

ADVANCED Communication SKILLS

PLAYBOOK



Center For Coaching Mastery

Advanced Communication for Coaches

Connect Like A Coach

When the late Thomas Leonard articulated his Coaching System. It included 5 groups of 15 powerful concepts; he called it the 5-15's. The Core of these concepts was the Coaching Proficiencies (which are covered in a separate course). The other 4-15's are the 15 Communication Style Points, 15 Frameworks, 15 Clarifiers and 15 Deliverables. These 60 compelling concepts provide a comprehensive coaching tool kit that will deepen and expand the way you Coach. With these communication skills you will engage in lively dialogues expand awareness, accelerate personal growth clear the path to lasting success.

**Center for Coaching Mastery
Level 3
By Thomas Leonard**



Advanced Communication Playbook

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

The themes of the program:

Learn the 5 15's of Thomas Leonard's Coaching System – the language of masterful coaching (based on the work of the late Thomas Leonard)

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

These 5 -15's: Clarifiers, Frameworks, Stylepoints, Deliverables and Ultimate Outcomes are language patterns that accelerate you from basic coaching skills to a highly capable professional. With them your ability to use any coaching method; where you guide your player toward playing better, and winning on their own terms – will improve significantly!

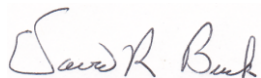
And we will explore our fundamental coaching theory: **ANY endeavor in life can be played as a winnable game worth playing.**

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

Of course, there will be LOTS of coaching as well! As a part of our DTMOPP learning method you will play with a coaching partner throughout the program. You will coach and be coached by the same partner in the coaching exercises. We believe this will allow you to go deeply into the coaching and experience a real coaching relationship.

Finally, with our accreditation with the International Coach Federation (ICF) the 15 hours of the program qualify for 15 Continuing Coach Education Units! (CCEU's) This is very exciting.

Enjoy the program and... Keep Playing!



Coach Dave Buck and the CV Team!

Advanced Communication Playbook

Table of Contents

Introduction

1. How to use this playbook
2. Program Description
3. Fundamental Coaching Theory (Brief)
4. What to do in a "Coaching" Conversation
5. Finding 5 Practice Players
6. Thomas Leonard's 5 Part Coaching System
7. Three Generators of Client Value
8. Diagrams Thomas created to set the stage for using the Coaching System
9. The 5 15's are the Pattern Language of Coaching
10. Your "Game" as a player

Session 1) Ultimate Outcomes

1. Welcome!
2. Why Study Advanced Communication
3. The Purpose of the Ultimate Outcomes
4. Ultimate Outcomes 1-5 with debrief
5. Ultimate Outcomes 6-10 with debrief
6. Ultimate 11-15 with debrief
7. Coaching Demonstration and Practice
8. How to do a great coaching practice session in class
9. Review of the Social Game System
10. Highlights
11. Bonus – 15 Ultimate INTANGIBLE Outcomes

Session 2) Clarifiers

1. Welcome Back – Celebrations and Challenges!
2. What clarifiers are

Advanced Communication Playbook

3. Clarifiers 1-5 with debrief
4. Clarifiers 6-10 with debrief
5. Clarifiers 11-15 with debrief
6. Coaching Demonstration and Practice
7. Highlights

Session 3) Style Points

1. Welcome Back – Celebrations and Challenges!
2. The Communicating with Style
3. Style Points 1-5 with debrief
4. Style Points 6-10 with debrief
5. Style Points 11-15 with debrief
6. Coaching Demonstration and Practice
7. Highlights

Session 4) Deliverables

1. Welcome Back – Celebrations and Challenges!
2. Why Deliverables Matter
3. Deliverables 1-5 with debrief
4. Deliverables 6-10 with debrief
5. Deliverables 11-15 with debrief
6. Coaching Demonstration and Practice
7. Highlights

Session 5) Frameworks

1. Welcome Back – Celebrations and Challenges!
2. The Importance of Frameworks
3. Frameworks 1-5 with debrief
4. Frameworks 6-10 with debrief
5. Frameworks 11-15 with debrief

Advanced Communication Playbook

6. Coaching Demonstration and Practice
7. Highlights

Session 6) Personal Evolution

- 1) Welcome back! Celebrations and Challenges
- 2) How Advanced Communication Supports Personal Evolution
- 3) The Five 15's Recap
- 4) Coaching Demonstration and Practice
- 5) Program Highlights

Advanced Communication Playbook

0) Introduction

0.1) How to use this Play Book

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

Pre Class Action Plan

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

You are READY for the first class!

0.2) Program Description

Advanced Coaching Communication Connect like a Coach

(6 2.5 hour sessions; 15 hours total)

When the late Thomas Leonard articulated his Coaching System it included 5 groups of 15 powerful concepts; he called it the 5-15's. The Core of these concepts was the Coaching Proficiencies (which are covered in the Proficiency Coaching course). The other 4-15's are the 15 Communication Style Points, 15 Frameworks, 15 Clarifiers and 15 Deliverables. We combine these with the 15 Ultimate Outcomes. These 75 compelling concepts provide a comprehensive coaching toolkit that will deepen and expand the way you Coach. With these communication skills you will engage in lively dialogues and accelerate personal evolution on a clear the path to sustainable success.

(Included in Center for Coaching Mastery Level 3)

*This Course Qualifies for 15 ICF CCEU's

5 Key Points

1) 15 Ultimate Outcomes

That's the good stuff, that's where what we're coaching our clients toward when we're in a state of advanced communication with them.

2) 15 Clarifiers

In order to know which of the proficiencies to use at any given time, the coach needs to know, and sort through, what they are hearing. Thus the 15 Clarifiers which help the coach know the nature of what they are hearing and guides them to select the most important

Advanced Communication Playbook

element of what they are hearing. Once this is clear (it can take just a millisecond), the coach naturally choose the most fitting proficiency.

3) 15 Communication Style Points

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

4) 15 Deliverables

Deliverables are what the coach delivers; Which is distinct from the outcomes that the player may have or cause as a result of the coach's deliverables. (Deliverables vs. outcomes is a key distinction in coaching.) Just knowing these will improve your Coaching.

5) 15 Frameworks

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

The 75 concepts...

The Ultimate Outcomes

1. Personal legacy.
2. Financial independence.
3. More, or better, opportunities.
4. Design a perfect life.
5. Expand capacity.
6. Fulfilling lifestyle.
7. Business and career success.
8. Relationships.
9. Mastery.
10. Increased performance.
11. Vitality.
12. Personal sovereignty.
13. More time.
14. Increased creativity .
15. Stimulating environments.

The Clarifiers

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1. Urgent or Important?
2. Addressed or Avoiding?
3. Accurate or Interpretation?
4. Open or Resistant?
5. Internal or External Reference Point?
6. Want or Could/Should/Need?
7. Opportunity or Possibility?
8. Source or Symptom?
9. Opening or Share?
10. Response or Reaction?
11. Create or Eliminate?
12. Problem or Concern?
13. Present or Past?
14. Acceptance or Resistance?
15. Toward or Away From?

The Style Points

1. Hears what is actually said.
2. Responds cleanly.
3. Takes client's concerns seriously.
4. Speaks simply.
5. Is light and neutral.
6. Is collaborative.
7. Communicates in full-duplex mode.
8. Fully expresses.
9. Keeps up.
10. Hears between the lines.
11. Uses commonly understood words.
12. Is self-assured.
13. Is client-centric.
14. Is comfortable with problems.
15. Is "with" the client.

The Deliverables

1. Perspective
2. Validation
3. Message

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4. Energy
5. Solution
6. Plan
7. Structure
8. Resource
9. Options
10. Caring
11. Training
12. Advice
13. Strategy
14. Feedback
15. Challenge

The Frameworks

1. It's all solvable, or it's not.
2. Risk is always reducible.
3. There's usually a better way.
4. Success is a byproduct.
5. Emotions are our teachers.
6. Delay is increasingly expensive.
7. Inklings are higher intelligence.
8. The answer is somewhere.
9. Self-confidence can be arranged.
10. Memes and genes are evolving at different rates.
11. Work is for joy.
12. Problems are immediate opportunities.
13. People are doing their very, very best, even when they clearly are not.
14. Awareness is unifying.
15. Life is about us, and it's not personal.

The GAME!

In each class you will...

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

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

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

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

How this program will make you a better coach

1) You will learn, study and practice each of these 75 concepts in a fun and fast-paced conversation. You will notice the depth and effectiveness of your coaching expand without needing to try so hard. The beauty of these concepts is that they make perfect sense so you don't have to concentrate on them as much as be aware that you can use them.

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

3) You will have A LOT of Fun! Learning and practicing with these powerful tools is really a LOT of fun for an experienced Coach. You will find yourself using them to great effect in your very next client session - they are THAT good and THAT easy to learn and use. Experience the sophisticated wisdom of Life Coaching's Founding Father for yourself and meet experienced colleagues at the same time.

Peer Reviews

Christine Bunnell

The 15 *frameworks* helped me feel more empowered - providing more options and/or new ways to consider situations - by applying them to my own life, to better cope or meet my personal/business challenges, so I'm sure that sharing them with my clients will provide the same sense of wisdom and empowered that will help them realize their own success faster and easier.

Linda Walker

I just love the deliverables. It just makes it so much easier to help clients set the agenda more precisely. I totally plan to include it in my Prep Sheet... almost as a selection of things they can check.

Janet Palmer

How useful these clarifiers are for the coaching session. That they can be used by both the client and the coach. How much they help to foster the rapport with the client. As I become more familiarized with them the technique of clarification becomes an integral part of my daily self talk.

This is a technique that should be used in most day to day communications because it cuts to the chase, and opens up the possibility for a better level of understanding

0.3) Fundamental Coaching Theory

Coach Dave's Theory of Coaching

Here are a few definitions of coaching...

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

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

Our Theory...

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

The 3 core pursuits of Coaching

- 1) Pursuit of Human Greatness.

Playing BIG is the gateway to Human Greatness

- 2) Pursuit of the Inner Freedom

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

- 3) Personal Evolution

Designed environments are the gateway to Personal Evolution

0.4) What to do in a “Coaching” Conversation

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

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

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

Use the Play Two Win Method Form

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

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

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

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

- a) a tangible measurable thing (what will you do?)
- b) a get better at doing something (improve a skill)
- c) a becoming more/less something (who will you become?)

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

4) Support - Challenge dynamic

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

5) Results debrief - What happened in the game?

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

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

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

Go back to #3) Play the game again.

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

Player's Name _____ Date _____ Coach _____

1 DEFINE THE GAME

PURPOSE OF THE GAME

--	--

OBJECTIVES OF THE GAME

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

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

Current Situation		

3 PLAY THE GAME

RECURRING ACTIVITIES

Activity	Frequency

6 GAME PLAN

Strengths & Talents	Big Idea - Strategy
6a) Projects	

7 PRACTICE SKILLS

Repetition	Role Plays

4 RESPOND TO CHALLENGES

8 EXPAND INNER FREEDOM

Thoughts, Feelings, Emotions	

5 EVALUATE RESULTS

9 DESIGN PERSONAL ENVIRONMENTS

Ideas, People, Places & Things	
Assets	Obstacles & Missings
9a) Projects	

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0.5) Finding 5 “Practice Players”

If you already have 5 or more players in your practice, then you do not need to do this! You will naturally practice the advanced communication skills with everyone you coach.

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

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

So we urge you to find 5 people to practice your coaching with each week while you are in class. Each session with your practice player can be done in person or over the phone and should be for approximately 30 minutes – no more, no less.

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

Here is what you need to do:

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

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

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

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

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

Don't wait!

You tell them: I am launching my new career as a Coach.

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

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

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

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

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

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

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

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

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

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

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

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

Book time in the calendar.

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

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

"OK. Let's go.

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

1) What would you say YOUR big game is right now?

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

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

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

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

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

Get creative here.

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

Then think of ways to...

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

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

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

NOTE

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

Either:

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

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

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

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

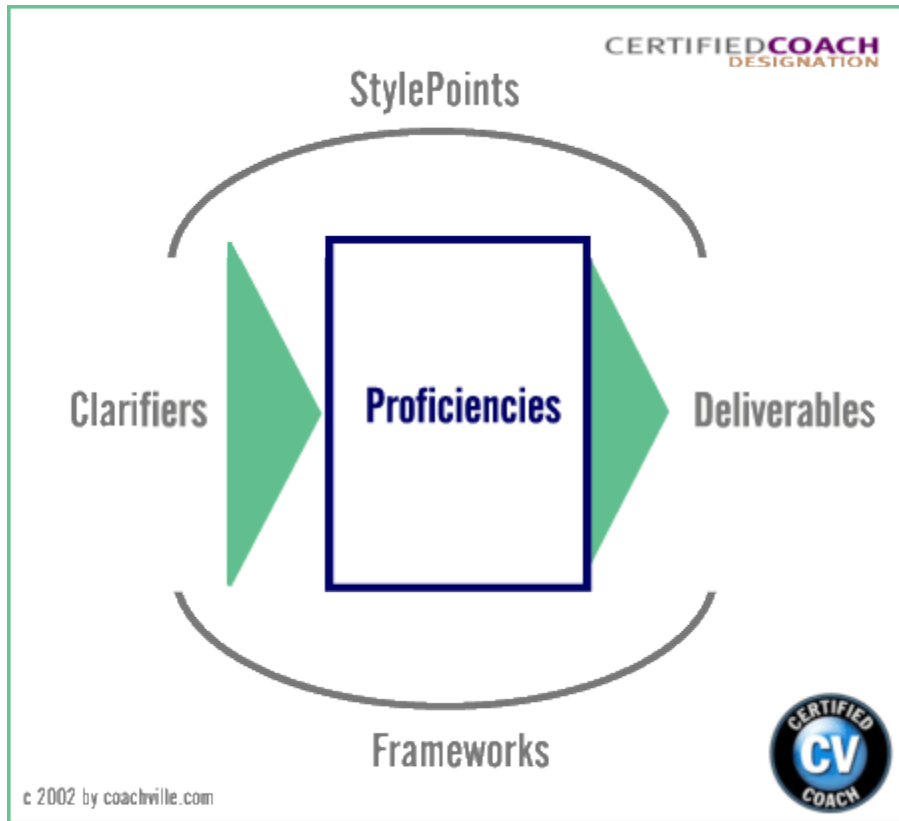
Ask: Do you think I should be a professional coach? why?

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

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

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0.6) Thomas Leonard's 5 Part Coaching System



Key Points

About the CoachVille Coaching System

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

The 15 Coaching Proficiencies

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

These are covered in the Proficiency Coaching Program

The 15 Listening Clarifiers

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

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The 15 Deliverables

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

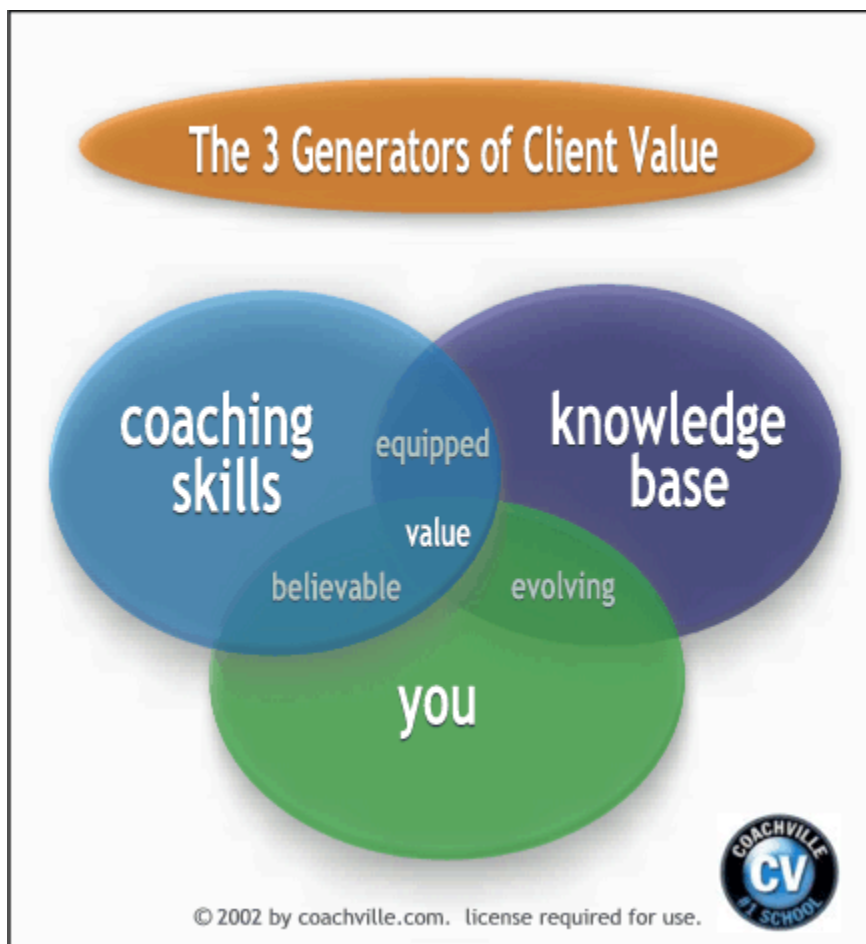
The 15 Life Frameworks

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

The 15 Communication StylePoints

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

0.7) Three Generators of Client Value



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Key Points

Clients receive value from coaching in the three areas above.

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

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

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

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

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

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

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

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

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0.8) Diagrams Thomas Created to set the stage for coaches using the Coaching System







0.9) Center for Coaching Mastery Level 3 – The Pursuit of Personal Evolution

Each level of our program has a fundamental pursuit and a primary dynamic. Level 3 is about the Personal Evolution and the dynamic of reflecting and adapting to environments.

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The Method course in this level is the Personal Environments Method. This sophisticated method requires a high degree of Coaching Ability and relies on the coaches ability to distinguish and create language patterns . This is where these 5 15's come into play. Mastering them will give you the nuances of language that you need to really thrive using the Personal Environments Method.

Finally, when the 5 15's were developed the word typically used for the coachee was "client". In many circles that word is still used but as you know we have transitioned fully into Play Pattern Language and use the word Player. However, to keep the integrity of Thomas' work, we have left the word "client" in place. You will know, we are talking about the Players ;-))

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0.10) Your Game as a Player

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

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

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

1) Choose something that you are DEFINITELY doing in your life right now. Do not choose something that you may not have time for on a given week.

2) Choose something that you have a desire to do better; to get better results. Do NOT choose something that you are doing but wish you were not doing. Your coachable topic should NOT be whatever is bothering you that day!

3) If you are definitely going to invest the time each week to pursue coaching players for your new practice, then that can be an excellent game to choose.

4) Your partner Coach can help you refine the idea for your game, but remember, they are a new coach! So it is better if you come in with a pretty clear idea.

5) Remember also that this program is 6 fast weeks. So your game should be something that you know you are doing over this short time frame. Again, it can be something you are already doing; it does not have to be a new thing.

5) Game Ideas include: Boost your career, Build your business, Energize your relationships, Expand your network, Rejuvenate your health, Reduce your tolerations

What are your game ideas?

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Session 1) Ultimate Outcomes

1.1) Welcome!

Welcome to the Center for Coaching Mastery!

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

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

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

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

1.2) Why study Advanced Communication

Your instructor will lead a conversation about the importance of Advanced Communication and how it supports the pursuit of Personal Evolution.

What are your "highlights" from the conversation?

1.3) The Purpose of the Ultimate Outcomes

The benefits of thinking about the ultimate outcomes in life in regards to my coaching

1. You have a more profound impact as a coach.

The more you are aware of these outcomes, the more you are able to upsell your client on the notion of going for their ultimate outcomes rather than just the next goal on the list.

2. They inspire the client.

When the client has something bigger to go for, they are inspired. Each of these outcomes has an emotional hook for clients.

3. Provides language for describing the value of coaching - for you and your clients.

Sometimes it's difficult for a client to articulate what they got out of the coaching experience, and this gives them (and you) some items to put their finger on.

Advanced Communication Playbook

4. Client retention.

When clients start experiencing or moving toward these outcomes, they want to keep working on them - and they'll likely want to do that with you as their guide.

5. Expands your repertoire of services.

By focusing on the result that comes after the result, it raises the bar for your coaching, and your client's perception of what you are doing together.

6. They are one of the components of the Certified Coach Coaching Process.

Knowing them and being able to use them is an important element of being a stellar coach.

7. It makes coaching sustainable.

Having a compelling goal is key to sustaining coaching. These ultimate outcomes provide that.

8. Educates clients about what coaching can do for them.

Clients don't often know the breadth of what we can do for them. Having this conversation gets it out in the open.

WHAT IS AN OUTCOME?

Outcomes are not really deliverables. Outcomes are what might happen for the client after you deliver. For example, one of the outcomes would be that the client reaches their goal faster, whereas a deliverable would be the actual structure or resource you used to assist them. By offering the structure, the outcome is that they are more consistently meeting their targets. Outcomes are a byproduct of other things.

What is the difference between tangible and intangible outcomes?

Tangible outcomes are externally measurable, where an intangible outcomes is more of a feeling. Both are equally valuable.

When do you use the ultimate outcomes?

1. When the client is unhappy or dissatisfied but can't put their finger on it.
2. When you want to invite the client to play bigger, be more.
3. When the client has a pattern of focusing on the minutiae or details of daily life.
4. At the beginning of a coaching relationship in order to educate the client about what to expect.

What mistakes do coaches make with the ultimate outcomes?

1. Pushing your own agenda.

Just because we've defined the ultimate outcomes this way doesn't mean everybody has to run out and start working on them. Stretch the client, offer them more, and let them decide where they want to begin.

2. Taking too much responsibility for attainment.

Again, you can ask questions, provide perspective, invite them to look at it from another perspective, but they've got to want it for it to be meaningful to them.

3. Not taking a look at how you are doing on your own outcomes.

As always, it helps to do your own stuff first. How are you measuring up with your own personal standards?

4. Insisting on languaging.

Clients don't have to use the same words to describe the outcome. Use the language that works for them - just make sure you know what they mean.

What are the key shifts to make in thinking and behavior?

1. It is possible to achieve your goals in these areas.
2. There is something bigger and more powerful behind almost every problem or goal a client brings

Advanced Communication Playbook

to you.

3. Provocative or philosophical conversations are coaching.

1.4) The Ultimate Outcomes 1-5

Your instructor will give a quick overview of the first five Ultimate Outcomes.

1. Personal legacy.

Clients come to coaches because they've achieved a lot and are beginning to look at their own mortality. They want to leave a personal legacy, and they want to design and maximize that legacy. They are looking to do something that is passed on and affects other people beyond their own existence. It's almost like their life has been a catalyst for something to occur.

2. Financial independence.

Even if you are not a certified financial planner or finance professional, you can still initiate the conversation around the notion of financial independence. You may not have the solution, but just by bringing up the topic you have immediately added to the client's experience. For example, you could help them determine how much money they need to retire on, and once they begin putting money away they'll have the feeling that they are on the right track. Be willing to look at traditional as well as radical ways of achieving financial independence.

3. More, or better, opportunities.

The more opportunities you have the more possibilities you have to make money, meet people, etc. Help your clients come up with bigger, more exciting opportunities for themselves. No matter the situation, there's an opportunity there - and it's up to you to help them be creative in finding it.

4. Design a perfect life.

99.9% of clients have never heard the term, but just by introducing it you add value. The idea of having a perfect life is a larger game. Consider asking them about this before you say you'll help them with their goal.

5. Expand capacity.

To live the larger life, clients need to be larger people in their life or their job. What capacity or skill do they need to expand? What do they need to be more capable at?

Your highlights from the discussion

1.5) The Ultimate Outcomes 6-10

Your instructor will give a quick overview of the next five Ultimate Outcomes.

Advanced Communication Playbook

6. Fulfilling lifestyle.

When a client comes with the desire for more time with their kids, vacation home, etc., ask if they are willing to look at their entire life and design the lifestyle rather than just the goal they brought up.

7. Business and career success.

Obviously if you are a career coach, you're already involved in this area. Stick with them, not just to advise them of their options, but stay with them 3-6 months during the learning curve. That's what makes a coach different from a career counselor or business advisor.

8. Relationships.

You can expand your client's thinking in this area, whether you call yourself a relationship coach or not. Usually if someone is challenged in one relationship, it's not the only one. Your goal is not to help them make an incremental movement - you want them to move to a whole new way of being in relationships. What makes coaching sustainable is having a goal that's compelling.

9. Mastery.

Rather than talking with clients about doing self-improvement, talk with them about becoming the top 5-10 percent in their field within the next 2-5 years. If you're a master at something you've exceeded the competent level and sometimes even the expert level. You aren't just doing excellent work, you are actually taking your craft or profession to a more profound level. When their goals are high, clients learn faster, have more customers or business, and they'll learn from their customers more effectively.

10. Increased performance.

Clients often come because they want to increase their sales, sell their business in 3-4 years, or increase their rate of promotion. These are great coaching areas.

Your highlights from the discussion

1.6) The Ultimate Outcomes 11-15

Your instructor will give a quick overview of the next five Ultimate Outcomes.

11. Vitality.

Clients don't often come to you with that word, but they'll tell you they are lazy or tired and want you to help boost them in some way. If they are hiring a coach for this it's because they want to connect with that project or goal that will stimulate their mind at the same time.

12. Personal sovereignty.

This includes independence, choice, control, personal authenticity, integration, etc. People you know that are in charge of their lives have set things up well to have that personal sovereignty.

13. More time.

This usually comes up at some point in coaching.

Advanced Communication Playbook

14. Increased creativity .

A lot of clients come to coaching because their creativity is being repressed in some way - though they may not say it this way. They need creative outlets. Your job is to increase their current level of creativity. You can help them get out there and express themselves.

15. Stimulating environments.

Clients don't usually come to you for this, but you can help them craft stimulating environments. This might be a change in where they live, what they read, the friends they hang out with, how they spend their free time, etc.

Your highlights from the discussion

1.7) Coaching Demonstration & Practice

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

They provide an excellent back drop for exploring the 15 Ultimate Outcomes

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

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

2) Clarify 3 objectives for the next 3 months

a) a tangible measurable thing (Think Ultimate Outcomes rather than 5 new clients)

b) a get better at doing something (Think Ultimate Outcome rather than improve my sales skills)

c) a becoming more/less something (Think Ultimate Outcomes!)

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

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

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

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

c) Sign and return our coaching agreement

d) Anything else you want to commit to doing?

Advanced Communication Playbook

What are your "highlights" from the coaching demonstration?
What did you learn about the Ultimate Outcomes?

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

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

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

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

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

Focus on getting to know your player and their game.

Weave in Advanced Communication Skills wherever possible!

1.9) Review the Social Game System

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

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

IMPORTANT: You must accumulate at least 250 points total in the 5 games in order to pass the class! (an average score of 50 each week)

To access your game card for game #1:

- 1) Visit the page for this program on the CV member site.
- 2) Click on the tab for the Game Card
- 3) Find your name
- 4) Click on the Q in column 1 – this will pull up your game card
- 5) Do you see your photo on the game card? If not you can click on your name. This will take you to your CV Profile where you can upload a photo of yourself.

Advanced Communication Playbook

1.10) Highlights from the session

1.11) Bonus 15 Ultimate INTANGIBLE Outcomes

1. Happiness.

It is helpful to challenge the client to articulate this for themselves. Ask them what they think the 3 steps are for them to be happy. If they struggle you can ask them about recent occurrences or events that made them happy or put a smile on their face. Try different approaches and see what comes up.

2. Pleasure.

Pleasure is a distinct experience that may or may not be related to happiness. Ask them how much pleasure they are having in life and if they are having enough of it. Don't assume clients know to bring this up. Ask them what some of their sources of pleasure are.

3. Joy.

Joy is different from pleasure and happiness. Joy can have a sense of awe about it; it's bigger than a single experience. Happiness and pleasure come from things experienced, whereas joy is more of a wellspring from within.

4. Sense of freedom.

We use personal sovereignty as a tangible, but this one is an intangible. Clients may come to you with a lot of pressure and they want to get rid of some of the stress. The first stage is to provide some relief, the second would be for them to experience some freedom around it, and the third stage would be to absense them from the entire problem. Some ways you can help with this are working with clients on changing their environments that are constricting, focusing on breathing, getting more physical space, building up reserves, letting go of lower priority items, reducing the number of obligations, etc.

5. Sense of progress.

This is having a sense of the future getting better. Even if the tangible outcome hasn't been reached, the client can feel a sense of progress and that will accelerate their sense of possibility. Even if they are not there yet, simply handling the situation better is progress.

6. Peace/inner peace.

Clients may not come to you asking for this, but you can tell by their voice that they want it. Consider working with them in the areas of balance, harmony, or integration of business and personal lives.

Advanced Communication Playbook

7. Awareness.

You can call this consciousness, but many clients will prefer the term awareness because it makes more sense to them. As you weave this in, even though they haven't said they want it, you help them focus to improve what's going on. You can do this through curiosity, presenting concepts, planting seeds, pointing out incongruence, changing the stimulation they are receiving so their bodies become more sensitized (such as eliminating desensitizers such as caffeine, sugar, television, etc.)

8. Love.

Talk with them about the components that make love possible. What ideas do they have? They probably come to you with fears, and you may be able to introduce the notion of love without having to have them totally overcome their fear.

9. Balance.

Equilibrium is another term you could use here. Clients come to you because they are out of whack in some way.

10. Confidence.

Many clients come to coaching for this. You can assist them with this by affirming their accomplishments and successes, helping them see how their successes in one area can/do impact other areas, or simply standing with them for support.

11. Connectedness.

You can call this spirituality or whatever term works best for you. You can weave this in by talking directly about spirituality, or even by talking about designing environments that stimulate you and having a profound relationship with the environments. Help them connect to their passions, their sense of common energy, common interests.

12. Inspiration.

Help them become part of something that's bigger than themselves. If they have that level of inspiration, you won't have to motivate them. This frees you up to help them with other things.

13. Space.

One of the ways to have more space is to reduce commitments.

14. Transcendence.

Transcendence is eliminating what's below you or around you that you that keeps you from rising above or moving through things in your life. Ask them what they have transcended in the past. Examples might be: the need to control things, their relationships with their parents, fear of failing, feeling like they have to be normal, etc.

15. Comfort.

This is a very important part of what coaches provide for clients. You can normalize their experience - help them feel normal. Just your presence alone can provide comfort - whether it's in person or on the phone. Comfort can make the client more fluid and less stuck.

Advanced Communication Playbook

Session 2) Clarifiers

2.1) Welcome back! Celebrations and Challenges

Come to class prepared to share!

What is a win from your playing or coaching that you can celebrate with the team?

What is a challenge from your playing or coaching that you can share with the team?

2.2) Why study Clarifiers

Your instructor will lead a conversation about the importance of using Clarifiers.

Here are a few key points

Clarifiers are "things" you are listening for.

It's not so much the words as what's behind the words.

The 15 Clarifier approach stretches you.

By listening deeper, you will intuitively pick up on a wider array of things the client is talking about.

Distinctions are helpful.

Using distinctions, or comparisons, as you listen can help you understand what you are hearing.

Hearing accurately is essential.

Knowing what you are hearing is important because it will dictate what you focus on and which of the proficiencies you will use. It's not just about the words, but also the nature of what they are saying.

The Clarifiers prevent red herrings.

Without discernment and discrimination you'll be chasing the client down tunnels, or not hearing what really needs to be addressed. The clarifiers help you identify the real issue faster.

Advanced Communication Playbook

Clarifiers bring out the truth.

When you hear what is "true", the client can let go of what isn't true. It helps them frame the situation or the problem accurately, which makes it much easier to solve.

Clarifiers are an essential coaching skill.

Knowing what you hear is fundamental to being a Certified Coach. If the client is saying X, but you hear Y, your coaching won't be properly calibrated.

Inklings, in time.

Eventually you'll get to where you get an inkling on what's going on. In the beginning, until you know them better, you may want to ask. This can serve to verify your inkling.

Why should I consider learning and using the 15 Clarifiers?

You want to be a better coach.

You want to help clients achieve their goals more quickly.

You will become more clear with yourself as well.

It is one of the 5 components of the Certified Coach Process

What mistakes do coaches make with the 15 Clarifiers?

1. Being afraid to clarify.

Your job as the coach is to help clarify what the client wants/needs. If you are unclear based on what they are saying, chances are they are a little unclear, too. So, by asking, you not only help yourself coach more effectively, the act of asking is, in fact, coaching.

2. Jumping to conclusions.

There might be a tendency to jump in and decide which end of the spectrum they are being influenced by (ex. urgent vs. important, present vs. past). You still want to take the time to ask THEM. Remember, they are the expert, not you.

3. Peppering the client with questions.

Actually, having the 15 Clarifiers in your back pocket is a way to help you NOT pepper the client with questions. It provides a framework for you to listen with and items to listen for. Then, as appropriate, you will ask questions to elicit what is really going on.

4. Not listening between the lines.

For example, just because a client is talking about a problem doesn't mean they are really addressing it. The talking about it might actually be their way of avoiding it. You have to listen deeper, including the nature of the words not just the words themselves.

What should the coach know in order to be able to use the 15 Clarifiers effectively?

Your own perspective - your natural tendency with each of the clarifiers, and what you do under stress.

How to ask questions without judgment to help you clarify.

What are the key shifts to make in thinking and behavior?

Clients are not always aware of their own motivations.

You don't have to come up with the answers.

Just the process of using the Clarifiers IS coaching.

You will get inklings - trust and verify.

What are your "highlights" from the conversation?

Advanced Communication Playbook

2.3) The Clarifiers 1-5

Your instructor will give a quick overview of the first five Clarifiers.

1. Urgent or Important?

Is the matter urgent or "merely" important? When a client is sharing a problem, goal or situation, what we might think is important, really isn't. Important means that it could be important, but it isn't necessarily urgent.

2. Addressed or Avoiding?

Is the client addressing the problem/situation, or avoiding it? Just because they are talking about it doesn't mean they are addressing it.

3. Accurate or Interpretation?

Is the client being accurate or are they interpreting? In other words, is it factual, or is the client guessing, exaggerating, or adding a spin to it that isn't there? A lot of times they won't want to give it to you because they're so into what's going on.

4. Open or Resistant?

Does the client sound open or resistant about what they are sharing? Again, just because they are broaching the topic doesn't necessarily mean they are open to talking about it. Sometimes they just want to share something, but not get into it.

5. Internal or External Reference Point?

Is what the client is saying coming from them or an external reference point? If you're doing something just for yourself the result is less important. But if you're doing something in order for something else to happen, it's a reference point. It's externally motivated.

Your highlights from the discussion

2.4) The Clarifiers 6-10

Your instructor will give a quick overview of the next five Clarifiers.

Advanced Communication Playbook

6. Want or Could/Should/Need?

Is it a want or a something very different? Is the client talking about solving a problem that's what they really want to do, or as something they think they should or could do? Make sure it is accurately described and understood.

7. Opportunity or Possibility?

Is it a real opportunity or just a possibility? If you're working with entrepreneurs, this is the critical one. Is the timing right? Can you market it properly? Is it truly an opportunity, or a possibility that may take time to come to fruition? A lot of people enter markets too soon.

8. Source or Symptom?

Is it the source of the problem or a symptom? Obviously clients come to us with problems, and they want us to help them. Figure out the nature of the problem, what's behind this, even if it's not solvable at that moment.

9. Opening or Share?

Is what the client is saying an opening for change or just an fyi/share? Are they sharing something about their life that's an opening for further conversation, or is it just a share? Many times we just assume that it's an opening, when all they are doing is sharing. Also, just because they are sharing something doesn't mean they even need to talk about it.

10. Response or Reaction?

Is the client responding to a situation or reacting to it? Reaction is when somebody has a physical or emotional reaction - the Pavlovian response, if you will. Response means the person can actually be with the event that just occurred without being affected by those events. Some people may be naturally reactive.

Your highlights from the discussion

2.5) The Clarifiers 11-15

Your instructor will give a quick overview of the next five Clarifiers.

11. Create or Eliminate?

Is the client creating something or reducing/eliminating something? For example, for some clients to be affected is for them to get rid of something in the way of their natural success. Eliminate is a good thing for them, but make sure you know which way the client is going.

12. Problem or Concern?

Is the client presenting a problem or just a concern? Again, the only purpose of this is to calibrate your own reality to what the client is saying.

13. Present or Past?

Is the client coming from the present or the past? Sometimes a client is setting a goal from the past - it's a current goal, but the motivation for it comes from the past. It is valuable to talk to the client

Advanced Communication Playbook

about where it's coming from.

14. Acceptance or Resistance?

Is the client accepting a change/new reality or resisting it? As the world changes, as events or reality change, if you're still trying to resist the changes, you're going to get left behind. If you're justifying your way out of a new reality, how long will it take you to get that new reality?

15. Toward or Away From?

Is the client moving toward something or away from something? One of the ways that people describe other people's behavior is, are they moving toward something they want, or away from something they don't want. The source of the motivation is always important to us as coaches, and it's important for the client to recognize what they are doing.

Your highlights from the discussion

2.6) Coaching Demonstration and Practice – Get into the game

In this session the coach will continue to coach the player using the Play Two Win Method. In this session focusing on getting the player into the recurring actions of the game, actively responding to challenges and playing for results.

Meanwhile, the coach will be aware of using the Clarifiers:

Sample communications and questions to guide the Coach through the method:

1) Did you have any new clarity about your game objectives?;
Are you satisfied with them or would you like to revise them in any way?

2) How did it go with your recurring action that we identified last week?

3) This week let's get you fully into your game.
What are the 3 recurring actions that are MOST important for you to do well and reach your objectives?

Advanced Communication Playbook

4) What challenges do you anticipate?

5) What results do you expect will happen from taking these actions?

6) What can you do to have fun while taking these actions?;

OR

How can you bring the spirit of play into them?

What are your observations or questions from the coaching demonstration?

Where did you observe examples of the clarifiers

2.7) Highlights from the session

Session 3) Stylepoints

3.1) Welcome back! Celebrations and Challenges

Come to class prepared to share!

Advanced Communication Playbook

What is a win from your playing or coaching that you can celebrate with the team?

What is a challenge from your playing or coaching that you can share with the team?

3.2) Why study Stylepoints

Your instructor will lead a conversation about the importance of using Stylepoints.

How you come across and interact/relate with your client can accelerate or slow down the coaching process. We've identified 15 aspects of communication that we call the StylePoints. Each of these 15 StylePoints can help you become a more effective coach by tweaking your coaching communication style. They are the underpinning of all the coaching you do, since they color every aspect of how you interact with your client.

What is meant by "Stylepoints"?

Stylepoints are how you come across when you communicate. Some examples would be hearing what is actually said, taking the client seriously, and using commonly understood words.

What are the benefits of honing your communication style?

1. It helps you become a more effective coach.

Just as some animals can hear 10 times better than we humans can, a trained coach has learned to recognize the clues, subtleties and nuances of what the client is saying, even when the client doesn't recognize it themselves. It is this high degree of discernment that turns a conversation into coaching.

2. You will have less drama and misunderstandings in your life.

When we communicate effectively with others, we have less drama and misunderstandings in our lives. Having the skills to say what we want and listen respectfully brings us clearer emotions, increased intimacy, and greater social influence.

3. You will get your message across more effectively.

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A concise comment delivered in simple words conveys something that people will remember. Enough said.

4. You will model effective communication for your clients.

Modeling good communication style in our interactions with clients empowers them to improve their own skills and move beyond any communication-related limitations.

What are common mistakes coaches make with communication style?

1. Using too many words.

The client should be the one talking most of the time. Good coaching is concise and to the point.

2. Being too heavy in their tone.

The tone in which some coaches speak is just plain heavy. It's weighted down by concerns (often wrapped in caring) about consequences, risks, potential problems, and more. These are all valid, but the heaviness or "significance" of the coach's tone can bring down the client energy and freedom to easily create.

3. Pushing their own agenda.

If you've ever experienced someone selling you hard on their point of view or on how you should or could do something differently or "better", then you know exactly what we're talking about here. Good coaches have let go of a need to convince or prove anything to their clients. Rather, they focus on sharing what they know and respecting what the client knows.

4. Excessive self-referencing.

Coaching should be client-centric. Coaches who self-reference (talk about their own experiences) run the risk of making the coaching about themselves instead of about the client. Self-referencing should be kept to a minimum.

What are your "highlights" from the conversation?

3.3) The Stylepoints 1-5

Your instructor will give a quick overview of the first five Stylepoints.

1. Hears what is actually said.

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This is more difficult than it sounds. Hearing what is actually said requires listening with sensitivity, discernment and empathy. Listening is an ability that each of us has to varying degrees, and it can be trained and developed to a high level of proficiency. To listen well, the coach needs be attentive to both the content of the client's words, and the feelings behind the words. In addition, the coach needs to be totally focused on the client, and not thinking about what to say next.

2. Responds cleanly.

The cleaner the communication, the less that gets in the way of great coaching. Clean communicators are straightforward, comfortable with silence, and don't feel the need to prove themselves. They work to eliminate things like biases, judgments, unmet needs, agendas, trying too hard, irrelevant comments, and arrogance from their communication. Being clean in your communication doesn't mean you can't have opinions or judgments, but that you are clear and forthright about what they are.

3. Takes client's concerns seriously

The determination of what is important is individual to each client. Something that is very challenging for one person, might be easy for another. A fundamental coaching premise is to respect the client's concerns, their way of doing things, and what their reality is. This helps the client feel understood, which makes it easier to get into action.

4. Speaks simply

Coaches don't need to say a lot, if what they say is pertinent and succinct. The client should be the one talking most of the time. If the client has told you a story involving lots of twists and turns, there's no need to refer to all the details in your response. Other things to avoid are being long winded, convoluted or repetitious.

5. Is light and neutral

Light refers to the coach's tone. The tone in which some coaches speak is just plain heavy or overly "significant", which can bring down the client energy. Neutral refers to the coach's emotional state and how that affects their response. Neutral can be thought of as "without charge", which is not the same as showing no emotion. Neutral means the coach isn't taking a side, pushing an agenda, or reacting in an emotional way. Masterful coaches demonstrate through tone and response that they care about the client, but are not attached to the outcomes.

Your highlights from the discussion

3.4) The Stylepoints 6-10

Your instructor will give a quick overview of the next five Stylepoints.

Advanced Communication Playbook

6. Is collaborative

Collaboration occurs most easily when the coach works as a partner with the client to address the client's problems, ideas or needs. Coaches who think they have all the answers are not collaborative. Neither are coaches who rush in to fix or solve client problems. Masterful coaches have let go of a need to convince or prove anything to their clients.

7. Communicates in full-duplex mode.

New term? Think of a walkie-talkie. A walkie-talkie is half-duplex, meaning that only one person can talk at one time, so there is lots of stop and start. It works, but it's choppy and doesn't lend itself to fluid conversations. Your telephone, however, is full duplex. The copper wire can handle two-way conversations simultaneously. Which is a metaphor for how quickly the coach can recognize when the client has heard their point. (A coach is half duplex when they keep talking long after the client has "gotten" it). Being in full-duplex mode allows you to be fully present with the client in the moment. For some coaches, taking notes interferes with their ability to communicate in full-duplex mode.

8. Fully expresses

Clients rely on our observations, intuition and perspective to help move them forward in life. This doesn't mean that the coach tells the client what to do. Masterful coaches share their observations and ideas as options, not as absolutes.

9. Keeps up

During a coaching conversation the client can make leaps of awareness or develop solutions to problems, all within minutes. Masterful coaches are able to keep up and dance with these changes and new areas of priority instead of holding on to what the client was saying or feeling just moments ago. Points off for holding the client back, missing a shift the client has just made, not noticing when the client's tone of voice or energy level has changed.

10. Hears between the lines

Masterful coaches listen at many levels to keep up with where the client is in their process, what is most important to them, what they may be afraid to say. For example, when there is a disconnect between the tone of a client's voice and the words that they are saying.

Your highlights from the discussion

3.5) The Stylepoints 11-15

Your instructor will give a quick overview of the next five Stylepoints.

Advanced Communication Playbook

11. Uses commonly understood words

Plain language is most effective. Points off for jargon or technical terms unfamiliar to the client.

12. Is self-assured

Clients generally feel more secure with a coach who has self-confidence. Not the loud noise of arrogance or ego, but rather the calmness that comes from knowing that you add value just by being who you are.

13. Is client centric

Being client-centric means that the coach is able to "get out of their own way", and be fully present for the benefit of the client.

14. Is comfortable with problems

This is the ability to be comfortable in the presence of the client's discomfort without jumping in to help out with questions, comfort or solutions. It calls for heightened self-awareness and a growing appreciation for the phases people go through as they work things out in the world. With experience you are able to offer the love and empathy of a person who cares without being driven by a reactive need to "be helpful."

15. Is "with" the client

Everyone has a preferred pace of listening, speaking and processing information. Masterful coaches match the client's preferred pace so that the client can focus their attention on what is most important to them.

Your highlights from the discussion

3.6) Coaching Demonstration and Practice

In this session the coach will continue the pursuit of mastery in the activities of the game by focusing on how the player responds to challenges.

While doing so, the coach will keep their attention on using the 15 Stylepoints

Sample questions...

1) How did your game go this week?

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- 2) How well do you think you played?
- 3) What were your results?
- 4) What challenges did you face and how did you respond?
- 5) How will responding to this challenge make you a better player?
- 6) What did you learn from playing this week that we can use to play better next week?
- 7) What recurring actions are you going to focus on?
- 8) How can you bring the spirit of play into your game this week?

What are your observations or questions from the coaching demonstration?
Where did you observe the Stylepoints:

3.7) Highlights from the session

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Session 4) Deliverables

4.1) Welcome back! Celebrations and Challenges

Come to class prepared to share!

What is a win from your playing or coaching that you can celebrate with the team?

What is a challenge from your playing or coaching that you can share with the team?

4.2) Why study Deliverables

Your instructor will lead a conversation about the importance of using Deliverables.

Our view is that every several minutes during a coaching session, value is being delivered or created. It's just that the client (and often the coach) haven't recognized it or been able to put it into words. In this overview of Client Deliverables, you will learn this language and we'll show you how to weave these terms into your coaching sessions so that your client will recognize all that they are receiving from you. And interestingly, as you learn these 15 Deliverables, your coaching will also shift to ensure that you are delivering these during your coaching sessions. Quite clever when you think about it.

And, the more/better your clients understand what they are getting from you during their coaching sessions, the more they'll stick with you and have faith in the process until the "big result" occurs.

What do you mean by "deliverable"?

A deliverable is, curiously enough, something you deliver to your clients. It's not what you DO with them - the coaching strategies, the particular questions you ask, etc. - it is what they receive from you.

A deliverable is a seed you plant with the client. In our system, you actually identify it as a seed, rather than just giving it. Think of it this way, a deliverable is actually what happens - what you are giving them.

Why should I consider focusing on deliverables?

- 1. Clients understand the value they are receiving.**

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The more you educate your clients, the more they realize they are getting and, more importantly, they are able to put language to that value.

2. YOU are clear about what value you are bringing to your clients.

Some coaches have a challenge languaging what coaching provides. By using the language of the deliverables, you put it in concrete, tangible terms that anyone can understand. You know it's real and distinct, not just something you do when you do it.

3. It builds YOUR confidence.

As you are more and more clear about what value, specifically, you bring to your clients, you will feel more and more confident about what you do. You'll also identify areas you want to learn more about.

4. It builds the client's confidence in you and the coaching process.

When the client can articulate what's happening, it makes them feel much more confident about the entire process of coaching, and as a result, more confident about you as their coach.

5. It makes selling coaching easier.

You can use these deliverables to sell your services.

6. You can identify success in the process.

When you don't see immediate outcomes, sometimes you or the client might not notice the success that is happening. By bringing the deliverables into the conversation you and the client can acknowledge success earlier.

Key Points:

1. Deliverables are what you actually give the client, not what you do to give it to them.

For example, you don't give them accelerated understanding; what you give them is a concept or an alternate perspective. The way you may do that is by sharing or asking questions, but what you deliver to them is Perspective.

2. Sharing the deliverables upfront can accelerate the coaching process.

When you and the client are both clear about what you'll be giving them from the beginning it helps magnify the successes and the value you're adding, allowing you to provide even more. The client knows what to expect so the coaching can proceed, without all the "figuring out what coaching is" business.

3. Deliverables are obvious and articulated.

Don't just provide the deliverable - actually label it as what you are delivering. This helps the client and you be clear about what value the coaching is providing.

4. There are 15 key deliverables that are hallmarks of the Certified Coach.

You may or may not focus on all 15 with every client, but being aware of them makes you a stronger coach, free to get on with the business of coaching.

When do you use the 15 deliverables?

Obviously you will use them throughout the coaching process, but we also recommend including a conversation on them right from the beginning. You may just weave this into the consultation session, include it in preliminary/introductory information, or you may ask the client which deliverables they are most interested in receiving from you.

What mistakes do coaches make with deliverables?

1. Not knowing/using the deliverables.

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The most common mistake a coach makes is not being aware of the deliverables and/or not being able to articulate them to the client.

2. Trying to over-deliver.

Sometimes coaches try too hard to deliver a result to a client. Remember to use all your coaching skills and proficiencies.

What are the key shifts to make in thinking and behavior?

- It's OK, and actually good, to be overt about what you are doing
- Language can be powerful.
- You actually DO deliver something, in addition to just being you.

What are your "highlights" from the conversation?

4.3) The Deliverables 1-5

Your instructor will give a quick overview of the first five Deliverables.

1. Perspective

The coach provides fresh or different ways of looking at a situation, context. Coach does not provide limited, ill-fitting or coach-centric perspectives.

2. Validation

The coach validates via encouragement and acknowledgement, not via puffery, mushiness, or exaggeration.

3. Message

The coach shares fitting knowledge, opinions, or wisdom. The coach doesn't use clichés, Hallmark Card sayings, or off-the-mark messages.

4. Energy

The coach provides energy and support as needed. Keep an eye out for adrenaline, misreading energy need, and hype.

5. Solution

The coach shares a solution to a problem or issue. The coach doesn't provide off-the-shelf solutions, single solutions, or being absolute.

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Your highlights from the discussion

4.4) The Deliverables 6-10

Your instructor will give a quick overview of the next five Deliverables.

6. Plan

The coach co-develops a plan of action with the client, going beyond just to-do lists, or addressing missing timelines/deadlines.

7. Structure

The coach provides support and a check-in structure for the client. The coach is not 'too loose or too strict.' The coach must calibrate to client wants.

8. Resource

The coach suggests/refers client to experts, books, tools, assessments. The coach does not rush in with a resource, or present ill-fitting resources.

9. Options

The coach expands the number of options the client thought they had. Be alert for missing obvious and out-of-the box options.

10. Caring

The coach cares via listening, patience, safety and love. The coach does not take on a parental/sibling role or share the burden.

Your highlights from the discussion

4.5) The Deliverables 11-15

Your instructor will give a quick overview of the next five Deliverables.

11. Training

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The coach trains clients in personal and business skills. The coach does not convince, sell or push skills on clients.

12. Advice

The coach provides advice via recommendations and suggestions. The coach does not provide single-option, risky advice; or advice beyond their legal/ethical scope.

13. Strategy

The coach develops or co-develops a personal or business strategy. It's not just tactics, but you want to help them create an entire strategy that is viable.

14. Feedback

The coach offers feedback, observations, insights, ideas and opinions. The coach does not react, push their agendas, or provide narrow feedback.

15. Challenge

The coach provides a challenge to the client to stretch or make a change. The coach does not set the client for failure, or push too hard or not enough.

Your highlights from the discussion

4.6) Coaching Demonstration and Practice

In this session the coach will continue the pursuit of mastery in the activities of the game by focusing on the results of the game.

While doing so, the coach will keep their attention on the 15 Deliverables

Sample questions...

- 1) How did your game go this week?
- 2) How well do you think you played?
- 3) What were your results?
- 4) What challenges did you face and how did you respond?
- 5) How will responding to this challenge make you a better player?
- 6) What did you learn from playing this week that we can use to play better next week?
- 7) What recurring actions are you going to focus on this week?
- 8) How can you bring the spirit of play into your game this week?

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What are your observations or questions from the coaching demonstration?
Where did you observe the Deliverables:

4.7) Highlights from the session

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Session 5) Frameworks

5.1) Welcome back! Celebrations and Challenges

Come to class prepared to share!

What is a win from your playing or coaching that you can celebrate with the team?

What is a challenge from your playing or coaching that you can share with the team?

5.2) Why study Frameworks

Your instructor will lead a conversation about the importance of using Frameworks.

Frameworks are ways of thinking, akin to paradigms, "come-froms", personal operating systems, and even paradoxes. One of the ways that the coach adds value to their clients is by updating or expanding the client's thinking or assumptions. In this one hour overview, you'll be introduced to the 15 Frameworks, along with the specific situations that clients are in, and which are most fitting for each.

Why should I consider introducing new frameworks to my clients?

1. It motivates clients.

The larger the framework, the more room there is to have fun. Introducing this concept gives them something that gets their attention and allows them to get their arms around it.

2. They learn that success is a by-product.

By picking something more compelling or inspiring than the goal the client originally comes to you with, they learn that success, or achieving the goal, is a by-product of shifting or expanding their frameworks.

3. They provide radical new perspectives.

Making a minor shift in a framework can re-orient how the client looks at their situation, their business, how they run it, and so on.

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4. It makes it easier to solve the problem.

By talking about something even bigger, you can often help the client reach the goal or solve the problem much easier.

5. Takes the pressure off both the client and coach.

By strengthening your ability to bring a bigger perspective, it takes the pressure off you to find a solution. Thinking bigger shifts the client's perspective so the pressure actually lessens or changes.

What are frameworks?

1. A place you come from in your thinking, your attitude or your behavior.

Everyone looks at life from a particular place. How you look at life reflects how you think and how you come across.

2. They are fundamentals of a coaching style.

One thing that makes coaching better is thinking larger or giving the client a larger framework from which to come. These 15 help you do that.

3. Frameworks are NOT the way things HAVE to be.

Key Points:

1. Frameworks are designed to be empowering...
...rather than just point of fact or obvious.
2. These are progressive frameworks...
...and may be new to some people.
3. Use your own words to interpret these to your clients...
...it will help you articulate what you do.
4. Be aware of your own frameworks...
...so you won't push your own on your clients or create misunderstandings.
5. Try these on...
...to see where they can serve YOU as well.

How does using frameworks make you a better coach?

They help you articulate what you do.
They provide a larger context for the coaching relationship.
They expand your own thinking.
They strengthen your ability to bring a bigger perspective.
They take the pressure off you, and your client.

What are some common mistakes coaches make with frameworks?

1. Pushing your own framework.

You want to be aware of frameworks and what the client's is, but not force them to adopt yours. Some of these 15 frameworks won't be relevant or necessary for some clients.

2. Not knowing your own frameworks.

Knowing your own frameworks is as important as knowing your own biases, skills, or strengths.

3. Not asking permission to introduce a new framework.

It's a good idea to get this early on in the coaching relationship. See the Coaching Proficiencies for more information.

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4. Not paying attention to timing.

Use your experience, intuition, and inklings to know when to bring these up. You may come from certain places that your clients haven't and never will, but you can still coach them.

What are your "highlights" from the conversation?

5.3) The Frameworks 1-5

Your instructor will give a quick overview of the first five Frameworks.

1. It's all solvable or it's not.

When you have come to embrace this framework, the worry and panic has no way to grip your thoughts or actions. Comfort and confidence are byproducts of the framework that it's all solvable or it's not. And when you are comfortable and confident, the value you add to your client will be greater because you'll be more available to them.

2. Risk is always reducible.

Given that so many of our clients are becoming more independent and entrepreneurial in how they think and how they work, their ability to deal with risk is key to their continued success. And from a coaching perspective, part of our job is to help the client to afford to take more risks. That risk can be mitigated to helping the client arrange for reserves so that any failure has fewer consequences, and/or we can help the client find ways to substantially reduce the risk of what they are undertaking. Risk is always reducible. Less risk equals more value.

3. There's usually a better way.

No matter what the strategy or approach the client is thinking of, there is usually a better way. That's a powerful place to come from as a coach because it stimulates your creative thinking as well as that of the client. If one looks, and is encouraged to think beyond the traditional ways of solving a problem or accomplishing an outcome, a new, better, easier, faster, less expensive and less risky way is usually available. And, from the client's perspective, instant value has been added when it is discovered.

4. Success is a by-product.

Going after success directly can definitely work but that's like pushing string. It's usually a lot easier to live the life you want and develop/follow your passion and let success find you.

5. Emotions are our teachers.

Even emotional reactions, if you wish to learn from them. Emotions are our barometers, our teachers, our mirrors of what is left to learn.

Your highlights from the discussion

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5.4) The Frameworks 6-10

Your instructor will give a quick overview of the next five Frameworks.

6. Delay is increasingly expensive.

The windows of opportunities open more often, yet shut more quickly than ever before. As the consumer has come to expect immediate service, delivery and problem resolution, a highly responsive competitor can make its mark in mere months, not years. Combine that dynamic with the level of flow and just-in-time synchronicity that humans are coming to rely on to be their best, and the notion of delay is fading quickly as a viable option in life and business.

7. Inklings are higher intelligence.

The definition of an inkling is a subtle sense of something, even with no evidence to back it up. An inkling is even quieter than intuition and even more powerful. Inklings are at the gateway of truth. As we sensitize ourselves to feel at this level, we get access to inklings and have the courage to act on them, vs. waiting for them to become intuition or fact. As clients come to trust their own inklings, they make better choices sooner. A clear value add.

8. The answer is somewhere.

Does the client have the answer? Or does the coach? How about a book? How about the ethers? The point here is that it doesn't really matter where the answer is, but that there is an answer somewhere and it's up to the coach and client to find out where it is. This also stimulates the creative/collaborative relationship between coach and client, instead of forcing either party to come up with the answer.

9. Self-confidence can be arranged.

You don't need to rely on yourself to feel confident. You can arrange ample support structures and encouragement, and design situations that will feed you the confidence you need because you've earned it.

10. Memes and genes are evolving at different rates.

We all know what genes are: they are the genetic make up of living things; there are genetic structures, the genome and the gene pool where replication and mutation are the process, and natural selection is the byproduct when environments change. Memes are EXACTLY the same type of thing; except that memes refer to ideas, messages and opinions that are shared (replicated) and modified (mutated). And, given memes can replicate 1000's of time faster than genes can, and also evolve that much faster as now thanks to the Internet, our bodies are pressured/stressed by changing ideas before our cells have a chance to adapt and keep up. Hence, mental stress.

Your highlights from the discussion

Advanced Communication Playbook

5.5) The Frameworks 11-15

Your instructor will give a quick overview of the next five Frameworks.

11. Work is for joy.

What good is owning a business if it doesn't bring you pleasure? What good is having a job that doesn't bring you joy? The point here is that when you come from this place, you'll be encouraging your clients to have a much more enjoyable relationship with their business or work, even if it means that the client has to make substantial changes in order for this to occur. So, rather than be consumed by a business or job, have it actually be a source of joy. Novel concept for many. Instant value add.

12. Problems are immediate opportunities.

Got a problem? There is likely an immediate opportunity for you in that problem. Either a chance to grow/evolve, or a chance to learn something, resolve something, use as a spring board, and even as a profit center/business.

13. People are doing their very, very best, even when they clearly are not.

When you look at life this way, compassion, empathy and respect are the norm.

14. Awareness is unifying.

What unifies humans? What helps us transcend the petty reactions and historical conflicts? Awareness, meaning the dawning/understanding of truths greater than the one we currently know. Not just information/knowledge, but truths. As we all increase awareness, we see the commonality/connections among all of us; that can lead to harmony.

15. Life is about us, and it's not personal.

And yet it can feel so personal.

Your highlights from the discussion

5.6) Coaching Demonstration and Practice

In this session the coach will continue the pursuit of mastery in the activities of the game by focusing on the results of the game.

While doing so, the coach will keep their attention on the 15 Frameworks

Sample questions...

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- 1) How did your game go this week?
- 2) How well do you think you played?
- 3) What were your results?
- 4) What challenges did you face and how did you respond?
- 5) How will responding to this challenge make you a better player?
- 6) What did you learn from playing this week that we can use to play better next week?
- 7) What recurring actions are you going to focus on this week?
- 8) How can you bring the spirit of play into your game this week?

What are your observations or questions from the coaching demonstration?
Where did you observe the Frameworks:

5.7) Highlights from the session

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Session 6) Personal Evolution

6.1) Welcome back! Celebrations and Challenges

Come to class prepared to share!

What is a win from your playing or coaching that you can celebrate with the team?

What is a challenge from your playing or coaching that you can share with the team?

6.2) How Advanced Communication Supports Personal Evolution

Your instructor will lead a conversation about the connection between Advanced Communication 5 15's and the Pursuit of Personal Evolution.

What are your "highlights" from the conversation?

6.3) Recap the 5-15's

Your instructor will lead a dialogue on how the 5-15's have improved your coaching..

Come to class prepared to share.

Highlights from what your classmates shared:

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6.4) Coaching Demonstration and Practice

In this session we will do a few things.

- 1) Check in on the game results from the past week
- 2) Dialogue on what has been accomplished and what has NOT been accomplished
(Hone in on the Deliverables)
- 3) Dialogue about what is next for your player
(Hone in on the Ultimate Outcomes)

What are your observations or questions from the coaching demonstration?
Where did you observe the 5 15's:

6.5) Program Highlights and Insights

How did this program make you a better coach?

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We need your input!

Please share your thoughts with us about the game, the program and your instructor in the program evaluation link on the game card. For each comment you share you can choose to make it public or private.