4 ways to play better.

In scenario 2: this is a strange one at first for most people because they are not accustomed to playing for results, mostly they only relate to completing tasks or not completing them. So it takes some new awareness to look at the experience of playing but not getting results. When they do look, there is usually some circumstance that explains what happened.

As a coach this is our opportunity to ask them to step back and look at how they played rather than "blaming" circumstances.

In scenario 3: this is often an interesting experience because often when someone does get results, they don't want to look at the situation much deeper. But it is important to do so because many times people get results by powering through inner resistance or environmental obstacles in a way that is unsustainable. And when they "run out of gas" – metaphorically speaking – they will be shocked that they are not getting the results they got earlier in the game.

Now let's do a quick review of the four ways to play better and the situations when they typically apply.

Step #6: Game Plan

- a) when your player is not "OWNING" their value
- b) when your player is not sure WHY they are doing something
- c) when your player is not sure of the best way THEY should go about getting the desired results
- d) when your player is trying to do too many different things in a haphazard way.

Step #7: Practice Skills

- a) when your player is not totally confident in HOW to do something.
- b) when your player is taking action and not getting the desired results.

Step #8: Expand Inner Freedom

- a) when your player seems stuck because of doubt or fear

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- b) when your player is pushing through a lot of inner resistance, doubts or fears.
- c) when your player is taking the actions without getting the desired results after you have practiced the skills several times;
remember, playing for results is about influence not control. So your player may not be getting the results because negative "Inner energy" is creating doubt in the person they are trying to influence.
Hint: this happens ALL THE TIME!

Step #9: Expand World Power

- a) when your player seems to be missing key resources or
- b) when your player has obvious blocks or obstacles in the world around them

Play to your strengths – but what are they?

This is a profound part of any coaching relationship: guiding your player to "Own Their Value". To "own it" means to acknowledge it and then use it as fully and creatively as possible to create winning results.

Most people are aware of some of their strengths but completely blind to others. Part of your purpose as a coach is to help your player recognize their hidden talents by observing them and talking about them.

What are strengths? Why do people hide their strengths?

This is a big question with many layers of answers. But the basic reason is that as young people we are driven by the need to fit in and be accepted by the people around us. In order to fit in we suppress aspects of ourselves that make us too different from others – in some environments it can even feel dangerous to really express ones strengths.

Some young people are fortunate to grow up in an environment that appreciates or encourages the qualities that they possess; like growing up in a "musical family" while possessing a natural talent for music; or growing up in a "sports family" while possessing a natural talent for athletics.

Why do people focus on their weaknesses?

This is another complex question. On the one hand it is useful to learn new things and expand ones capabilities; this is also influenced by the desire as a young person to fit in and do what the other kids are doing. At the same time, it is much more fruitful to deeply focus on accentuating ones strengths in areas where we can become exceptional.

How to help your player "Find" their hidden strengths?

There are many fun exercises and assessments that are extremely useful. Here are two that we will recommend in this course.

- 1) Ask 5 close friends / colleagues what they think your unique qualities are.
- 2) Do the Gallup "Strength Finders" assessment.

The best way for a coach to assess a players' strengths?

Get them into unique and challenging games week after week and observe how they do. Ask lots of questions about what happened and didn't happen and look for patterns that reveal special talents.

Play Two Win Step #6) Game Plan

Co-Create a strategy for the game

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Here the coach uses experience of similar situations and their ability use strategy to craft just the right action plan with the player. A strategy is a WAY of playing that uses your skills and other assets to get the best possible result. It is your approach to the game.

To create a game plan, the coach and player(s) look at the upcoming game together and collaborate to decide on the best approach.

What is the desired result?

How do we make best use of your current skills and strengths?

What is our BIG idea about how to do this in the best possible way?

What assets and resources can we utilize?

What challenges are we likely to face and how will we respond to them?

The player now has a clear action plan with a strategic foundation which is a real gift in the age of infinite (overwhelming) possibility and endless (overwhelming) information. The player also develops an expanded capacity to think strategically for themselves.

A game plan is an approach to the activities of the game that is strategic. A game plan should make the best possible use of the players' skills and resources in pursuit of the results of the game.

The purpose of a game plan is make sure your player knows what to do next, why they are doing it and how they are going to do it.

There are many levels of game planning from crafting a basic action plan to complex strategic analysis. We will focus here on a few basic yet powerful concepts.

What is your IDEA?

Game planning begins with an idea; an approach to playing and winning the game. Or said another way: Game planning begins with knowing the desired results and knowing what actions to take to get those results.

As a coach you have to assess your players' level of understanding about how to get the desired results of the game and the various approaches that can be taken to get those results.

The purpose of game planning is to identify the BEST way to get the desired results in the short term while building for sustainable results in the long term.

KEY POINT – Game Plan -> Results -> Outcomes

In step 3 of the Method we focused on the Results that will lead to the Tangible Outcomes aspect of our game objectives.

In step 6 we Game Plan is to identify the most crucial daily results and the best way for your player to get those results given their current capabilities and resources.

In the early stages of a coaching relationship – especially with a player who is new to a game – the coach has to take the lead in providing the ideas and directing the game plan. As a player grows in experience, the game planning process becomes more collaborative.

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A few examples...

- If the game is business, the crucial daily result is signing clients or selling products. So, the player must have a sound fundamental idea and necessary skills to do this.
- If the game is leadership, the crucial daily result is inspired followers taking actions to reach the shared vision. So, the player must have an idea about the actions required to enroll and inspire team members.

Make the best use of skills and assets

When developing a game plan for the short term you want to make use of your players' skills to get results.

This process requires thoughtful consideration on the part of the coach. For example, if the player is really new at something you may not want to base your entire game plan on doing that one thing. Some creativity may be required to make use of other skills and assets so that they don't get discouraged while they are learning.

Another element of game planning is being aware of all of the players' assets and resources and making good use of them. Part of the process of getting to know your player is finding out what their current resources are. Often players are not aware of what their resources are or they are not aware of how to use them in the new game.

In most life games, the resources are in the form of people and ideas.

A few examples...

- People: Who do you know who can introduce you to potential clients for your business?
- Ideas: Do you have some information that others will find valuable that can be offered to add value and build relationships

(Note: In step 9 – Design a Winning Environment, we play with how to develop assets and resources to upgrade the environment for sustainable results.)

Examples: a business game theory and method

Key Result: frequent connections with perfect potential customers

Theory: The best way to build a business is through personal relationships

Method: Attend networking events and build a referral network

Strengths - energetic - personal charisma - great follow through

Environment - Live in an area with active business networks

same game - different theory...

Key Result: frequent connections with perfect potential customers

Theory: The best way to build a business is through thought leadership

Method: Write articles and lead events that establish your expertise.

Strengths - great writer and/or event leader; great resume of accomplishments that establish credibility

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Environment - A few influential colleagues who recommend the player for speaking events.

It is important to understand the difference between theory and method. Often people get these confused.

A theory is an idea about why you do something in a particular way.
A Method is the way you do something based on the theory.

What is your BIG idea? or Why are you doing it that way?

A game plan starts with an idea about how to do something better.

Key word is IDEA!

Any part of a game can become a highly creative process in the pursuit of excellent results.

At the same time, often we do something in a particular way because we never really thought about HOW to do it the best way.

Or we never stop and re-evaluate how we do something after we get to a basic competence.

Or we never stop to challenge the ways that we learned from others when we first started playing this game

Strategy:

Combines your idea about the best way + your strengths and other assets

Knowing what to do next

The value of knowing what to do next cannot be underestimated. Making choices among seemingly infinite options can be quite overwhelming especially for a new player of the game. Breaking the options down to short term and long term plans can give the player the confidence to move forward knowing what they are doing and how it builds long term success.

Coaching Practice

Coaching Outline for Step #6: Game Plan

Note to the Coach: The Numbered Bold Lines are there to give you a reference point, you don't say them to your player.

1) Quick Life / Situation Check in

Ask: How are you? Can you give me a 2-minute update on what is happening in your life?

If there is something BIG going on...

Ask: is this something we need to address during our session?

{If yes, make a note of it}

2) Evaluate the game

Say: So, let's do a quick evaluation of your game and talk about what happened and what didn't happen?

ASK: Tell me about the **RESULTS** you got and the **RESULTS** you didn't get.

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3) Respond to challenges together. (Quick Version)

Ask: What was the biggest **CHALLENGE** you faced and what did you learn from it?

4) Figure out what to do next to play better

In this session you will co-create a Game Plan.

Say: "OK, we need to put together your basic game plan. Looking at your desired **OUTCOMES** what do you think about the daily **RESULTS** we have been playing for? Are they the most crucial to your success?"

Say: "In our previous conversations we started playing with some game actions to create your results. Now we are going to look at this more deeply to create a solid **Game Plan**."

Ask: "What strengths, skills or hidden talents do you have right now that we can use to create your results?"

Ask: "What is a creative way we could make better use of these strengths?"

Ask: "What assets, in the form of relationships, do you have that we can leverage to create these results? In other words who do you know who could support you or advocate for you in some way?"

Ask: "What other assets do you have that we can leverage to create your results?"

Ask: "What creative ideas can you think of to make better use of these assets?"

Say: "Now we need to create your approach or strategy..."

Ask: "What ideas do you have about the best way to get your results? What is the best way YOU could approach it?"

Ask: "OK, now pulling together your strengths, assets and strategy ideas what is your **Game Plan** to get results this week?"

Say: "Great. I would like you to write up a one-page **Game Plan** that explains how you will pull together your strengths, assets and ideas to get the crucial results needed to reach your outcomes. Can you do that?"

5) Create a new game for the upcoming time period

Complete the session

Say: OK. We have a game plan for the week.

Ask: Please give me your 1 minute recap on the game for the week...

Document the game

Wait for the "yes" or the counter offer of what they will do when.

** Follow up if you don't get the email!

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**** Coaching Outline with additional comments and questions ****

Sample Game Plan Conversation

1) Quick Life / Situation Check in

>> **Ask:** How are you? Can you give me a 2-minute update on what is happening in your life?

If there is something BIG going on...

>> **Ask:** is this something we need to address during our session?

{If yes, make a note of it}

2) Evaluate the game

>> **Say:** So, let's do a quick evaluation of your game and talk about what happened and what didn't happen?

>> **Ask:** Tell me about the **RESULTS** you got and the **RESULTS** you didn't get.

3) Respond to challenges together.

>> **Ask:** What was the biggest challenge you faced and what did you learn from it?

4) Figure out what to do next to play better

In this session you will co-create a Game Plan.

>> **Say:** "OK, we need to put together your basic game plan. Looking at your desired **OUTCOMES** what do you think about the daily **RESULTS** we have been playing for? Are they the most crucial to your success?"

{You may also have some observations to share based on your experience of "watching" them play.}

>> **Say:** "In our previous conversations we started playing with some game actions to create your results. Now we are going to look at this more deeply to create a solid **Game Plan**."

>> **Ask:** "What strengths, skills or hidden talents do you have right now that we can use to create your results?"

You may have to really encourage them here because most people are not aware of their strengths OR they are shy about talking about their hidden talents.

If you have noticed one of their strengths that they are not fully utilizing, say something about it.

>> **Ask:** "What is a creative way we could make better use of these strengths?"

If a creative idea pops into your mind, ask permission and then share it without attachment.

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>> **Ask:** "What assets, in the form or relationships, do you have that we can leverage to create these results? In other words who do you know who could support you or advocate for you in some way?"

This one can take some real coaxing because most people are REALLY reticent about asking for support from people they know. You need to affirm for them that what they are doing is important! Hint: in the next session you will be doing a role play and asking for support is a great conversational skill to practice with them.

>> **Ask:** "What other assets do you have that we can leverage to create your results?"

>> **Ask:** "What creative ideas can you think of to make better use of these assets?"

>> **Say:** "Now we need to create your approach or strategy..."

>> **Ask:** "What ideas do you have about the best way to get your results? What is the best way YOU could approach it?"

Most people have never learned to think strategically about how to create better results. So you may have to really guide them and be patient with them in this process.

Other ways to talk about it:

What do you think is the best way to go about it?

What approach do you think we be most productive or efficient given your current situation?

>> **Ask:** "OK, now pulling together your strengths, assets and strategy ideas what is your **Game Plan** to get results this week?"

LISTEN! Help them clarify if they get stuck or don't remember everything. Having them say it is very affirming and will help have more confidence in the plan and in themselves.

>> **Say:** "Great. I would like you to write up a one-page **Game Plan** that explains how you will pull together your strengths, assets and ideas to get the crucial results needed to reach your outcomes. Can you do that??"

Make sure you get a commitment from them.

COACH: During or after the session, be sure to make a note of the game plan ideas on the Play-Two-Win Play Sheet.

5) Create a new game for the upcoming time period

Complete the session

>> **Say:** OK. We have a game plan for the week.

>> **Ask:** Please give me your 1 minute recap on the game for the week...

Document the game

Wait for the "yes" or the counter offer of what they will do when.

** Follow up if you don't get the email!

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Chapter 8: Step #7) Practice Skills

The Power of Practice

Practice is missing from our lives as adults. We rarely practice anything. Mostly we just do it and we usually feel that we are supposed to be able to do it right the first time. As a Coach you will re-introduce your player to the power of practice.

Where Practice Fits in the Play Two Win Method

Remember that the CORE of any game is taking **ACTION** in pursuit of **RESULTS**.

At the same time taking actions while maintaining a vision for excellence leads to **MASTERY**; **MASTERY** is one of our desired outcome areas that we discuss in Step #2.

MASTERY is the ability to create the desired **RESULTS** from a specific action a high percentage of the time for that game.

For example in professional baseball getting a hit when you go up to bat 30% of the time is considered mastery!

Remember that **RESULTS** are valuable in the current game while **MASTERY** lasts a life time!

PRACTICE enables the player to get the desired more often; Aka **MASTERY**.

What is the value of practice for adults?

- Adults often have a mistaken belief that they have to know how to do everything already
- And they feel vulnerable when they don't know how to do something - so they just try to fake it.
- Practice is the pathway to mastery
- The essential actions become "natural"
- You have to allow yourself to "NOT KNOW"
- Players: pursue mastery.
Workers: struggle along / quit / make excuses
- Practice is a way of getting feedback - most adults have learned to avoid feedback!
- Feedback is the "Breakfast of Champions!"

The key distinction is to shift your mindset

From : Just get it done To: How can I get good at this?

Examples of practicing doing things that you want to get good at

Just do it	Get good at it means creating results
Write an article	Your article attracts comments on your blog
Make a video	Your video attracts "Likes" on Facebook
30 minutes on Facebook	Your time on Facebook leads to 3 connections for an exploratory session
Talk to someone about your business	They are inspired to hire you or advocate for you

Three types of actions in Life Games:

Conversations: 1-1 or 1-small group interactions with another person

Communications: sharing something in writing or another form of media; speaking in front of a group

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Doing Things: making something or doing something that does not include verbal or written communication

Play Two Win Step #7) Practice Skills

Create a personalized learning plan for your player

EVERY game has specific skills or techniques associated with the activities of the game. In the game of basketball one skill is shooting the ball so that it goes IN the basket. In the game of business a key skill is connecting with potential customers. The coach must use their experience to design a practice plan that matches the current ability of the player. The purpose is to teach your player the skills of the game in a way that is appropriate to their current level of ability.

One BIG point here is that people rarely "practice" the skills of life games. While a player would not think it strange to practice shooting balls toward the basket, they might find it odd to practice the way they talk to a potential customer. As coaches we need to change that perception and bring practice into ALL of the games of life.

Through constant practice you help your players improve their ability to create results AND expand their capability to figure out for themselves what to do when the game is on.

One thing that makes a game a game is the recurring activities that you do while playing. A skill is the ability to perform an activity in a way that consistently produces the desired result.

For example in the game of basketball one activity is shooting the ball into the basket. Performing this activity so that the ball consistently goes into the basket becomes a skill. Developing this skill requires practice – a LOT of practice.

In the game of business one activity is talking with a prospective customer so that they sign up to purchase a product or service. Performing this activity so that the best potential customers consistently say "yes" becomes a skill. Developing this skill requires practice – a LOT of practice.

Identifying the activity and desired skill

From the examples above you can see that the key to practice is to hone in on a very specific activity. In athletic games, the activities are physical so they are fairly obvious. In life games they are more subtle. However, when you really look at any particular endeavor, you begin to see the recurring activities.

For example you could identify the recurring activity of how you respond when someone says: "So, what do you do?"

What is Practice?

While there are many definitions, here is one that we will use: Practice is repeating an activity in pursuit of skill. A skill is the ability to produce a consistent desired result while performing the activity. When you become very skillful, you can perform the activity and get the desired results with relative ease.

The purpose of Practicing Skills is to develop the ability to perform an action in the BEST way to get the desired results in the short term and to maintain a foundation that allows for the experimentation that leads to mastery.

KEY POINT – Practice Skills -> Better Actions -> Mastery

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In step 3 of the Method we focused on the Actions that create Results and lead to Mastery.

In step 7 we co-create ways to practice the actions to develop skill in order to create the desired results more often AND establish a foundation for mastery.

In the early stages of a coaching relationship – especially with a player who is new to a game – the coach has to take the lead in providing the ideas for how to practice the skills of the game. As a player grows in experience, the process of creating practice opportunities becomes more collaborative.

A few examples...

- If the game is business, the crucial daily activity is talking with potential customers and playing for the YES. So, the player must have a safe space to practice those conversations with their coach and other players / colleagues;
Note: It is also powerful if you can find a way to perceive every potential customer conversation as BOTH the game AND practice for the next one at the same time.
- If the game is leadership, the crucial daily action is to communicate something that inspires the team to grow their vision for what is possible if we play together. So the leader/player must have a place to practice communications in a safe space for review and feedback before they are “shared” with the whole team.

Life games – Communication is the primary activity

The more you study the games of life, like business, leadership or romance, the more you realize that communication is the primary activity of the game. Playing these games is mostly about talking to other people.

Communicating well has MANY underlying factors like being present, really listening, sharing authentically.

So a BIG part of coaching life games is helping your player become a skilled communicator through practice. In most life games there are MANY distinct conversations that you can identify, observe and then practice.

Each unique type of conversation is a different skill

The best way to practice communication skills is by role playing; role playing is by far the most underutilized coaching skill

The key to a good role play is to hone in on:

A) a very specific conversational skill for the game

OR

B) A very specific conversation situation

Examples of different conversation (Skills):

- Making a request for support
- Ask for a referral
- Make an offer for your service
- Ask another person to change their behavior in a positive way

Examples of specific situations:

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- I need to tell my boss that my project is going to be a week late.
- I want to call Bill from the Chamber of Commerce and suggest that I give a talk about coaching at our next meeting

The need to observe your player

In order to help someone do something better, you have to observe them doing it so that you can identify what they are doing well and what they are NOT doing so well.

You have to experience them “in the game”.

Since it is not likely that you will be able to follow your player around during the day and observe them talking to people, you have to find another way to observe them in conversation action.

The best way to do this is to role play situations with them. To role play means that you, the coach, adopt the role of someone that your player will talk to. Then you can observe how they play while you are in the role.

IMPORTANT: your player is not adopting a role, they are being themselves!

How to do a great Role Play

Guide to GREAT role playing

Role playing is an art and one of the essential skills of the coaching craft. So that means you can practice too!

The intended results of role playing:

- a) Your player has an experience with you that is as close to the real thing as possible
- b) You get to observe them in action so that you can help them improve
- c) You provide a safe space for your player get repetition, to experiment and take risks
- d) Your player feels more confident and at ease in the conversation that you practiced AND also becomes aware of where more practice is needed.

Select one conversation that your player most needs to practice. It could be a key recurring activity or it could be a unique challenging situation. Do a role play of this conversation

Follow the steps for a role play:

There are a few basic steps:

1) Identify the specific conversation to practice

Ask: Of all of the conversations you have as a part of your game, which would be the best for us to practice today?

Listen. If they are not sure, you should know your player and their game enough by now to make a suggestion. Remember, they will likely resist the opportunity to practice. You will need to encourage them.

Identify a specific conversation to practice.

2) Know the intended result

ASK: What is the result that you want to create in this conversation?

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3) Know your role

Ask: please give me a brief (30 second) character sketch of the role I will be playing.

This may be a specific person or a composite of the typical person

4) Get into the role

Get into the conversation. Let yourself be the character. Have fun with it.

Note: You do not have to mimic voices – for example if you are playing the role of the opposite sex.

5) Call time out

Let your player know if you are coming out of character to make a suggestion.

6) Repeat

Be prepared to go through a specific part of the conversation several times.

7) Add a twist

Based on how well you think the player is doing, you can vary how you play the role to create easier or more challenging situations.

8) Debrief

ASK: What did you learn from doing this practice conversation?

ASK: Are there any other conversations we should plan to practice another time?

What to do during and after a role play

During a role play you are creating situations for your player to practice. Typically it is a good idea to “play it straight” the first time or two to get an observation of your players’ current ability. Then you can try the role play again and create more challenging situations when your player is ready.

After a role play it is important to debrief what has happened. Be sure to champion them for what they did well and then point out areas for improvement and continued practice.

Based on your observation of your players’ current level of skill in the key conversations of the game, you can then begin to craft an appropriate game plan.

COACH: During or after the session, be sure to make a note of the skills you practiced on the Play a Winning Game Form.

Consider practice for non-conversational skills

Ask: Let’s look at another key action of your game. What is a way you could get some “practice” to improve your skill?

Listen and brain storm ideas.

What the coach needs to know

Most people resist practice because of the fear of looking stupid or resisting not knowing how to do things perfectly. Be aware of this resistance and stay firm in your insistence that they find a way to practice. MOST of the time, your player will be very grateful AFTER the practice.

Plus, you will learn SO much more about your player by actually engaging in the conversation than you do talking about the conversation.

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The Role Play Comfort Zone

Most coaches never suggest the idea of doing a practice Role Play with a player! For the Coach it can challenge your ability to be creative and go with the flow of the moment. For the player it will be just the normal resistance to "practice" and the fear that it might not be perfect!

- Role Playing feels VERY uncomfortable at first; For both the player AND the Coach.
- The has to be courageous and play out of their comfort zone, otherwise the player will never get this valuable opportunity.
- Often the coach will sheepishly suggest a role play but let the player easily talk them out of it
- Often the coach won't stick with it long enough to create value
- **remember: My certainty is greater than your doubt**
- if you stay strong in your belief that it is very important to practice this communication skill, then your player will feel safe enough to practice with you.

Coaching Practice

In this in-class session we want you to stream line the typical coaching flow so that you can dedicate time to practicing one or more conversations with a role play.

Coaching Outline for Step #7: Practice Skills

Note to the Coach: The Numbered Bold Lines are there to give you a reference point, you don't say them to your player.

1) Quick Life / Situation Check in

Ask: How are you? Can you give me a 2-minute update on what is happening in your life?

If there is something BIG going on...

Ask: is this something we need to address during our session?

{If yes, make a note of it}

2) Evaluate the game

Say: So, let's do a quick evaluation of your game and talk about what happened and what didn't happen?

ASK: Tell me about the **RESULTS** you got and the **RESULTS** you didn't get.

3) Respond to challenges together.

Ask: What was the biggest **CHALLENGE** you faced and what did you learn from it?

4) Figure out what to do next to play better

In this session you will co-create a Role Play to practice a critical conversation

1) Identify the specific conversation to practice

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Ask: Of all of the conversations you have as a part of your game, which would be the best for us to practice today? It can be a recurring conversation or a specific conversation that would move your game forward.

2) Know the intended result

ASK: What is the result that you want to create in this conversation?

3) Know your role

Ask: please give me a brief (30 second) character sketch of the role I will be playing.

Say: This may be a specific person or a composite of the typical person

4) Get into the role

{Get into the conversation. Let yourself be the character. Have fun with it.}

5) Call time out

{Let your player know if you are coming out of character to make a suggestion.}

6) Repeat

{Be prepared to go through a specific part of the conversation several times.}

7) Add a twist

{Based on how well you think the player is doing, you can vary how you play the role to create easier or more challenging situations.}

8) Debrief

ASK: What did you learn from doing this practice conversation?

ASK: Are there any other conversations we should plan to practice another time?

Consider practice for non-conversational skills

Ask: Let's look at another key action of your game. What is a way you could get some "practice" to improve your skill?

5) Create a new game for the upcoming time period

Complete the session

Ask: OK. Are there any changes you want to make to your game plan for the week?

Ask: Please give me your 1 minute recap on the game for the week...

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**** Coaching Outline with additional comments and questions ****

Sample Practice Skills Conversation

1) Quick Life / Situation Check in

>> **Ask:** How are you? Can you give me a 2-minute update on what is happening in your life?

If there is something BIG going on...

>> **Ask:** is this something we need to address during our session?

{If yes, make a note of it}

2) Evaluate the game

>> **Say:** So, let's do a quick evaluation of your game and talk about what happened and what didn't happen?

>> **ASK:** Tell me about the **RESULTS** you got and the **RESULTS** you didn't get.

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In this session you will co-create a Role Play to practice a critical conversation

Select one conversation that your player most needs to practice. It could be a key recurring conversation or it could be a unique challenging conversation. Do a role play of this conversation

Follow the steps for a role play:

1) Identify the specific conversation to practice

>> **Ask:** Of all of the conversations you have as a part of your game, which would be the best for us to practice today? It can be a recurring conversation or a specific conversation that would move your game forward.

2) Know the intended result

>> **ASK:** What is the result that you want to create in this conversation?

What is the positive influence they want to create in this conversation?

What do they want the other person to feel or do?

3) Know your role

>> **Ask:** please give me a brief (30 second) character sketch of the role I will be playing.

>> **Say:** This may be a specific person or a composite of the typical person

4) Get into the role

>> Get into the conversation. Let yourself be the character. Have fun with it.

Note: You do not have to mimic voices – for example if you are playing the role of the opposite sex.

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Typically you will the role play conversation will be 2 – 3 minutes.

5) Call time out

>> Let your player know if you are coming out of character to make a suggestion.

Call time out when you have a good feel for how the player is doing. Share what how YOU feel on the receiving end of what they are saying. This is very valuable to your player. Be honest about it.

If you have a suggestion of a way they could approach it that might be better, ask them to try it as an experiment.

6) Repeat

>> Be prepared to go through a specific part of the conversation several times.

7) Add a twist

>> Based on how well you think the player is doing, you can vary how you play the role to create easier or more challenging situations.

8) Debrief

>> **ASK:** What did you learn from doing this practice conversation?

>> **ASK:** Are there any other conversations we should plan to practice another time?

Consider practice for non-conversational skills

>> **Ask:** Let's look at another key action of your game. What is a way you could get some "practice" to improve your skill?

Listen and brain storm ideas.

5) Create a new game for the upcoming time period

Complete the session

Ask: OK. Are there any changes you want to make to your game plan for the week?

Ask: Please give me your 1 minute recap on the game for the week...

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Chapter 9: Step #8) Expand Inner Freedom

“Just a little bit of fear”

Your instructor will lead a powerful conversation about the concept of “comfort zone” and fear.

Here are a few key points:

What does it mean to be outside of your comfort zone?

Something about the action creates an uncomfortable buzzing energy in the body

People resist doing things for 3 reasons (most of the time)

- 1) They don't understand WHY they are doing it (Game plan issue)
- 2) They don't know how to do it, but are afraid to reveal this to anyone (Skill/Practice Issue)
- 3) Something about the action creates body discomfort (Inner Freedom Issue)

BIG POINT: It only takes a LITTLE BIT OF FEAR to cause someone to resist an action and find a way to “stay safe”.

In the face of fear your mind will quickly find something for you to do with 100% certainty e.g.. reading e-mail, go for a walk, tidy up the kitchen (aka SAFE!)

WHY? - it is your mind's #1 imperative to keep you safe (Survival First!).

The BIG question is: why do we find certain actions “fearful”?

The answer: Early events in life contain highly emotional experiences that we learn to fear.

example: You do something creative in 3rd grade and the teacher likes it but the other kids make fun of you which feels really uncomfortable. So doing something where you might stand out triggers body discomfort and creates an emotional connection to fear.

Finding critical moments

We will explore 3 questions that you can use to identify critical moments.

Look at your own life.

Be prepared to share an example for each one of these scenarios.

- 1) What are important actions in your game that you are often avoiding?
- 2) What are important actions that you are doing by powering through your inner resistance? e.g.: You really have to force yourself to do it. Wait to the last minute. Build up the pressure until NOT doing it is more painful than doing it?
- 3) What are important actions that you are doing but not getting the desired results? Since most life game actions are conversations and communications playing for another person to say: YES, if you are in a state of “fearing fear” you project doubt; which makes it almost impossible for the other person to say: YES; even if what you are offering is “good”.

Play Two Win Step #8) Expand Inner Freedom

Inner Freedom IS the ability to PLAY with FEAR

Inner Freedom is the ability to consciously choose when to play safe and when to play big. It effects every decision your player makes and nearly every action they engage in. Decisions and actions are

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what create winning and losing in every game and typically they are made below the level of awareness.

The key to inner freedom coaching is to bring to conscious awareness the fundamental inner conflict between the imperative to be safe / survive / stay inside the comfort zone VS. the desire to play big / contribute / go outside the comfort zone.

The conflict between staying safe and playing big in any moment is what makes life interesting and FUN! If every action was easy to complete with perfect results, life would be extremely boring.

For the coach it is essential to have a tool to help your player become aware that the fears that hold them back serve a purpose AND that playing with them and expanding is where all growth into new possibilities happens!

Whenever an individual is playing a new game or a bigger game, there will be some activities or situations that will present "inner" challenges. There will be situations when your player is blocked, stuck, out of their comfort zone, out of the flow; not able to perform the skills at their best or not getting the desired results. We call this "inner resistance".

This happens when the survival instinct to stay small overwhelms the hearts' desire to play big. **VERY IMPORTANT...** There is nothing wrong when this happens; this is a totally natural and DESIRABLE experience of the game of life. It does not mean that you, or your player, have "self-sabotage" or any of these other crazy ideas from the "self-help" age. Except in rare, truly pathological, cases, there is no such thing as "self-sabotage"; rather there is the everyday compelling conflict between **Staying safe (survival) and Playing BIG (contribution)**.

To recap the previous section, here are the three main scenarios where Inner Resistance –staying small - reveals itself in what we call "Critical Moments".

- When your player is avoiding a specific activity.
- When your player is "powering through" an activity;
- When your player is taking actions but not getting the desired results;

What does the "Flow State" of "In the Zone" refer to?

Here are a few phrases that describe it:

- Clear, confident, self-expressed, fully present
- Coming alive! - Responding powerfully in the moment
- Taking effective action with creativity and self-expression
- Get the desired results from the actions taken
- Knowing what to say and do with confidence and without hesitation
- Tapping into your wisdom, intuition, logic and experience to make the best possible decisions

The energy part of playing a game determines which actions your player takes and how they feel while they take the action which often determines the results.

BIG POINT: The flow state is only achieved at the EDGE of your comfort zone.

In the zone would be more accurately stated as at the edge of the zone.

When the activity is too far inside your comfort zone you get bored and do not come alive.
When the activity is too far outside your comfort zone your survival instinct will kick in and you will react rather than respond.

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The purpose of Inner Freedom... *Playing WITH Fear*

The purpose of Expanding Inner Freedom is to develop your players' ability to perform the essential actions of the game while in a state of flow and full self-expression!

AND to EXPAND the comfort zone by learning to PLAY with FEAR!

Playing WITH fear has two meanings:

- 1) To approach FEAR with the Spirit of Play
- 2) To stay in creative, curious, judgment-free play mode even in the face of FEAR

Expanding Inner Freedom requires Expanding Awareness

While there are many things going on in a person that a player and coach can be aware of, here are a few that are important to be aware of:

- Thoughts (sometimes referred to as self talk)
- Beliefs (patterns of thought, often referred to as limiting beliefs)
- Values (what is important to your OR what you think SHOULD be important to you)
- Emotions (doubt, anger, sadness, joy, excitement)
- **Feelings (physical sensations in the body, typically feelings of discomfort)**

KEY POINT – Expand Inner Freedom -> Embrace Challenges -> Becomings

In step 4 of the Method we focused on how to Embrace the Challenges that occur while playing the game and recognize that engaging in challenging experiences leads to Becoming the person we want to be.

In step 8 we will use the Inner Freedom Method co-create ways to respond better to the challenges that pull us out of the comfort zone by learning to play with FEAR.

In the early stages of a coaching relationship – especially with a player who is new to a game – the coach has to take the lead with challenging questions to create awareness of when the player is being stopped by FEAR. As a player grows in experience, they will gain the ability to recognize when they are stopped by FEAR and will jump right into the Inner Freedom Method.

A few examples...

- If the game is business, the crucial daily activity is talking with potential customers and playing for the YES. So, if the player is avoiding these conversations or being "too busy" to do it, it is likely that they are blocked by FEAR. If they are talking to people in a relatively skillful way and NOT getting YES's this is also an indication that there is some FEAR in the way.
- If the game is leadership, the crucial daily action is to communicate something that inspires the team to grow their vision for what is possible if we play together. If the leader is resisting making these communications OR making them in a way that is not inspiring to the team, it is likely that there is some FEAR in the way.

A simple technique for Inner Freedom. . . *Replay the Moment*

The replay the moment technique is a simple and powerful method that uses visualization to increase awareness and identify FEARS that are blocking the flow state.

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Note: You will learn and practice this technique in great detail in the Inner Freedom Method™ Coaching program. In this session you will learn a basic version that will work quite well in many coaching situations and give you a foundation for the advanced course.

The key to the technique is to identify the specific activity or situation where the player is stuck or not getting the desired results. In these cases there is almost always some form of inner resistance at play. These specific moments are called "Critical Moments".

Body Awareness – The Gateway to Inner Freedom

A key element of the Inner Freedom Method is guiding the player through an experience of body awareness; specifically feeling the energy – physical sensations – in the body.

This is important because the experience of FEAR and the survival imperative to play safe both occur first as physical sensations.

There are many HUGE benefits to expanding the capacity to feel the sensations in the body related to doubt and fear, but the two most important are: a) It opens a channel to greater intuition and b) when the body "feels" safe, the mind quickly opens up to creative possibilities. It is powerful!

The purpose of the Replay the Moment technique is to identify patterns of inner resistance and begin to create inner freedom.

Inner resistance occurs when an individual is experiencing the conflict between playing BIG and playing SAFE. For example the action to talk to a potential customer and go for the "YES" is playing BIG; This could trigger an inner resistance due to a fear of rejection or fear of making a mistake etc.

Often these key activities and situations will come up naturally while talking about the game. However, sometimes you will have to use your coaching intuition to identify where your player is avoiding something important.

Often the player will describe these situations as procrastination or being too busy! NONSENSE! These are just polite ways to describe Inner Conflict!

There are an infinite number of potential areas of inner resistance for an individual; however there are several patterns that you will see time and time again as a coach. This technique will help you to see these patterns

Coaching Practice

Coaching Outline for Step #8: Expand Inner Freedom

Note to the Coach: The Numbered Bold Lines are there to give you a reference point, you don't say them to your player.

In this session we want you to stream line the typical coaching flow so that you can dedicate time to using the Inner Freedom Method.

Sample Practice Skills Conversation

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1) Quick Life / Situation Check in

Ask: How are you? Can you give me a 2-minute update on what is happening in your life?

If there is something BIG going on...

Ask: is this something we need to address during our session?

{If yes, make a note of it}

2) Evaluate the game

Say: So, let's do a quick evaluation of your game and talk about what happened and what didn't happen?

ASK: Tell me about the **RESULTS** you got and the **RESULTS** you didn't get.

3) Respond to challenges together.

Ask: What was the biggest **CHALLENGE** you faced and what did you learn from it?

4) Figure out what to do next to play better

Use the Inner Freedom Method Steps to Identify and Replay a Critical Moment

Hint: it is probably related to the challenge!

4.1) Identify the activity where the player is stuck.

ASK: Of all of the activities in your game where you are a bit stuck - not taking the action - or not getting the results you want, which one do you think is most important for us to improve right now?

Say: This is a great opportunity for us to use a powerful coaching visualization technique called "Replay the moment". You know how in sports they have instant replay to slow down the action to see what really happened? Well we can do the same thing to get insights about what is happening for you in your game.

Ask: Let's use this technique to explore this situation. Is that ok with you?

4.2) Emphasize "judgment-free awareness"

SAY: It is important when we are using this method that we maintain judgment-free awareness. Any thought or feeling that you share is useful. OK?

4.3) Clarify the Action and Desired Result

SAY: OK let's make sure we are clear on the intended action and the desired result. Can you recap it for me?

4.4) Select a moment

ASK: Recall a specific moment from the past week or two where you faced this challenge?

{Note: if they can't recall a moment, you can PRE-Play a moment for the near future.}

4.5) Re-Create the scene

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SAY: tell me a little bit about the scene. Where were you?

4.6) Ensure a Safe Space

ASK: Are you in a place where you can safely close your eyes?

{Wait until they say yes...}

4.7) Start the Replay Technique

SAY: close your eyes, breath naturally, and take a few moments to recreate the scene in your mind using visualization.

4.8) Scan for Thoughts and Inklings

SAY: Now we are going to look at the moment from several different perspectives. Just keep breathing naturally; keep your eyes closed and we'll talk together.

ASK: Using Judgment-Free Awareness what do you notice going through your mind?

4.9) Scan the body for physical sensations

SAY: Take a moment to scan your body for physical sensations from the top of your head to your waist.

ASK: Do you notice any physical sensations? Perhaps in your gut or in your chest?

SAY: I acknowledge your courage for noticing and feeling these sensations!

4.10) Feel the energy in the body

ASK: Which sensation is most intense?

Let them answer.

SAY: OK, now all you need to do is just allow yourself to feel that energy for 30 seconds. Don't try to do anything with it. Just allow it to be there and feel it.

ASK: Do you think you can do that?

Wait for the "yes"

SAY: OK, I will time you. I will be here if you want to say anything.

For 30 seconds. Here we go.

at 15 seconds quietly say: keep going

at 30 seconds quietly say: excellent. You did it.

- {If your player has a "Memory Pop"}

Often while noticing physical sensations your player will have a memory of an earlier moment in life that will pop up. This is because those physical sensations ARE memories! Here is what you do...

a) Just listen! Don't judge the memory or try to make it mean anything.

b) **SAY: this memory will give us some clues about why this particular activity is presenting a challenge for you. We will explore it in more detail in a future conversation. Thanks for sharing it with me now.**

4.11) Debrief the Experience

Now together you and your player will explore what you saw together.

SAY: You can open your eyes now if you haven't already.

ASK: What was the experience like?

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{Just listen}

SAY: (something encouraging & acknowledging) "That was amazing. You did well in that exercise!"

Say: So you can see that you have some buzzing energy with this activity. That just means there is a little bit of subconscious fear coming up from something that happened in your past that is related in some way to this activity. The most important thing is to be aware of it. Often it will take care of itself.

4.12) Replay the moment with a NEW Picture

SAY: OK. Now we are going to create a new picture for you to live into for the next game.

SAY: Close your eyes again for a few moments.

SAY: Now replay the scene the way you want it to be; imagine you have power, freedom and the capability to make the right moves.

{wait a few moments}

SAY: Now, see yourself getting the results you desire. See it turning out just right.

{wait a few moments}

SAY: Open your eyes again and share with me a little bit of what you saw

SAY: Our purpose was to create deeper awareness about your situation and I think we accomplished that! Way to go!

ASK: What are your insights from this exploration?

5) Create a new game for the upcoming time period

Complete the session

Ask: OK. Are there any changes you want to make to your game plan for the week?

Ask: Please give me your 30-second recap on our session this week...

** Coaching Outline with additional comments and questions **

In this session we want you to stream line the typical coaching flow so that you can dedicate time to using the Inner Freedom Method.

Sample Practice Skills Conversation

1) Quick Life / Situation Check in

>> **Ask:** How are you? Can you give me a 2-minute update on what is happening in your life?

If there is something BIG going on...

>> **Ask:** is this something we need to address during our session?

{If yes, make a note of it}

2) Evaluate the game

>> **Say:** So, let's do a quick evaluation of your game and talk about what happened and what didn't happen?

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>> **ASK:** Tell me about the **RESULTS** you got and the **RESULTS** you didn't get.

3) Respond to challenges together.

>> **Ask:** What was the biggest **CHALLENGE** you faced and what did you learn from it?

4) Figure out what to do next to play better

Use the Inner Freedom Method Steps to Identify and Replay a Critical Moment
Hint: it is probably related to the challenge!

4.1) Identify the activity where the player is stuck.

>> **Ask:** Of all of the activities in your game where you are a bit stuck - not taking the action - or not getting the results you want, which one do you think is most important for us to improve right now?

Listen. If you think there is another one that would be more important, suggest it. But in the end let them choose.

>> **Say:** This is a great opportunity for us to use a powerful coaching visualization technique called "Replay the moment". You know how in sports they have instant replay to slow down the action to see what really happened? Well we can do the same thing to get insights about what is happening for you in your game.

>> **Ask:** Let's use this technique to explore this situation. Is that ok with you?

4.2) Emphasize "judgment-free awareness"

>> **SAY:** It is important when we are using this method that we maintain judgment-free awareness. Any thought or feeling that you share is useful. OK?

4.3) Clarify the Action and Desired Result

>> **SAY:** OK let's make sure we are clear on the intended action and the desired result. Can you recap it for me?

4.4) Select a moment

>> **ASK:** Recall a specific moment from the past week or two where you faced this challenge?

Note: if they can't recall a moment, you can PRE-Play a moment for the near future.

They may know EXACTLY what it is.

OR they may not know! You may need to suggest one from what you have heard.

If they have several possible moments,

>> **ASK:** Which one was most intense?

Choose that one.

4.5) Re-Create the scene

>> **SAY:** tell me a little bit about the scene. Where were you?

Listen and get the picture. Ask any clarifying questions you may have.

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Note to Coach: Some people are more fluid with recreating scenes than others. Let them dictate the level of detail they describe.

4.6) Ensure a Safe Space

Make sure they are in an environment where it is safe to close their eyes for a few moments. Eg. Not driving. Not in a busy public place. Not watching something on the stove top. Not chopping vegetables.

>> **ASK:** Are you in a place where you can safely close your eyes?

Assuming they say yes...

4.7) Start the Replay Technique

>> **SAY:** close your eyes, breath naturally, and take a few moments to recreate the scene in your mind as a visualization.

4.8) Scan for Thoughts and Inklings

>> **SAY:** Now we are going to look at the moment from several different perspectives. Just keep breathing naturally; keep your eyes closed and we'll talk together.

>> **ASK:** Do you notice any thoughts going through your mind? What are they?

Just listen. Don't comment.

ASK: With the moment slowed down a bit is there anything else that you notice about the situation?

Just listen. Don't comment.

ASK: Do you have any inklings about what the block is?

Just listen. Don't comment.

4.9) Scan the body for physical sensations

HERE IS WHERE YOU WILL EXPAND THEIR INNER FREEDOM.

By helping them slow down the moment and feel what is happening in the body they will become more aware and open to new possibilities.

>> **SAY:** Take a moment to scan your body for physical sensations from the top of your head to your waist.

>> **ASK:** Do you notice any physical sensations? Perhaps in your gut or in your chest?

ASK: Can you describe these sensations for me?

>> **SAY:** I acknowledge your courage for noticing and feeling these sensations!

4.10) Feel the energy in the body

>> **ASK:** Which sensation is most intense?

Let them answer.

>> **SAY:** OK, now all you need to do is just allow yourself to feel that energy for 30 seconds. Don't try to do anything with it. Just allow it to be there and feel it.

>> **ASK:** Do you think you can do that?

Wait for the "yes"

>> **SAY:** OK, I will time you. I will be here if you want to say anything.

For 30 seconds. Here we go.

at 15 seconds quietly say: keep going

at 30 seconds quietly say: excellent. You did it.

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- **If your player has a "Memory Pop"**

Often while noticing physical sensations your player will have a memory of an earlier moment in life that will pop up. This is because those physical sensations ARE memories! Here is what you do...

a) Just listen! Don't judge the memory or try to make it mean anything.

b) **SAY: this memory will give us some clues about why this particular activity is presenting a challenge for you. We will explore it in more detail in a future conversation. Thanks for sharing it with me now.**

4.11) Debrief the Experience

Now together you and your player will explore what you saw together.

>> **SAY:** You can open your eyes now if you haven't already.

>> **ASK:** What was the experience like?

Just listen

SAY: (something encouraging & acknowledging) "That was amazing. You did well in that exercise!"
Or say: "That was great for the first time doing something like this."

Say: So you can see that you have some buzzing energy with this activity. That just means there is a little bit of subconscious fear coming up from something that happened in your past that is related in some way to this activity. The most important thing is to be aware of it. Often it will take care of itself.

4.12) Replay the moment with a NEW Picture

It is important to create a new picture with your player so that they go into the new game with a feeling of possibility.

>> **SAY:** OK. Now we are going to create a new picture for you to live into for the next game.

>> **SAY:** Close your eyes again for a few moments.

>> **SAY:** Now replay the scene the way you want it to be; imagine you have power, freedom and the capability to make the right moves.

(wait a few moments)

Now, see yourself getting the results you desire. See it turning out just right.

(wait a few moments)

>> **SAY:** Open your eyes again and share with me a little bit of what you saw

>> **SAY:** Our purpose was to create deeper awareness about your situation and I think we accomplished that! Way to go!

>> **ASK:** What are your insights from this exploration?

5) Create a new game for the upcoming time period

Complete the session

>> **Ask:** OK. Are there any changes you want to make to your game plan for the week?

>> **Ask:** Please give me your 1 minute recap on the game for the week...

Document the game

>> **Ask:** can you send me an email later today stating exactly what you are going to do and what results you are playing for?

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Wait for the “yes” or the counter offer of what they will do when.

** Follow up if you don't get the email!

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Chapter 10: Step #9) Design Winning Environments

The Environment Always Wins

Your instructor will lead a conversation about this provocative coaching theory. Here are a few essential points:

Will Power vs. World Power

Will power is a limited, finite tank. Any endeavor that relies on will power for a long period of time empties the “will power tank”. Will power can fight obstacles in the environment for only so long until you run out of energy. In the end, the environment always wins. So, creating sustainable change always requires environmental redesign.

It sometimes helps to think of environmental design as a way to focus actions by streamlining decisions. When you set up environments that you can just step into and respond creatively, you don't have to spend so much time figuring out what to do. When you are in the environment you know WHAT to do, now you can put your energy on doing it creatively and pursuing mastery. Like stepping into a Yoga Studio or Martial Art Studio: every little detail is set up so that you can simply focus participating fully and becoming a master. With designed personal environments willpower and commitment become optional.

By focusing on designing personal environments, it takes the pressure off the player to have to be a certain way - changing the environment to fit them vs. changing themselves to fit the environment. This eliminates, or at least reduces, self-judgment.

When you design a winning environment you tap into world-power.

The 9 Environments of YOU

We have found it most useful to divide the environments into nine categories. Each of the nine falls into one of three groups:

1. The memetic environment is about ideas (the core environment that is connected to all the others)
2. Five environments of People, Places, and Things (relationship, network, physical, financial and technology)
3. Three environments of Body and Soul (self, body and spiritual)

1) The Memetic Environment

The world is full of ideas. The issue is, which ones are you getting in to your mind? And an even bigger issue is: how do these ideas impact your ability to play your new game at your best.

2) The Financial Environment: Assessing Your Financial Environment

Nearly any game your player can play will be affected by their financial situation. How healthy is your players' wealth? Don't know? Afraid to ask? Hmmm... maybe it is time for you to take a close look at their money situation and YOUR beliefs about money. It is important that YOU and your player have a realistic picture of their current financial health. If necessary you must help them develop the basic money skills required to finance the games they are playing and possibly move in a direction of financial freedom.

3) The Relationship Environment: The mirror to your self

If you want to know someone really well, simply get to know their five closest relationships. Everyone in a persons' life acts as a mirror to some part of themselves. AND we become like the people we

spend time with; This is a simple and powerful truth of the Relationship environment. The majority of human beings are aware of the importance of their intimate relationships but rarely use this awareness as an Environmental Design tool.

4) The Network Environment: Designing a Resourceful Personal and Professional Network

As your game changes your network environment must evolve and grow. Through network design, your player will discover ways to team up with others and create a supportive and thriving network. Your players' network can play a powerful role in helping them achieve great success in the games of their life. We will provide you with ways to coach your client in designing a network to create supportive partnerships.

5) The Physical Environment: Does Your Physical Space Inspire You?

Creating physical spaces with great style, beauty and efficiency is not simple. What we know is that the yearning for the design of our physical spaces is much deeper than the eye can see. In your players heart what they truly want is to be able to walk into places and spaces that nurture them on every level. They want spaces that provide warmth and relaxation, safety, and security, and most of all, a place that expresses their true personalities and one that makes them come alive! The goal of this class is to provide you with an introduction to create with your client, physical spaces that stimulate spiritual energy and a feeling of: Ahhhh, this is me! I have truly come home.

6) The Body Environment: A source of strength and energy

It may seem strange to think of the body as an environment but it is. You are NOT your body, your body is something you have and so, it can be designed. The Body environment also includes clothing, hair and energy. Is your players body a source of inspiration to them? Is it strong, flexible and graceful? A positive body image is one of the most important aspects of happiness and well-being, yet it is an area which often seems to be a challenge for many. A holistic approach to strength, energy and wellbeing through daily practices is essential for the player who wants to win the games of their life.

7) The Self Environment: Using Your Strengths, Talents, Character and the Authentic You

The Self is another element of the environment that not often thought of as such. But it is. You can help your client design new strengths, abilities and character. You can help them tap into the deep resources on the inside that can be reflected in the world around them. Are there old patterns that are restricting your players' full self-expression?

8) The Spiritual Environment: The Power of Pure Potential and Sacred Spaces

Are your players getting their energy from low vibrations or negative points of power• such as control, overwhelm, clutter, addictions, force, manipulation, and anger OR from high vibrations or positive points of power such as love, truth, oneness, beauty, a giving spirit, and thankfulness. As with all design choices, your players can choose to get energy from the highest of sources, which ultimately come from living in way that honors the soul. We will explore how to assist your client in designing sacred spaces in their home or office for creating high vibrations of love, truth, thankfulness, and positive points of power. We will also explore the potential for designing spiritual practices. Finally, you will guide your player to tap into the restorative power of the nature.

9) The Technology Environment: Electronics and Virtual Spaces

The technology environment is about electronics and virtual spaces. Electronics, in particular tools like computers in all shapes and sizes, phones, mp3 players, GPS systems are integral to our lives today. If they are not working well it can cause a major disruption. Electronics are also a major gateway to entertainment and play which is essential to a balanced and fruitful life. Then there are virtual spaces. Social Networking websites like Facebook, LinkedIn have become "places" where we invest considerable time and energy because it is how we connect to the global community. Do you feel confident with these tools? Are your profiles representative of who you are and how you want to be known in the world? If not, with a little focus they can be.

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As the above descriptions may make clear, anything can be seen as an environment. For example, people, technological systems, the television, office space, R&D teams, pets, The Center for Coaching Mastery, special interest groups, etc. By viewing everything as an environment, it makes you not tolerate things that don't sustain you. It forces you to look at things differently and de-personalizes it. Players will begin to recognize things around them as either sustainable / inspiring environments or not. It brings a heightened clarity and sense of direction. Every game has an environment to support it. If you can't come up with one, you might want to question the validity of that game.



Play Two Win Step #9) Expand World Power

The environment always wins

It does not matter how inspired or motivated or skillful you are if the world around you is full of obstacles, you cannot win. If your team mates are not on the same page, your best effort will not make a difference. The master coach helps the player design the world around them to inspire ongoing excellence.

*The essential ingredient here is to realize that environmental design is the key to sustainable success in life and in coaching! The environment must be redesigned for the game the player is playing now. For most people the environment is a reflection of the person they used to be and the games they used to play. Why is this? People have a two-way relationship with the world around them: they are adapting to what is there while at the same time the world around them is becoming a reflection of who they are. **BIG INSIGHT:** The adaptive process is fast and somewhat transient while the reflective process is slow but more substantive.*

In other words, over time, the world around you becomes an accurate reflection of who you WERE on the inside; This may or may not be good news! While in a new environment, quick change may occur (like when you are away at a workshop), but typically people return to the way they were before when they return to their existing environment.

*So in order to create sustainable change, the coach must use their creativity, design sense and awareness to help the player make immediate changes to the outside world that reflect the changes made on the inside. Then the adaptive process works FOR positive change rather than against it! The player becomes more aware of the world around them and more connected to it. This leads to sustainable results. **We call this World Power!***

Designing winning environments is the missing link for most coaches. In this conversation you will learn the meaning of the mantra: The Environments Always Wins. (So it is wise to have it on your team)

As you are getting to know your player, you need to create a clear picture of the world around them. The world around them is a mirror to who they are. Some parts of their world will serve them in the new game – assets - and other parts will need to be upgraded or created.

The basic personal environments method provides you with a tool to “get the picture”. And to quickly identify assets, obstacles and resources that are missing.

Environmental Design Distinctions: Assets, Obstacles and Missing

When it comes to understanding your players’ situation, getting a “picture” of their environment is key. Here you are getting a picture your players’ world.

We will get deeper into your players environments in the World Power Method program.

You are looking for:

Assets: resources your player can leverage in the game.
Like a friend who is influential in a community they want to reach.

Obstacles: things that are in the way, broken, or creating problems.
Like a friend who doesn’t really want them to grow past them.

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Missing: things that your player needs but are missing?
Like a colleague for masterminding and testing ideas.

Who do you need to become?

The BIG idea for designing a winning environment lies in the question:

Who do you need to become to win this game with ease and joy?

Knowing that you will gradually adapt to the world around you, the key to a winning environment is to design your environments - people, places, things and ideas - with patterns that create an energetic picture of who you must become.

There are 2 high-impact exercises that we will do this week:

- 1) Zapping Tolerations
- 2) Your 7 MOST Influential people

ZAPPING Tolerations

Toleration Zapping is one of the most energizing things you can do.

It is a great coaching technique

Concept: EVERYTHING has an energetic impact on you. It is either adding energy to you OR depleting or draining your energy. EVERYTHING.

It is personal - something could energize one person but drain someone else.

When an environment is too full of tolerations, the people in that environment go numb. Which then limits their ability to be powerful and alive.

And...

Incompletions like broken promises and broken things are pretty much universally draining.

The Power of People

When it comes to understanding a person and their world, the people around them are the most important – everything happens with and through people.

In this method you will first explore the key people in your players' life:

- Most influential people.
- Most strategically connected people
- Most influential groups – geographical and virtual.

Most influential people

These are the 7 most important people in your players' daily life. The people they talk to the most often; spend the most time with and have the biggest influence on them.

Candidates include: spouse, parent, best friend, boss, key colleague or employee.

Note Children are often a very influential part of your players' environment, but we don't include them in this exercise.

These folks are IN their life in an active way.

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In this section you want to find out WHO the 7 people are and then how supportive are they toward the game your client is playing.

You also want to find out who is missing from your players life. For example are they single and want a mate? Do they have a great assistant? Do they have a best friend?

Most valuable strategic connections

These are people who are influential in the community in some way due to their position or knowledge. Most people have some (highly) connected friends and colleagues. These are people that your player knows on a first name basis.

Here are you looking for people that your player knows at least reasonably well and who would welcome contact with your player.

Also, you are looking for people who might be helpful in your players' game if possible. Sometimes your player may know an influential person but may not know how they could help them in their game.

Candidates include: business owners, executives and managers of companies, leaders in community organizations like church business or social groups, professionals.

You also want to find out if there are key strategic people that your player WANTS to create a relationship with?

KEY POINT – Expand World Power -> Evaluation -> Upgrades

In step 5 of the Method we focused on how to "Evaluate What Matters" – the E in the RACE Model. We learned that one of the key areas to evaluate are the results; which is how your actions impact the world around you. This can lead to Upgrades in your environment which is one of the Objects of any good game. Sometimes these upgrades are thought of as the tangible rewards of playing the game.

Another aspect of a life game is when is when you make plays specifically to Upgrade the environment because a better environment makes it easier to get the desired results. As was mentioned earlier, our relationship with the Environment is a 2-way street!

In step 9 we will use the World Power Method to make specific moves to co-create ways to upgrade the environment by learning to ZAP tolerations and make requests in our Relationship Environment.

In the early stages of a coaching relationship – especially with a player who is new to a game – the coach has to take the lead with challenging questions to create awareness of when the player is being blocked or hindered by their environment. As a player grows in experience, they will gain the ability to recognize when their environment is missing something and will jump right into the World Power Method.

A few examples...

- If the game is business, the crucial daily activity is meeting potential customers. The BEST way to meet potential customers is through referrals from the people who know you and your company the best. This requires that the player has developed a strong supportive relationship with the most influential people in his/her world.
This also reveals the strong interconnection between World Power and Inner Freedom because

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these relationships require powerful communication and vulnerability in sharing value and making requests which are activities that where the player may be blocked by FEAR.

- If the game is leadership, the crucial daily action is to communicate something that inspires the team to grow their vision for what is possible if we play together. If the leader is not making these communications because their environment is full of distracting obstacles then they have a World Power issue.
However, this could also reveal an Inner Freedom challenge (AKA FEAR) because the leader may keep the messes around so that they don't have to face the FEAR of making those inspiring but vulnerable communications.
As the coach, it is your GAME to create awareness of both areas so that the player can move forward in the game.

Coaching Practice

Coaching Outline for Step #9: Expand World Power

Note to the Coach: The Numbered Bold Lines are there to give you a reference point, you don't say them to your player.

In this session we want you to stream line the typical coaching flow so that you can dedicate time to using the World Power Method.

1) Quick Life / Situation Check in

Ask: How are you? What is happening in your life?

If there is something going on...

Ask: can you give me the fast version of what happened (is happening?)

Ask them to tell you about it. BUT!!! Keep it to 3 minutes or less. Just get the picture so that you know how to connect with them appropriately in this conversation.

Do not use it as an excuse to NOT talk about results unless it really is a dire emergency.

2) Evaluate Results of the game

Ask: So, how did the game go? What happened? What didn't happen?

That's it. Then just listen and maintain judgment-free awareness

How to talk about success

Say: Wow! Congratulations. That is a great accomplishment. How did it feel?

Listen.

Ask: OK, what do you want improve on next?

How to talk about failure

Say: OK, the most important thing we can do is maintain judgment-free awareness and learn as much as possible from the experience.

There are many things to ask. Here are a few examples.

Ask: What do you think we should work on now so that we can get better results next time

3) Respond to challenges together.

Here are some questions you can ask:

Ask: How can this challenge make you a better player?

4) Figure out what to do next to play better

Note to coach: Use the World Power Method Techniques – Zap Tolerations and 7 Most Influential People - to upgrade their Winning Environment.

Say: One of the most important factors of sustainable success is a winning environment! We call this World Power because it's about seeing your world as a personal success academy rather than an obstacle to overcome. So I think today we should focus on starting to design a winning environment for you.

Say: There are 2 high-impact exercises that we will do this week:

- 1) Zapping Tolerations
- 2) Your 7 MOST Influential people

ZAPPING Tolerations

Say: Toleration Zapping is one of the most energizing things you can do. The concept is that EVERYTHING has an energetic impact on you. It is either adding energy to you OR depleting or draining your energy. EVERYTHING.

Say: When an environment is too full of tolerations you start to go numb, which then limits your ability to be powerful and alive. For example: Incompletions like broken promises and broken things are pretty much universally draining.

To zap a toleration.

4.1) Choose a toleration to zap

Ask: What are a few things that are obviously draining your energy. Every time you see it or think of it you think: oh, I have to take care of that?

Listen and make a short list

Ask: Which one do you think would be most energizing to zap this week?

4.2) Make a mental picture of it cleared

Say: Make a mental picture of how you want it to be.

4.3) Understand how it got that way?

Say: Give a little thought to how it got that way.

Ask: Is there a reason? Is there a missing habit or system?

Listen. You will learn something about your player here.

4.4) Make a plan

Ask: When can you set aside the time to DO IT? –

Say: Knowing that the energy you put into it will be immediately returned to you by eliminating the drain. Let NOTHING stop you. Make it a quest!

4.5) Celebrate

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Ask: What is a small thing you can do to celebrate when it is done?

4.6) Your 7 MOST Influential People

Say: Next we will do a scan of the most influential people in your environment. We will start this process now to get you started and we will continue as we keep playing together.

Say: think of 3-7 people that you spend the most time with as in family and colleagues; and think 2-3 people that you know who are strategically connected in some way that could help you in your game.

Ask: Do you have them?

Say: Make a chart naming the 3-7 people in down the left side of a page.

Make 5 columns to jot down notes for each question.

Talk – Energy – Assets – Request – Support

Think of one person now for us to talk about together.

Just tell me their initials.

I am going to ask you 5 questions...

- 1) **Talk** - What do you talk about most of the time?
- 2) **Energy** - What is the overall energy / mood of this person and relationship?
- 3) **Assets** - What assets do they have that you could leverage better for your success?
- 4) **Request** - What could you ask them for that you have not asked?
- 5) **Support** - Rate the level of support for your game (1 distraction / detractor -> 10 maximum supporter)

Coach: Repeat the questions for as many of the people as you have time for.

Then...

Ask: Is there anything you can see to do to get more support from your people environment from doing this exercise?

Say: Let's design an experiment - try something new - to expand your connection with someone, positively increase the influence they have on your ability to play your big game.

{Dialogue together and make a plan}

5) Create a new game for the upcoming time period

Complete the session

Ask: OK. Are there any changes you want to make to your game plan for the week?

Ask: Please give me your 1 minute recap on the game for the week...

** Coaching Outline Additional comments and questions **

There are many additional questions and explorations you can have with your players about their environments. Many of these will be explored in great detail when you take the World Power Method class.

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Here are a few that you can use with great effect as you go forward with your players after your initial 12-week agreement.

When talking about the people environments you can also ask:

- Do the people in your world know about your BIG game?
- Are they happy about you playing this game?
- Are they a part of the game in some way?
- Are there any key roles missing in your life now?

- Who are the most influential people in your community that you know on a first name basis?
- How do you know them?
- Do they know about what you are doing?
- What resources do they have?
- Have you asked them for support?
- Who are the influential people you know of that you would like to create a relationship with?

You can also explore the most valuable groups and social networks

Note: we don't get into this in the practice dialogue, but it is a very good thing to explore with your players.

Here you want to find out what social networks your player is actively involved in. Social networks have a huge influence on the success of any endeavor.

Mostly we are looking for geographical- based networks like church, social clubs, school, university and business groups.

However new this can also include virtual networks like Face book, LinkedIn or Google+.

Ask:

- What social groups are you a part of?
- Are you actively engaged?
- Have you ever played a leadership role in the group?
- How can your participation in this group play a role in your success?
- Do your closest associations in the group know about what you are doing? Are they supportive?
- Are there any groups that you would like to find and / or join and participate with?

What the Coach Needs to Know

World Power and Personal Environments are a BIG part of coaching. This is not taught in any other Coach Training program. It is something that you can explore with your players gradually over time. It will pay HUGE dividends if you do.

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Chapter 11: The Pursuit of Mastery

Blending outcome focus with mastery focus

Our theory of coaching is that it is a blend of focus on outcomes and focus on mastery.

Here are a few key points to consider:

What does it mean to be focused on outcomes?

- getting it done
- more about the end vs. the process
- the achievement
- a problem is that we only feel good when it is done
- future oriented - some day it will be done

What does it mean to be mastery focused?

- focus on the process
- Gradual improvement
- enjoy the doing
- the pursuit never ends
- NOW oriented - get better NOW, practice NOW
- mastery takes time and sometimes the improvement cannot be perceived which can lead to frustration - coaching is key to notice small improvements
- building mastery will improve outcomes over time

Which is more important?

The Western culture is more achievement oriented

The Eastern culture is more mastery oriented

Answer: coaching = BOTH

i.e.: Win the game + win or lose, become a better player

Combining accomplishment (tangible) and the becoming / mastery (intangible) is where true fulfillment is found.

How to talk like a coach!

You are a Coach, NOT a task manager! (or a good friend)

There are distinctions between talking like a coach and talking like a friend or manager.

Here are a few key points:

Coach vs. Friend

Friends - Support + no challenge; friends are not supposed to challenge

Friends - often the hidden agenda is for the friend to stay the same

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Coach - Support + Challenge; Coaches MUST challenge

Coach - the spoken agenda is co-created; excellence and personal growth

With a friend - get into their story; and always take their side

As a coach - the side of their BIGGER self

Coach vs. Manager

Manager - Task focus; Accountability; Problem/Solution focus = Work Language

Coach - Action & Result focus; Achievement; Possibility focus = Play Language

How do you create accountability without becoming a task master?

- 1) Make your conversations more about recurring actions and results than checklist of tasks
- 2) When your player has tasks, make them a small portion of the conversation
- 3) Check in on completion - don't overlook it; go deeper if they are not done. Is there a block?

Why have we become so task oriented?

Here is a theory...

Results and mastery come from recurring actions.

Yet we have become hyper task focused.

Why have we become so task oriented?

What are the pitfalls of task orientation?

- Industrial mind set - everyone is a worker completing tasks - not much different than a machine.
- In US, School is oriented around completing tasks
- This is not working well for the creative engagement that is required to succeed today.
- Tasks are safe! Engaging people in pursuit of results is dangerous.
- You can HIDE in projects and tasks! Engaging for results is visible, vulnerable and out of the comfort zone for most people.
- You can focus on outcome (what) which is less confronting and lose sight of mastery / becoming (who) which is more confronting (but more rewarding).

The MAIN conclusion is that task orientation makes "work" safe for everyone; as in safe from the risk of any personal transformation! Task orientation is a BIG WIN for the "Play Safe" team and a major setback for the "Play BIG" team!

How to organize projects and tasks INTO the game

- 1) Always remember to use game language
- 2) Set a time frame that does not feel like a DEAD LINE
- 3) Keep it light - a small portion of your "game time"
- 4) Make sure the tasks and projects help you play the game better. e.g. Environmental Design projects...

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5) Remember that PLAYING for results has bigger long term impact than completing tasks

Game Over

What does "game over" mean to you?

Why is it important to have specific game time for every game?

- if you don't end the game, it becomes like a project that never ends
- game over lets you stop and evaluate how well you are playing
- game over provides a sense of urgency - NOW - vs later
- It is important to make game over NOT feel like a "dead line"
- you can play again the next day/week/month/year with new energy. Without dragging the past into the present.
- FREEDOM from the unwinnable game that never ends!

Coaching Practice

The flow of a coaching session

We have now studied each of the steps of the Play Two Win Method. In addition, in each coaching outline you have seen the basic flow of a coaching session:

- 1) Quick Life / Situation Check in
- 2) Evaluate Results of the game
- 3) Respond to challenges together.
- 4) Figure out what to do next to play better
- 5) Create a new game for the upcoming time period

Now the key is to learn how to use the four "Play Better" steps – Game Plan, Practice Skills (Role Play), Inner Freedom and World Power – in whatever way best serves the player in the moment.

Coaching Outline for Pursuit of Mastery

Note to the Coach: The Numbered Bold Lines are there to give you a reference point, you don't say them to your player.

In this session you follow the basic structure and decide with your player which of steps 6,7,8 or 9 (or a combination) will serve them best in this conversation.

1) Quick Life / Situation Check in

Ask: How are you? What is happening in your life?

If there is something going on...

Ask: can you give me the fast version of what happened (is happening?)

Ask them to tell you about it. BUT!!! Keep it to 3 minutes or less. Just get the picture so that you know how to connect with them appropriately in this conversation.

Do not use it as an excuse to NOT talk about results unless it really is a dire emergency.

2) Evaluate Results of the game

Ask: So, how did the game go? What happened? What didn't happen?

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That's it. Then just listen and maintain judgment-free awareness

How to talk about success

Say: Wow! Congratulations. That is a great accomplishment. How did it feel?
Listen.

Ask: OK, what do you want improve on next?

How to talk about failure

Say: OK, the most important thing we can do is maintain judgment-free awareness and learn as much as possible from the experience.

There are many things to ask. Here are a few examples.

Ask: What do you think we should work on now so that we can get better results next time

3) Respond to challenges together.

Here are some questions you can ask:

Ask: How can this challenge make you a better player?

4) Figure out what to do next to play better

Note to coach: It may be obvious what to do next based on what you have discussed. If it isn't, then ask!

Ask: What do you think we should do next to help you play your best game this week?
Game plan, Practice skills, Inner Freedom or World Power?

{Dive into which ever step you choose}

5) Create a new game for the upcoming time period

Complete the session

Ask: OK. Are there any changes you want to make to your game plan for the week?

Ask: Please give me your 1 minute recap on the game for the week...

**** Coaching Outline with additional comments and questions ****

There is an alternative way to approach Part 5 – Create a new game for the upcoming time period.

5) Create a new game for the upcoming time period

Update the desired results from the activities

Ask: Based on what you just experienced, what results do you want to play for this week?

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Use your best judgment but mostly trust your player. YOU are the sanity check. Say something, if you think the results they expect are too high or too low. But most of the time, let your player define the game. The intended results for the week should be in the sweet spot between too easy and too hard.

Complete the session

Say: OK. We have a game plan for the week.

Ask: Please give me your 1 minute recap on the game for the week...

Listen – make sure they have a good idea of what to do.

Document the game

Ask: can you send me an email later today stating exactly what you are going to do and what results you are playing for?

Wait for the “yes” or the counter offer of what they will do when.

** Follow up if you don't get the email!

Chapter 12: The Pursuit of Human Greatness

The Pursuit of Human Greatness

The Pursuit of Human Greatness is a very inspiring topic

Here are a few points:

- Requires a dynamic balance of support and challenge
- Who you become by playing the game
- How playing for results every week is a healthy challenge that forms you
- Human Greatness is raising the game for everyone who plays
- Human Greatness is being an inspiration for others
- **You CAN'T COACH YOURSELF!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!**

How to Play for vs. Work On what matters most

Our theory is that you can "Play For" vs. "Work on" your objectives and reach them by focusing on recurring actions and results with the spirit of play.

What did you learn experience about "Playing for" an objective vs. "Working on" an objective

- Deepen your understanding of R-A-C-E : Result - Action - Challenge - Evaluation
- Recurring activities, done with excellence, create results.
- Recurring results lead to objectives.
- Practice leads to mastery

What is the difference between playing for results day after day vs. checking items off of a task list?

- Facing "no results" is a challenge = requires judgment-free awareness
- **You learn more/ faster when you PLAY for results**
vs. you don't learn much checking items off of a list
- The Spirit of Play lifts your energy!

The winnable / Unwinnable game (revisited)

What makes a game winnable / unwinnable?

- Theory: From Coaches perspective = There IS NO FAILURE - there is only results.
- There are only two options: Win or Learn
- Care the right amount =
If you care too much then you create stress;
If you don't care enough then you don't prepare

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- **GAME OVER!**

This is essential for a game to be winnable, it must end.

How to conduct a season ending coaching session

Here are the important elements to weave into an end-of-season coaching session
Recognize achievement;

- Use the game design from the first few sessions to acknowledge each part of the game.
- Focus on learning - movement toward mastery
- Acknowledge what happened AND what did NOT happen
- It is important to acknowledge the status of each objective
- It is important to recognize disappointment
- AND celebrate success.
- **People are often blind to their own improvement. The coach has to point this out to them**
- **VERY IMPORTANT** - create the BIG PICTURE for the next season.
This can help you sign a player for another series of coaching sessions.

Coaching Demonstration and practice

Coaching Outline for Game Over

Note to the Coach: The Numbered Bold Lines are there to give you a reference point, you don't say them to your player.

In this session you follow the basic structure AND do a "Game Over" evaluation session.

This is the last session of the season. But you are still the coach and you want to know about the results of the final week of the game!!

1) Quick Life / Situation Check in

Ask: How are you? What is happening in your life?

If there is something going on...

Ask: can you give me the fast version of what happened (is happening?)

Ask them to tell you about it. BUT!!! Keep it to 3 minutes or less. Just get the picture so that you know how to connect with them appropriately in this conversation.

Do not use it as an excuse to NOT talk about results unless it really is a dire emergency.

2) Evaluate Results of the game

Ask: So, how did the game go? What happened? What didn't happen?

That's it. Then just listen and maintain judgment-free awareness

How to talk about success

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Say: Wow! Congratulations. That is a great accomplishment. How did it feel?
Listen.

Ask: OK, what do you want improve on next?

How to talk about failure

Say: OK, the most important thing we can do is maintain judgment-free awareness and learn as much as possible from the experience.

There are many things to ask. Here are a few examples.

Ask: What do you think we should work on now so that we can get better results next time

3) Respond to challenges together.

Here are some questions you can ask:

Ask: How can this challenge make you a better player?

4) Wrap Up Your 12 Weeks Together (“AKA Game Over”)

Say: WOW! Here we are at the end of 12 weeks. It has been amazing. Let’s do a recap of our season together!

ASK: Let’s acknowledge where we ended up on each of your objectives. What is your assessment?
Listen and share your thoughts

Ask: Is there anything you are disappointed about?
Listen and share your thoughts

ASK: What are you most proud of?
Listen and share your thoughts

ASK: What is your vision for your next season?
Listen and share your thoughts

Say: I would like to acknowledge you for...
SHARE!

5) Create the next game for the upcoming season

Update the desired results from the activities

Ask: Based on what you just experienced, what results do you want to play for next in the game of your life?

Listen {If you want... See if there is a compelling reason to keep coaching together!}

Say: Thank you for being a great player!

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Sample Coaching Agreement

Feel free to use the text of this agreement completely or as a starting point for your basic coaching agreement with your players. Also, there are two additional examples in your syllabus.

Coach Dave Buck – When Playing BIG is your ONLY Option!

PLAYER COACHING AGREEMENT

Welcome as a player! I look forward to being your partner in creating the life you desire by playing BIG and winning on your own terms! I'm not big on rules – but here are a few things that honor the professional nature of our relationship.

PLAYER FEE POLICIES AND PROCEDURES

FEE: The fee per month is \$500 – payable by credit card. Your credit card will be charged at the beginning of each month. The charge on your credit card statement will read "CoachVille LLC"

DEFINITION OF SERVICE

- a) CALLS: Our agreement includes 2 45-50 minute conversations each month. We will "book" 60 minutes in the calendar in the event that we need a little extra time.
- b) Check in calls during the weeks in between our coaching sessions. These calls will be 5-10 minutes.
- c) Email: I am available by email for questions and "sharing": news, insights, challenges, and accomplishments. I will typically reply to these communications within 24 hours, though if my travel schedule has me out of the office for an extended period it may be a few days longer.

LENGTH OF AGREEMENT

Our agreement is open ended / month to month – I recommend at least 6 months.

PROCEDURE

For our official coaching sessions I use a flexible schedule. We will set up our next appointment each time we talk. For our check-in calls call me when you have a few free minutes during the business day.

CHANGES

If you need to reschedule your call, please give me at least 24-hours notice. Occasionally I may need to reschedule and I will give you at least 24 hours notice as well. If an emergency occurs for either of us, we'll work around it and reschedule.

PROBLEMS

If I ever say or do something that upsets you or doesn't feel right please bring it up. I promise to be open to anything you need to say and I will do my best to make it right.

CONFIDENTIALITY

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I recognize that certain information of a confidential nature may be shared during our sessions. I will not use this information for personal gain or disclose this information to anyone else without your specific approval.

THE NATURE OF THE RELATIONSHIP

Our coaching relationship is not to be considered psychological counseling or any type of therapy.

The MOST IMPORTANT THING

is that you are ready to play and win the games of your life on your own terms. I cannot play the game for you. I will support you and challenge you in every way that I know. When you win, we both win.

_____	_____	_____	_____
David R Buck, Coach	Date	Name, Player	Date

David R. Buck, Coach | PO Box 904 Hopatcong, NJ 07843 | 973-479-8364

Play Two Win Playsheet + The RACE Model

<p>Step 1: Define the game</p> <p>Name the game</p>		<p>Step 2: Design the object of the game</p> <p>Outcomes</p>	
<p>Purpose / Values</p>		<p>With intention grow into</p> <p>Step 3: Play for results</p> <p>Results</p>	<p>With vision grow into</p> <p>Mastery</p>
<p>Spirit of Play</p>		<p>To get better</p> <p>Step 6: Game Plan</p>	<p>To take better</p> <p>Step 7: Practice Skills</p>
		<p>With engagement grow into</p> <p>Step 4: Embrace challenges</p> <p>Challenges</p>	<p>Becomings</p>
		<p>To respond better</p> <p>Step 8: Inner Freedom</p>	<p>Upgrades</p>
		<p>With design grow into</p> <p>Step 5: Evaluate what matters</p> <p>Evaluation</p>	
		<p>To sustain better</p> <p>Step 9: World Power</p>	

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How to use the Play Two Win Method Play Sheet

1) Define the Object of the Game

In the star at the top of the left column write the name of the game

Then identify the 2 BIGGEST reasons WHY your player is playing this game in the Purpose/Values Box

Next identify how playing this game is a reflection of what matters most to your player (aka Values) write one point in the box.

Finally, find out how your player can bring the spirit of play to this game. This is important because most people go for objectives without play and never tap into their creative energy!

2) Design the object of the game

This part is a little tricky because there are many elements in any worthwhile life game.

a) Start by naming the main desired Outcome; and figure out what recurring results that will accumulate to this outcome.

b) Next identify the actions of the game! These actions will create the desired results AND lead to the areas of Mastery they want to develop.

c) Next identify the challenges of the game and how facing them will lead to your player Becoming the person they want to be.

d) Next identify the (environmental) Upgrades that your player desires. This would be things like a new house, a new relationship or a bigger bank account etc.

e) As your player talks about objectives they will reveal aspects of their situation that impact their ability to play and win.

These will go in the Green Boxes in the bottom row of the chart.

Game Plan: When they don't know HOW to create the results they need

Practice Skills: A lack of skill is when they don't have the ability take the action to get consistent results.

Inner Freedom: A lack of confidence or presence of fear will go in Inner Freedom

World Power: Missing resources, conflicting commitments and other obstacles will go in World Power.

Write the time frame for the playing the game and achieving these objectives at the top of the page.

Typically 3 months is a good place to start.

By pulling these elements together you can then address a MOST important question: Is this a winnable game?

3) Play for Results!

Here you will note the recurring results and the recurring actions in the Blue Circles.

This is BIG. Here you will note the specific results that your player desires on a weekly basis. While LOTS of things will happen while playing a game, there are specific results that will build toward the desired 3-month objectives

4) Embrace Challenges

Every game has challenges! Here you note the challenges that your player anticipates will occur while playing for the desired results. Then as you get into the game over time you will add to this from their playing experiences.

5) Evaluate what matters

Here you make of note of what you will evaluate, or count, to determine how well the game is going for the player.

6-9) The Four Steps to Playing Better

This part of the play sheet is used to identify "coaching situations" that you see at the start of the game. Then you will keep adding to it as you as you get into the game with your player. You will identify specifically what your player needs to focus on to play better and get more consistent results.

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Here is a quick review

6) Game Plan

Here you will describe how your player will approach the game. This is the thinking part of the game.

First note the strengths and talents that your player can leverage to win and also talents that they want to enhance while playing.

Next, what is the BIG idea about how they will approach the recurring activities in a way that gets the desired results. How will an accumulation of results add up to the 3 month objective?

Here you can also note missing resources that could strengthen their game plan.

7) Practice Skills

Here you will make notes about specific daily practices that your player will do to master the skills of the game. This will include critical recurring conversations that you can Role Play.

8) Expand Inner Freedom

Here you will make note of any fears, doubts and obvious blocks to the flow of thoughts, feelings and emotions. This is also known as the inner game. These blocks are often revealed in the way your player responds to challenges.

9) Expand World Power: Design Personal Environments

Here you will make note of specific environmental changes that are needed to create sustainable results. This can be competing commitments, obligations, things that are broken or out of date or missing resources.