

# BASIC Coaching skills

Center For Coaching Mastery



PLAYBOOK

## Basic Coaching Skills & Ethics

### Fun With Fundamentals

Learn the fundamentals in a lively and entertaining way.

#### Transform Your Mindset

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

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

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



# Basic Coaching Playbook

---

Welcome. On behalf of the entire CV Team, I want to welcome you to the Basic Coaching Superpowers and Skills program. (Formerly Basic Coaching Skills and Ethics)

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

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

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

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

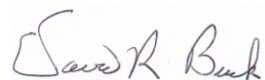
**Abera Ca Dabera** – From the Aramaic Language means: I create as I speak. In our program you will discover the magic of conversational learning, an essential element of coach approach relationships.

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

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 practice sessions. We believe this will allow you to go deeply into the coaching and experience a real coaching relationship.

Finally, with our accreditation with the International Coach Federation (ICF) the 12 hours of the program plus three bonus hours of recorded Thomas Leonard Coaching Critiques qualify for 15 Continuing Coach Education Units! (CCEU's)

Enjoy the program...



Coach Dave Buck and the CV Team!

Great Coaching Will Transform Our World

# Basic Coaching Playbook

---

## Table of Contents

### 10 Coaching Super Powers Diagram

#### *Section 1: Program Quick Start*

1. Pre-Class Action Plan
2. The Game
3. Finding 5 Practice Players (a few more ideas)
4. Your Game as a Player (a few more ideas)
5. Teleclass Welcome
6. What to do in a "Coaching" conversation
7. How to do a great coaching practice session in class

#### *Section 2: Program Introduction*

1. Program Description
2. Peer Reviews
3. The 6 Coaching Super Themes, 10 Coaching Super Powers
4. Fundamental Coaching Theory
5. Coaching Theories, Methods, Skills, Super Powers
6. The Play Pattern Language
7. Sample Coaching Agreement

#### *Section 3) Session Preparation and Coaching Outline*

1. Session 1) Coaching Theme Belonging – Build Relationships
2. Session 2) Coaching Theme Results – Add Value
3. Session 3) Coaching Theme Awareness – Be Yourself
4. Session 4) Business Theme Grow - Engagement
5. Session 5) Business Theme Lead – Action
6. Session 6) Business Theme Sell – Commitment

# Basic Coaching Playbook

---

## *Section 4) Basic Coaching Super Powers*

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

1. Coaching Super Theme: Belonging : Build Relationships
2. Coaching Super Power: Bigger Why : Share Your Purpose
3. Coaching Super Power: Permission : Control->Influence->Vulnerable
4. Coaching Super Power: Judgment-Free Awareness
5. Coaching Practice Outline and Detailed Notes

### *Chapter 2: Coaching Theme Results – Add Value*

1. Coaching Super Theme: Results – Add Value
2. Coaching Super Power: Think!- Freedom to choose
3. Coaching Super Power: Create – Find the game
4. Coaching Super Power: Learn – Evaluate What matters
5. Coaching Mistakes Preachy and Reactive
6. How to Coach A Critical Moment with Role Play
7. Coaching Practice Outline and Detailed Notes

### *Chapter 3: Coaching Theme Awareness – Be Yourself*

1. Coaching Super Theme: Awareness – Be Yourself
2. Coaching Super Power: Curiosity – Exercise Wonder
3. Coaching Super Power: Triplex Listening – Saying : Not Saying : Energy
4. Coaching Super Power: Self-Trust – Feel it ... Say it
5. Coaching Super Power: Go Deep – Look Beneath the Surface
6. Coaching Mistake: Tipping
7. Coaching Dynamic: Support and Challenge
8. How to talk like a Coach vs. Manager
9. Coaching Practice Outline and Detailed Notes

# Basic Coaching Playbook

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



Key: **Coaching Super Power** • Coaching Skill

# Basic Coaching Playbook

---

## Section 1) Program Quick Start

### *Pre-Class Action Plan*

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

You are READY for the first class!

#### **Bonus Actions**

- 1) As soon as the game card link is available:  
Read the Start Here Playbook,  
Coach Mission 1 Playbook and  
Play Mission Playbook

### *The Game*

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

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

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

# Basic Coaching Playbook

---

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

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

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

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

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

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

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

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

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

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

This brings up a really BIG point about coaching.

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

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

BIG MISTAKE!

This brings us to another BIG point about coaching.

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

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

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

# Basic Coaching Playbook

---

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

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

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

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

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

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

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

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

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

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

4) Game Ideas include:

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

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

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

# Basic Coaching Playbook

---

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

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

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

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

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

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

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

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

Don't wait!

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

Or tell them: I am studying to become a Coach Approach Leader

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

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

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

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

IF they need a little more exploration...

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

B) Start the conversation by being directive right away.

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

# Basic Coaching Playbook

---

"OK. Let's go.

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

What would you say YOUR big game is right now?

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

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

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

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

{Get creative here}

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

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

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

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

# Basic Coaching Playbook

---

## *Your Game as a Player (a few more ideas)*

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!**

On your game card you will find the Playbook for your Play Mission where you will choose a major initiative from your life and transform part of it into a game that you can play for 5 weeks.

The key distinction is to transform your approach from completing tasks to creating results.

The best, and simplest way to do this is to “Play a game of ASK”; this means that you will find some aspect where it is possible to ASK other people to do something with or FOR you.

The game action is “the ASK” the result you want is a “YES” + follow through.

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

1) Choose something that you are DEFENITELY 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) It can be something you are already doing; it does not have to be a new thing.

4) Game Ideas include:

| Action   | Result  |
|--|---|
| ASK each people involved with the company as employees, customers or advocates to talk with you about THEIR vision for the company / cause | Play for “YES”, I will talk with you about it AND have the conversation.                      |
| The Visibility skill of networking and follow up: attend networking events and make 21 Follow Up calls                                     | Play for “YES, I want to know more about what you do and I will meet with you to discuss it.” |
| The Visibility skill of blogging: write 21 provocative blog posts that spark engagement  | Play for “YES, I will write a comment about the value of your article”.                       |
| The Enrollment skill of recruiting players to practice your coaching. Connect with 21 potential players.                                   | Play for “YES, I would LOVE to be your player!” And conduct the first session.                |
| 21-Day Challenge to write and share a chunk of your book and ask for feedback from different readers.                                      | Play for “YES, I would love to read it.” And they send you written feedback.                  |

# Basic Coaching Playbook

---

|  |   |
|--|---|
| Plan a talk or a "meetup" or even a party.   | Play for "YES, I will attend." AND they show up.            |
| 21-Day Challenge to exercise in a unique way for 21 straight days WITH a different person each time. | Play for "YES, I will exercise with you." AND they show up. |

## *Teleclass Welcome!*

Welcome to the Center for Coaching Mastery!

### **Abera Ca Dabera**

This phrase from the Aramaic Language means: I create as I speak.

This is a potentially life-changing affirmation that illuminates the power of the spoken word. In every class you will participate in a variety of provocative exploratory conversations and coaching sessions.

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 possible that this will be your first coaching conversation. So be easy on yourself! Don't expect to be a masterful coach on day #1.

If you have been coaching for a while – maybe even a LONG while - coaching in class is your opportunity to experiment and try new things. Enjoy the opportunity to stretch and learn.

## *What to do in a "Coaching" Conversation*

Coaching is a conversation between a coach and a player. It is a very distinct conversation. However when we converse, we tend to fall into comfortable conversational patterns like: friend to friend; colleague to colleague; boss to employee; parent to child; counselor to "counselee" etc.

It is a very good idea to set a specific time frame for the coaching conversation. This can be anywhere from 20 minutes to one hour; 45 minutes is very common for professional coaching sessions, 30 minutes is common for coach approach leader sessions with a team member. Some coaches like to do an extended session for the first session of a new "season" where you are creating the game and defining the objectives.

One thing that really frustrates people new to coach approach leadership is "not knowing" what to talk about in a coaching session. This makes it very difficult to learn the Superpowers and Skills.

We have solved this by providing clear coaching outlines for your coaching conversations. These outlines will guide you and your player through a sequence of inquiries, this way you can focus your attention on using the superpowers and skills that you have studied. It is very effective.

# Basic Coaching Playbook

---

In this program you will begin your journey toward talking like a coach. To make the journey easier we have developed a coaching method called Play Two Win. The conversation sequences used in this program are an abbreviated form of our "Play Two Win" method of coaching. This is excellent because it will give you a solid experience of the method before you learn the details in your next semester in our program.

*NOTE: the Play Two Win Method playsheet is included at the end of this playbook for your reference.*

## *How to do a great coaching practice session in class*

1) You will both get to be Coach and Player. So 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; DO NOT READ THE OUTLINE and just answer the questions like it was an "oral exam".

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.

5) HOLD YOUR TONGUE!; especially if you feel the urge to tip!

Tipping is for waiters and waitresses - NOT coaches

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

"Did you ever try..."

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

**IMPORTANT: If possible, read the "Dyad Guide" prior to class. It will provide you with a LOT of additional information about how to get the most out of your practice time in class!**

5) Pick one, do it, and put your first points up on the board! It's REALLY fun.

## Section 2) Program Introduction

### *Program Description*

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

Learn the fundamentals in a lively and entertaining way.

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

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

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

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

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

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

### ***Details***

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

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

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

When you look at the ten core skills, they look pretty... well... basic! They are. The key is to MASTER them through the 10 Super Powers and continual practice of talking like a coach. When you are new to coaching, it is VERY easy to fall into conversational patterns that you are familiar with like friend, boss, colleague, parent (or counselor, therapist if you have done these).

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

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

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

#### **Coaching Pattern Language**

# Basic Coaching Playbook

---

We will explore how “talking like a coach” will require a new set of language patterns. And we will explore how to distinguish coach talk from patterns that you may already be familiar with such as: manager, friend, counselor, parent or therapist.

## Coaching Mistakes and How to Avoid Them

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

## Peer Reviews

### Jean Davies

MOST INTRIGUING -- I continue to mine value from the dynamic balance between supporting and challenging. SPECIFIC "WIN" -- I kept this Dynamic Balance clearly in mind in every coaching encounter this week, and looked for the "stretch" piece everywhere, not only for my players but also for me. It really injected vital intensity and energy into every encounter

### Amy Magyar

I was most grateful for the coaching mistake - being reactive. Although this class was chocked full of amazing lessons, I really took to heart the lesson of not to be reactive with your player (which will be hard to do) especially when they themselves are emotionally charged. Comments such as "That's horrible" or "you know what you should do" are the wrong things to do when handling an emotionally charged player. Instead, focus in on helping them, not fixing them and by helping I mean, focusing them back to their goal, while still letting them vent but then bring them back to their game.

### Karen Johnson-Taylor

I love the concept that coaching is about managing the energy. The idea of staying play- centered certainly lightens the energy. Focusing on “becoming”, as a process, naturally pulls our energies forward, rather than pushing. I’ve been playing all week with this idea: that as we focus more on becoming/mastery (future oriented), this is what can help fuel us. In turn, allowing us to be more fully engaged in the moment (present oriented), which is where all the magic happens.

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

| The 10 Coaching Superpowers                             | The 10 Coaching Skills                |
|---|---------------------------------------|
| <b>Super Theme: Belonging – Build Relationships</b>     | <b>Super Theme: Sell – Commitment</b> |
| 1) Bigger Why: Share your purpose                       | 1) Establish coaching agreement       |
| 2) Ask Permission:<br>Control ->Influence -> Vulnerable | 2) Establish trust & intimacy         |
| 3) Judgment-free Awareness                              | 3) Coaching presence                  |
| <b>Super Theme: Results – Add Value</b>                 | <b>Super Theme: Lead – Action</b>     |

# Basic Coaching Playbook

---

|   |  |
|---|--|
| 4) Think – Freedom to choose                        | 4) Planning & Goal setting               |
| 5) Create – Find the game                           | 5) Designing actions                     |
| 6) Learn – Evaluate what matters                    | 6) Managing progress & accountability    |
| <b><i>Super Theme: Awareness – Be Yourself</i></b>  | <b><i>Super Theme: Grow - Engage</i></b> |
| 7) Curiosity – Exercise wonder                      | 7) Powerful questioning                  |
| 8) Triplex Listening – Saying : Not saying : Belief | 8) Active listening                      |
| 9) Self-trust – Feel it ... Say it                  | 9) Direct communication                  |
| 10) Go deep – Look beneath the surface              | 10) Creating awareness                   |

## The 10 Coaching Skills in Greater Detail

### 1) Establish coaching agreement

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

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

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

### 3) Coaching presence

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

### 4) Planning & Goal setting

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

### 5) Designing actions

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

### 6) Managing progress & accountability

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

### 7) Powerful questioning

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

# Basic Coaching Playbook

---

## 8) Active listening

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

## 9) Direct communication

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

## 10) Creating awareness

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

## *Fundamental Coaching Theory*

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

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

## **CoachVille Theory of Coaching**

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

### **Compare and contrast...**

There are many theories and definitions of coaching. This is a good and natural thing for an emerging field – and coaching is definitely emerging. As a master craftsman it is wise to learn and study several theories, methods, skills and language patterns and then ultimately you will define your own.

# Basic Coaching Playbook

---

## The ICF Definition of Coaching

The ICF – International Coach Federation - has two coaching definitions. The first is the “official” definition that is part of the Code of Ethics.

The second is an informal definition that is used on the ICF marketing pages. It is interesting to note that they are quite different.

### The “Official Definition”:

**Coaching:** Coaching is partnering with players in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.

### The “Informal Definition”:

The International Coach Federation adheres to a form of coaching that honors the player as the expert in his/her life and work and believes that every player is creative, resourceful, and whole.

Standing on this foundation, the coach's responsibility is to:

- Discover, clarify, and align with what the player wants to achieve
- Encourage player self-discovery
- Elicit player-generated solutions and strategies
- Hold the player responsible and accountable

In each meeting, the player chooses the focus of conversation, while the coach listens and contributes observations and questions. This interaction creates clarity and moves the player into action. Coaching accelerates the player's progress by providing greater focus and awareness of choice. Coaching concentrates on where players are now and what they are willing to do to get where they want to be in the future.

ICF member coaches and ICF credentialed coaches know that results are a matter of the player's intentions, choices and actions, supported by the coach's efforts and application of the coaching process.

Professional Coaching is an ongoing professional relationship that helps people produce extraordinary results in their lives, careers, businesses or organizations. Through the process of coaching, players deepen their learning, improve their performance, and enhance their quality of life.

## 15 Coaching Principles by Thomas Leonard

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

# Basic Coaching Playbook

---

## What is a principle?

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

## What do the 15 coaching principles do?

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

## The 15 coaching principles

1. You'll never know it all.
2. You don't have to know it all.
3. In the first few years of coaching you'll be doing a lot of self-development work.
4. Your players can be your ultimate coaches.
5. Invented meaning - a person can assign meaning to anything by choice.
6. There is a greater truth in almost every situation.
7. Deliberate over-responding expands who you are.
8. Personal evolution - when you create environments to be responsive, you evolve more quickly.
9. Synergy creates better results, more easily – Proper coach/player pairing is essential for synergy
10. When people are fully heard, they move forward immediately.
11. Fewer problems occur when you operate from a strong personal foundation. Rising above the muck of life is step #1 in coaching
12. Sometimes the coach has the answer, sometimes the player does. It doesn't matter where it comes from

# Basic Coaching Playbook

---

13. Humans operate at 1% or less of their potential. Coaching increases this figure.
14. When players define their version of success the road becomes easier and collaborating with the coach does too.
15. Most people don't know what they really want and a coach can help them discover what it is.

## Conclusion

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

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

## *Coaching Theories, Methods, Skills, Super Powers and Pattern Language*

It's important to begin with the key terms of theory, method, skills and pattern language.

**Theory** is defined as: A set of statements or principles devised to explain a group of facts or phenomena, especially one that has been repeatedly tested or is widely accepted and can be used to make predictions about natural phenomena.

Basically, it's an educated guess as to the results of a specific activity or set of activities. It's a framework to apply to a result. Theory can also be expanded to include the idea that doing 'X' should result in 'Y' – OR - Having done 'X' this time and getting 'Y' should mean that repeating 'X' only faster should produce 'Y' faster. It's having a keen understanding of the larger, interactive components of a situation and being able to work towards an expected outcome effectively.

**Method** is defined as: A means or manner of procedure, especially a regular and systematic way of accomplishing something; the procedures and techniques characteristic of a particular discipline or field of knowledge, for example the Coaching Method.

Method is 'HOW'. It's the application of a skill or skill set in a way the produces the theorized results consistently.

A method is the way you do something and is typically based on a reliable theory. It is how you produce the desired results of the craft on a consistent basis. As a Coach, you must have method. There are many methods that you will learn and use as a part of your overall approach to coaching.

Examples from the Center for Coaching Mastery include:

- The Play Two Win Method Coaching
- A method for defining the game
- A role playing method for practicing critical conversations
- The Inner Freedom method for creating the experience of ease and flow
- The World Power Method for designing Personal Environments

As an example, the steps of the Play Two Win Coaching method are designed to guide a player in the pursuit of mastery of a game.

**Skills** are defined as: Proficiency, facility, or dexterity that is acquired or developed through training or experience. Synonym – ability.

# Basic Coaching Playbook

---

Some skills include singing, running, jumping, handwriting, etc. It's the basic functional ability to 'do' something within a minimum accepted standard. I can handwrite all the letters of the alphabet but that doesn't make me a brilliant 'Writer' or master penman. I do however; possess the basic skill of handwriting.

Skills evolve over time and with practice, feedback and the desire to grow in mastery. You can have basic skills, intermediate skill and even masterful skills – still, skills are skills, they are the basics. This course focuses on Coaching Skills. It's important though to begin to see how they are a critical component in the overall formula of consistently successful coaching.

**SUPER Powers** are defined as skills that can be used to have an extraordinary impact on others. They are also about having fun and getting results.

**Pattern Language** is defined as collection of words and phrases where each pattern language evokes an experience AND a common understanding.

There are several different pattern languages that are used in the field of Coaching. Examples include: High performance language (eg. Reach your objective) Ontological language (eg: transformation) and Play Language (eg. Have a game plan)

In addition each field of endeavor where coaching is applied has its own language patterns. Examples include: Business (eg. cash flow, profit) Romance (eg. Physical Touch and Words of appreciation) and Career (eg. Promotion)

As a Coach you must know fundamental language for your craft AND you must know the language of the game you are coaching.

## ***The Play Pattern Language***

Our theory is that the language of play and games is the natural language of coaching. In this program you will be introduced to play pattern language.

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

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

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

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

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

You already know the language of the games you play and will eventually Coach. When you know the language you can speak with other players of the game. As you learn to coach you will use the language of the game, which you already know, and combine it with the play language of coaching.

# Basic Coaching Playbook

---

We believe that there are two BIG benefits to speaking play language when you Coach:

- a) People already know play language
- b) People already understand that coaches help people play better so it will be a natural way to talk about coaching, and
- c) Using play pattern language will bring you and your player to life like nothing else! The language patterns make you feel alive. Try this: Say to someone: "I'm going to work" and see how you feel and how they respond. Then to someone else say: "I'm going out to play!" and see how you feel and how they respond. Do this 10 times and you will be amazed at the shift in energy.

# Basic Coaching Playbook

---

## *Sample Coaching Agreement*

Feel free to use the text of this agreement completely or as a starting point for your basic coaching agreement. Also, there are two additional examples in your syllabus.

If you are jumping right into professional coaching – even if it is pro-bono – it is important to have an agreement.

If you are going to use your coaching skills as a Coach Approach Leader, preparing an agreement or not is up to you; The benefit is that it will let your player know that you are intentionally adding this new element to your relationship.

**Coach *YOUR NAME* – When Playing BIG is your ONLY Option! {Your Tag Line}**

### **PLAYER / PLAYER COACHING AGREEMENT**

Welcome as a player! I look forward to being your partner in creating the life you desire by playing BIG and winning on your own terms! I'm not big on rules – but here are a few things that honor the professional nature of our relationship.

### **PLAYER / PLAYER FEE POLICIES AND PROCEDURES**

FEE: There is no fee for coaching while I am a student in the Basic Coaching Super Powers class.

### **DEFINITION OF SERVICE**

- a) CALLS: Our agreement includes weekly 30 minute conversations.
- b) Check in calls during the weeks in between our coaching sessions. These calls will be 5-10 minutes.
- c) Email: I am available by email for questions and “sharing”: news, insights, challenges, and accomplishments. I will typically reply to these communications within 24 hours, though if my travel schedule has me out of the office for an extended period it may be a few days longer.

### **LENGTH OF AGREEMENT**

Our agreement is for 6 weeks; with an option to continue if you want to continue on as my player for my next Coach Training class.

### **PROCEDURE**

For our official coaching sessions I use a flexible schedule. We will set up our next appointment each time we talk. For our check-in calls call me when you have a few free minutes during the business day.

### **CHANGES**

If you need to reschedule your session, please give me at least 24-hours notice. Occasionally I may need to reschedule and I will give you at least 24 hours notice as well. If an emergency occurs for either of us, we'll work around it and reschedule.

### **PROBLEMS**

# Basic Coaching Playbook

---

If I ever say or do something that upsets you or doesn't feel right please bring it up. I promise to be open to anything you need to say and I will do my best to make it right.

## **CONFIDENTIALITY**

I recognize that certain information of a confidential nature may be shared during our sessions. I will not use this information for personal gain or disclose this information to anyone else without your specific approval.

## **THE NATURE OF THE RELATIONSHIP**

Our coaching relationship is not to be considered psychological counseling or any type of therapy.

## **The MOST IMPORTANT THING**

The most important thing is that you are ready to play and win the games of your life on your own terms. I cannot play the game for you. I will support you and challenge you in every way that I know. When you win, we both win.

|                                 |      |                             |      |
|---------------------------------|------|-----------------------------|------|
| <hr/> <i>Coach Name</i> , Coach | Date | <hr/> Name, Player / Player | Date |
|---------------------------------|------|-----------------------------|------|

# Basic Coaching Playbook

---

## Section 3) Session Preparation and Coaching Outline

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

**Read Chapter 1 Prior to class: Page 45**

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

Abera Ca Dabera = I Create As I Speak

Be prepared to participate in class!

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

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

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

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

*Belonging = a fundamental Human need*

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

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

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

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

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

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

#### **Coach Prep**

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

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

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

# Basic Coaching Playbook

---

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

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

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

## #3) Judgment-Free Awareness

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

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

This is GREAT practice.

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

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

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

# Basic Coaching Playbook

---

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

### 1) WELCOME

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

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

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

### 2) The Game

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

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

*Possible follow up question...*

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

### 3) Define Winning

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

*Possible follow up question...*

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

### 4) The Bigger Why

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

> *Examples: Financial Freedom; Self-Expression*

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

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

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

# Basic Coaching Playbook

---

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

## 5) Start your game design

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

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

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

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

## 6) Wrap Up

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

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

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

Wait for them to say: "YES!"

# Basic Coaching Playbook

---

## *Session 2) Coaching Theme Results – Add Value*

**Read Chapter 2 Prior to class: Page 64**

### **Coaching Super Theme: Results – Add Value**

#### **Results = Your “YOUUnique” contribution in the world**

The fundamental reason why any individual chooses to become a player in a game with a coach is because they have a strong desire to create new, better or bigger results in the world. No one needs a coach to keep doing what they are already doing!

“Results” are what happens in the world when you take action. **In a game, the results are something that you can NOT control but you can influence** with your strategy, energy, skill, resourcefulness and luck.

*Question: What are you playing for in your game that you cannot control but you can influence?*

#### **Coaching Super Power: Think!- Freedom to choose**

Think. In the context of playing a new, bigger, better game we begin with what the player wants to do to fulfill their purpose. What game objectives are they free to choose right now? Then we gradually introduce the player to new ideas to consider and new ways of thinking.

*Question: Why is it important to understand how and what your player thinks?*

#### **Coaching Super Power: Create – Play First!**

CREATE. In the play framework this means finding the game actions that will create the results in a way that adds value to others. Sounds like fun right?

We start with the premise that there are MANY possible ways to create the desired results. This is VERY different than the Industrial Mindset which dictated that there is one correct way to do everything. Your game as a Coach is to guide your player through the creative process to find the best way for them based on their current abilities and preferences.

*Question: How does playing for results spark your creativity?*

#### **Coaching Super Power: Learn – Evaluate What matters**

LEARN. In the play framework this means helping our player acquire and build capabilities rather than accumulate information and right answers. You do this by evaluating what happened in the game. You are the objective pair of eyes to help them learn from everything that happened, and everything that didn't happen! Sounds like fun right?

*Question: What will it take for you to learn from the game vs. seeking information?*

#### **Coach Prep**

This session is about Game Design. Which is based on the question: what are the results your player wants to Learn? Another way of asking the question is: how will your player add value to the customer / community / cause?

# Basic Coaching Playbook

---

And while going with the flow of the questions, look for opportunities to co-Learn a life changing conversation using these 3 “Super Powers”:

## **#4) Think – Freedom to Choose**

As you talk with your player about what they want to do, how they THINK will be revealed. You will see what they currently believe is possible for them.

Designing a specific game for the next 5 weeks is a revealing exercise in “choosing”. They can’t do “everything”. Here you want to help them become aware of the fact that they are choosing. Do they have the freedom to choose? Are their choices being dictated by some situation?

## **#5) Create – Play First**

As you talk with your player about the game you will see how they currently LEARN their daily life. Do they see it as a sequence of tasks they have to complete? Is that what life is about? Or do they see it as game that they get to play? Is that what life is for?

Here you can bring attention to the degree that their thinking is based in 20<sup>th</sup> century work mentality. Common themes include perfection trap, doing your own work and do it right the first time. Your game is to gradually free them up to move into the creative space of play.

## **#6) Learn – Evaluate what matters**

As workers in the Industrial Age we hated evaluation because there were only two options; either you did it right like you were supposed to, or you did it wrong and now you are in trouble. We learned this worker mentality every day in school. As a Coach Approach leader you must introduce them to player mentality. Players are in pursuit of results so they embrace feedback; they want to learn from everything.

Players embrace that in pursuit of results sometimes it happens, and sometimes it doesn’t AND that by LEARNING they can get the results they desire more often. When you are playing a game there is so much you can look at and learn from. The first thing to do is to select a small subset to look at so that you don’t Learn overwhelm. As a coach you will want to bring awareness to how your player learns. AND possibly introduce them to new ways of learning when they are ready.

# Basic Coaching Playbook

---

## The Coaching Outline for Session #2 The Game = The Big Results

### 1) WELCOME

**Say:** "Thanks so much for being my player. I can't wait to see what we discover together today."

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

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

### 2) The Game

**Ask:** Share with me your latest thinking, how would you describe YOUR big game is right now?

### 3) Define the RACE

**Say:** "We are going to use the RACE model to define the details of your game."

#### R) RESULTS!

**Ask:** What is the recurring result that you want to create each day in the game?

**Ask:** What is the impact you want to have on other people through this result?

**Ask:** What is the tangible measurable **OUTCOME** you want to create by getting these results?

#### A) ACTIONS!

**Ask:** What are the recurring actions that you will do each day to PLAY the game and create your results?

**Ask:** What is the skill you want to explore and **MASTER** by taking these actions every day?

#### C) CHALLENGE!

**Ask:** What are the challenges in the game that expect to face by playing for these results?

**Ask:** How can you bring the Spirit of Play into these challenges?

**Ask:** What support do you need?

**Ask:** Who do you want to **BECOME** as a result of facing these challenges?

#### E) EVALUATION! –

**Ask:** How will we evaluate your progress in the game each week?

### 4) Wrap Up

**Say:** "OK, we have a great game plan for the week."

**Ask:** "What are your highlights from the conversation?"

# Basic Coaching Playbook

---

## *Session 3) Coaching Theme Awareness – Be Yourself*

**Read Chapter 3 Prior to class: Page 83**

### **Coaching Super Theme Awareness – Be Yourself**

Awareness = Your “YOUUnique” view of the world  
Awareness is HOW we coach – it is how we help our player get better results

As a player in any game, the more you can understand yourself and see what is happening around you the more choices you have and the better you play. Becoming “aware” while playing is almost impossible, because while you are playing your focus is on the game. What the coach does is help the player “see” themselves and the game better through conversations and exercises when the game is not on. In athletics you can think of the time between “games” or during a “time-out”.

*Question: What is there to become aware of?*

### **Coaching Super Power: Curiosity – Exercise Wonder**

Curiosity is the first step in the Coaching Power Cycle that leads to expanded awareness for your player. Remember that the Power Cycle is a flow of 4 Super Powers that are used to expand awareness; awareness that leads to “becoming” a better player, taking better actions and creating better results.

Curiosity is all about asking questions. Asking provocative questions is the hallmark of great coaching. The first 6 Super Powers that you have explored have all been fueled by great questions. Your own curiosity is what takes these questions to the next level with your player.

*Question: What is there to be curious about?*

### **Coaching Super Power: Triplex Listening – Saying : Not Saying : Energy**

Triplex Listening is Step 2 in the Coaching Power Cycle (the HOW of Coaching)  
As we learned in the Curious Questions Chapter, as a coach you will ask a lot of questions. Well, after you ask a question your player will start talking so you will have to start listening.

Listening like a coach may be quite different than how you have ever listened before. Industrial listening was listening for facts, information and problems; and while the other person is talking, you are trying to “solve the problem” and figure out how to respond.

Triplex “Coaching” listening is different. When you are listening you are aiming to “see” the game through the players’ eyes and through your experience and intuition at the same time.

*Question: How do you triplex listen? Try to explain how you do it.*

### **Coach Prep**

Within each question use your intuition and curiosity to create a deeper exploration.

While going with the flow of the questions, look for opportunities to co-create a life changing conversation using the 4 “Super Powers” of the Power Cycle.

# Basic Coaching Playbook

---

## #7) Curiosity – Exercise Wonder

Ask the questions in the coaching outline.

Then if you have a question pop into your awareness, ask it.

As much as possible, frame your questions in an open ended way rather than implying an answer in the question.

“Have you ever tried posting on Facebook”? (has the answer in the question)

vs.

“Have you tried social media?”

vs.

“How do you create visibility for what you are sharing?”

## #8) Triplex Listening – Saying -> Not saying -> Belief/Energy

Listen fully with attention AND ease. Don't TRY hard to listen.

(There won't be a test on what they are saying!)

Hear what they are saying.

Listen for what happened;

Listen for what they want.

Hear what they are NOT saying.

Listen for what they are avoiding or resisting;

Listen for what didn't happen.

Hear the energy underneath their words.

Listen for dissonance between what they are saying and how it feels;

Listen for their beliefs and perceptions.

**THE BIG IDEA:** The coaching outline gives “just enough” structure to guide the conversation while you practice the first 2 Super Powers of the “Power Cycle”.

# Basic Coaching Playbook

---

## Coaching Outline for Session #3 Coach the Game – “BIG Awareness”

### 1) WELCOME

**Say:** "Thanks so much for being my player. I can't wait to see what we discover together today."

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

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

### 2) Coach the Game (aka RACE)

#### E) Evaluation.

**Ask:** How did the game go last week?

**Ask:** What were your results?

**Ask:** What did you learn from these results?

#### C) Challenges

**Ask:** What challenges did you encounter?

**Ask:** What did you learn from these challenges?

**Ask:** How can you bring the Spirit of Play into these challenges?

#### A) Actions

**Ask:** Do we need to refine the actions of your game?  
If so, how?

**Ask:** What is a new experiment we can try?

#### R) Results / Play Better

**Ask:** What can you do to play better this week?

**Ask:** What can you do to get better results?

### 3) Wrap Up

**Say:** "OK, we have a great game plan for the week."

**Ask:** "What are your highlights from the conversation?"

# Basic Coaching Playbook

---

## *Session 4) Business Theme Grow – Engagement*

**Re-Read Chapter 3 Prior to class: Page 83**

### **Business Theme Grow – Engagement**

As a Coach Approach leader you want to grow your business or organization. To grow a business you need to grow the people who are building it. You do this by orchestrating the business as a game and then coaching each player to engage fully and play better!

*Question: How can you apply the Coach Approach Leadership to your business, organization or family?*

### **Coaching Super Power: Self-Trust – Feel it ... Say it**

Self-Trust is Step 3 in the Coaching Power Cycle (the HOW of Coaching)

As we learned in the Triplex Listening Chapter, as a coach you will invest a lot of time listening to your player. As you triplex listen, “things to share” will pop into your awareness. Self-Trust is about feeling what you need to say and then trusting yourself to say it; Feel it... Say it. Some of the things you will want to share will be deeper than a typical conversation; we will discuss this in the next chapter.

Remember that while you are in the coaching zone you are looking at “the game” through your players’ eyes and your own experience at the same time. As you look at the game with them there will be so many things that you want to share to help them see more (awareness) and get better results.

*Question: Why is self-trust so important for a coach? How can you cultivate the awareness and courage to trust yourself in coaching conversations?*

### **Coaching Super Power: Go Deep – Look Beneath the Surface**

Go Deep – Look Beneath the Surface - is Step 4 in the Coaching Power Cycle (the HOW of Coaching) You start off asking curious questions and Triplex Listening to your player. As you triplex listen, “things to share” will pop into your awareness. Self-Trust is about feeling what you need to say and then trusting yourself to say it; Feel it... Say it. The big Kahuna of the Coaching Power Cycle is the “Ah Ha Moment”; when your player – and sometimes you too – has a new awareness that leads to playing better and getting better results. To create ah-ha moments, you have to be willing to go deep.

*Question: What is the value of going deep? How do you do it in a coaching conversation?*

### **Coaching Mistake: Tipping**

*Question: What is tipping? Why is it a “mistake”? How do you avoid doing it?*

### **Coach Prep**

#### **#9) Self-Trust – Feel it -> Say it**

As you dive into the questions and listening you will have insights and observations pop into your awareness that will influence the conversation. The KEY is to ASK Permission before you share them. eg. “I have an observation about this, can I share it with you?”

# Basic Coaching Playbook

---

"I just had an insight while you were talking, may I share it with you?".

Wait for them to say "Yes", before you share.

The key is to listen to your "gut" / "heart".

Be open and let thoughts "pop" for you.

When you share something from your "gut" you are moving from influence to vulnerability as a coach-approach leader. After you share, let go of the need "to be right" about what you shared; your player may or may not resonate with what it.

## **#10) Go Deep – Look beneath the surface**

When looking at bigger possibilities or exploring challenges, there is always something happening beneath the surface of the conversation.

What is REALLY going on here?  
How do you REALLY feel about it?

**THE BIG IDEA:** The coaching outline gives "just enough" structure to guide the conversation while you practice the 4 Super Powers of the "Power Cycle". For example, while you are exploring the challenges your player experienced, if you feel something, SAY something! (#9) (remember to ask permission first #2)

# Basic Coaching Playbook

---

## Coaching Outline for Session #4 Coach the Game – “BIG Awareness” (part 2)

### 1) WELCOME

**Say:** "Thanks so much for being my player. I can't wait to see what we discover together today."

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

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

### 2) Coach the Game (aka RACE)

#### E) Evaluation.

**Ask:** How did the game go last week?

**Ask:** What were your results?

**Ask:** What did you learn from these results?

#### C) Challenges

**Ask:** What challenges did you encounter?

**Ask:** What did you learn from these challenges?

**Ask:** How can you bring the Spirit of Play into these challenges?

#### A) Actions

**Ask:** Do we need to refine the actions of your game?  
If so, how?

**Ask:** What is a new experiment we can try?

#### R) Results / Play Better

**Ask:** What can you do to play better this week?

**Ask:** What can you do to get better results?

### 3) Wrap Up

**Say:** "OK, we have a great game plan for the week."

**Ask:** "What are your highlights from the conversation?"

# Basic Coaching Playbook

---

## *Session 5) Business Theme Lead – Action*

**Re-Read Chapter 2 Prior to class: Page 64**

### **Business Super Theme: Lead**

The game of business is played by taking actions (mostly communications) in pursuit of results (satisfied customers, advocates and employees). Coach Approach Leaders inspire purpose-based creative action by everyone on the team.

*Question: What are the differences between actions to complete a task and actions in pursuit of a result? What are the differences between completing tasks and pursuit of mastery?*

### **Play Pattern Language**

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

Our theory is that the language of play and games is the natural language of coaching.

*Question: How does using “Play language patterns” get you into a Coach Approach mindset?*

### **Critical Moments and Role Play**

As you know we put a LOT of emphasis on coaching the recurring activities of the game. When you focus on recurring activities you will reveal a lot what we call: “critical moments”. A critical moment is one that has a big impact on whether or not your player gets the results they want and reaches their objective.

The BEST coaching skill for “critical” moments is the role play. The role play is where the coach plays the role of the person the player needs to talk to. It could be a specific person. Or it could be a “typical” person for a recurring activity.

*Question: What is the value for the coach in doing a role play? What is the value for the player in doing a role play? What “fears” could prevent the coach or player from doing a role play?*

### **Coaching Mistake Preachy**

*Question: What does it mean to be preachy? Why is it a “mistake”? How can you avoid it?*

### **Coach Prep**

This session is about playing for better results by using a role play.

And while going with the flow of the questions, look for opportunities to co-create a life changing conversation using these 3 “Super Powers”:

### **#4) Think – Freedom to Choose**

# Basic Coaching Playbook

---

Together you will choose a critical moment in the game to explore. Here you find out what your player THINKS the critical moments are.

## **#5) Create – Play First**

By creating a role play with your player you can Play First WITH them in a practice environment. Here you can bring attention to their resourcefulness and resilience because practicing like this will probably be a step outside of their comfort zone.

You will be able to observe if they are stuck in a perfection trap; worried that they won't show you how perfect they are. Your game is to gradually free them up to move into the creative space of play.

## **#6) Learn – Evaluate what matters**

By doing a role play you can evaluate how they play through direct observation. Then you can share your feedback and play again. This sequence will help your player gain confidence and capability – TRUE learning.

# Basic Coaching Playbook

---

## The Coaching Outline for Session #5 The Game = Role Play a Critical Moment

### 1) WELCOME

**Say:** "Thanks so much for being my player. I can't wait to see what we discover together today."

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

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

### 2) Coach the Game (aka RACE)

#### E) Evaluation.

**Ask:** How did the game go last week?

**Ask:** What were your results?

**Ask:** What did you learn from these results?

#### C) Challenges

**Ask:** What is a critical conversation that we can practice right now using a role play?

#### Set up the Role Play

1) **Ask:** What is the result you want in this conversation?

2) **Ask:** Who am I playing? Please describe the persons general characteristics in 30 seconds.

3) **Ask:** What is the persons point of view toward the issue?

#### Jump into the Role Play for a few minutes

5) **Call time out!** Share feedback if you have some.

**Ask:** How am I doing playing the role? Do I need to refine anything?

6) **Try it again.** Throw in a few twists as the role player if you want to see how your player responds

7) **Repeat** as many times as necessary until you feel your player has confidence for the conversation.

#### A) Actions

**Ask:** How can you apply what we practiced here to your critical conversation?

#### R) Results / Play Better

**Ask:** What can you do to play better this week?

**Ask:** What can you do to get better results?

### 3) Wrap Up

**Say:** "OK, we have a great game plan for the week."

**Ask:** "What are your highlights from the conversation?"

# Basic Coaching Playbook

---

## *Session 6) Business Theme Sell – Commitment*

**Re-Read Chapter 1 Prior to class: 45**

### **Coaching Super Theme: Sell – Commitment**

Coach Approach Leaders must master the art of selling! Sales is a relationship that results in commitment. You must be able to sell opportunities, ideas and sometimes products and services! The ability to create commitment from a foundation of belonging is the hallmark of a Coach Approach Leader.

*Question: How does belonging create a foundation for commitment?*

### **Coaching Super Power: Permission : Control->Influence->Vulnerable**

Coaching is a non-hierarchical relationship! You cannot CONTROL your player. Hah, the truth is that you can't control anyone over the age of 12; but that is a different conversation. The beauty of the coaching relationship is that it begins with this truth rather than the illusion of control.

While you cannot control your player, you can influence them but ONLY when you gain their trust.

A powerful step in the direction of a Permission based relationship is the willingness of both individuals to be vulnerable: to share deeper truths and be open to the influence of others.

*Question: How do you feel about being an "influence" in the life of another person?*

### **Coaching Super Power: Judgment-Free Awareness**

Judgment-free Awareness is an "inner state" that manifests in a powerful place of presence. In this place you can see what is happening and "not happening" in the game and move gracefully toward your vision or ideal.

The state of Judgment-free Awareness is the best place to be when learning something new or in any endeavor where you want to get better at doing at something.

The BIG idea is that "judgment", and specifically judging oneself or someone else harshly for "doing it wrong", dramatically slows down the learning process.

Practicing judgment-free awareness with oneself and teaching it to your players is one of the essential practices of coaching; and a huge gift to humanity!

*Question: What does judgment-free awareness mean to you?*

### **How to talk like a coach**

Talking like a coach is different than talking like a parent, friend or manager.

*Question: What did you learn about the differences and the benefits of talking like a coach?*

### **Coaching Mistake: Bland**

# Basic Coaching Playbook

---

*What does it mean to be bland? Why is this a "mistake"? How can you avoid doing it?*

## **Program Wrap Up**

*Question: What has been your biggest learning?*

## **Coach Prep**

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

As you complete any game, it is great to look back on how playing the game fulfilled your purpose in some way.

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

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

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

### **#3) Judgment-Free Awareness**

Judgment-Free Awareness is especially important when you are completing a game! We all tend to be very hard on ourselves. If you notice your player going into judgment about what they did or didn't accomplish in the game, ask permission and then gently share what you observed.

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

This is GREAT practice.

# Basic Coaching Playbook

---

## Coaching Outline for Session #6 Complete the Game – “BIGGER Why”

### 1) WELCOME

**Say:** "Thanks so much for being my player. I can't wait to see what we discover together today."

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

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

### 2) Coach the Game (aka RACE)

#### E) Evaluation.

**Ask:** How do you evaluate your game for the past 5 weeks?

**Ask:** What were your results?

**Ask:** What did you learn from these results?

Find something to celebrate!

#### C) Challenges

**Ask:** What challenges did you encounter?

**Ask:** What did you learn from these challenges?

**Ask:** How did you bring the Spirit of Play into these challenges?

Find something to acknowledge.

#### A) Actions

**Ask:** What capabilities have you acquired by playing this game?

**Ask:** Where did you expand your level of mastery?

#### R) Results / Bigger Why

**Ask:** How did your results fulfill your purpose for playing this game?

Find something to celebrate!

### 3) Wrap Up

**Ask:** "What are your highlights from our coaching experience together?"

*Ask: Can I share my highlights?*

**SHARE SOMETHING PERSONAL!**

# Basic Coaching Playbook

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



Key: **Coaching Super Power** • Coaching Skill

## Section 4) Basic Coaching Super Powers

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

#### *1.1) Coaching Super Theme: Belonging*

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

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

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

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

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

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

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

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

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

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

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

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

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

# Basic Coaching Playbook

---

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

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

### **Introduction**

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

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

### **Learning Objectives**

With the Bigger Why Super Power:

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

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

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

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

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

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

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

# Basic Coaching Playbook

---

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

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

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

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

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

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

## **Example of Shared Purpose**

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

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

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

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

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

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

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

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

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

# Basic Coaching Playbook

---

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

## What are some common mistakes to avoid?

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

## Basic Skill: Establish Coaching Agreement

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

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

## *1.3) Coaching Super Power: Permission – Control -> Influence -> Vulnerable*

### Introduction

Coaching is a non-hierarchical relationship! You cannot CONTROL your player. Hah, the truth is that you can't control anyone over the age of 12; but that is a different conversation. The beauty of the coaching relationship is that it begins with this truth rather than the illusion of control.

While you cannot control your player, you can influence them but ONLY when you gain their trust.

A powerful step in the direction of a Permission based relationship is the willingness of both individuals to be vulnerable: to share deeper truths and be open to the influence of others.

### Learning Objectives

With the Permission Super Power:

- You will discover a powerful way to build a bond of trust very quickly
- You will learn how to create a safe space for collaboration

# Basic Coaching Playbook

---

## What are the general truths about Permission?

1. Permission is about asking rather than assuming
2. Permission creates a space of mutual respect.
3. With Permission you can take bigger risks in the conversation.
4. Permission is a "trust accelerator".

## How do you use the Permission Super Power?

From a practical perspective this begins with the simple yet powerful act of "asking permission" before moving forward in the coaching conversation. It might seem a little formal – and at first it is – but it creates a powerful bond of mutual respect.

Examples:

- "Do I have your permission to be your coach today?"
- "Can I ask you a question?"
- "I have an idea for you that might be outside of your comfort zone. Can I share it with you?"
- "Can I offer you some feedback?"
- "Can we go a little deeper on this topic?"
- "Can we move on to a new subject?"

*Important: After you ASK for permission, WAIT for permission to be granted before you move ahead.*

### Permission Accumulates

The permission between two people builds over time in a conversation AND in a relationship. This will speed up your conversation flow. But remember that the bandwidth of your "conversation pipe" is 100% reliant on the permission that you have accumulated. Do not take it for granted.

So you will ask permission more in the beginning of a session than you will at the end. You will ask permission more in the beginning of a relationship than you will as the relationship matures.

Once you get permission to ask questions, you don't need to ask permission every time before asking another question. (see point #3 below)

Once you get permission to share your insights you don't need to ask permission every time before sharing an insight. (see point #3 below)

Once you have permission to explore a particular topic that permission carries you through that phase of exploration.

However, there is a BIG caveat here! It is very wise in any relationship, but especially a coaching relationship, to re-affirm permission on a regular basis.

# Basic Coaching Playbook

---

## **It is a good idea to ask permission whenever you:**

1. Want to change directions in the conversation
2. Broach a topic that is new between you
3. Go a little deeper – aka more personal – in what you are asking or sharing

## **Knowing when to re-ask for permission**

There is a feeling you will get when you know you need to re-establish permission with your player. It is hard to describe; it is subtle. You just know. But here is the thing: asking permission is so easy to do. So if you are feeling any disconnect in your bond with your player in the conversation or in the relationship, ask permission before taking the next step. It works wonders!

**(Hint: that is why it is a Coaching Super Power!)**

## **Control -> Influence -> Vulnerable = a path of transformation**

This is a powerful progression in any relationship, but it is essential in a coaching relationship if you are playing for transformational results.

It begins with the immediate transformational shift from control to influence. Here you acknowledge that control is an illusion at best and a manipulation at worst.

Influence is when you allow your thoughts, actions and choices to be moved in a new direction or expanded in some way based on your interactions with another person.

Being a positive influence requires trust and is typically built on a foundation of shared purpose. (SEE the Super Power Bigger Why!)

Next is the shift from influence to vulnerable. Vulnerability by choice is opening a deeper access into ones thoughts, feelings, perspectives, choices and actions.

While influence often begins as a one-way street between the coach and the player, vulnerability requires two-way exchange of deepened influence. This is the deepest and most profound form of relating where both individuals are willing to be vulnerable to the positive influence of the other while maintaining their own sovereignty.

When both the coach AND the player choose to be vulnerable in the relationship, truly transformational conversations and experiences can occur.

## **Permission is the way out of the "hidden agenda" syndrome**

One of the biggest challenges in a coaching conversation or coaching relationship is when the coach has a "hidden agenda" with the player. This is when the coach feels that the player should do a certain thing, or feels that the player should think a certain way; AND then doesn't share this with the player. Then what typically happens is the coach's agenda "slips out" in the questions they ask or the ideas they share. The coach tries to covertly guide the player to seeing it or doing it "their way".

This is a big coaching mistake with a very simple solution!

Get permission, and then share your agenda with the player. Having an agenda is OK. Having a hidden agenda is not OK. Once you share your "agenda" you can have a lively and thoughtful exploration about it and the player can choose if they are in favor of your agenda or not.

# Basic Coaching Playbook

---

If your player is not in favor of your agenda, aka your approach, idea, belief etc., then it is up to you to “let it go” for now and let your player play the game their own way.

Often when your agenda does not quite fit the player, it does influence the player to improve their own plan in some way. Often hybrid plans that are even better than what either of you would create alone are co-created in these conversations.

## **What to do in a Coach Approach Leader + Manager Scenario**

The truth about business operations is that there are some things that must be done in a particular way. When you are coaching an individual AND managing them at the same time, there may be times when you need to insist on your player doing something (or not doing something) because of organizational protocols. When this happens you have to let your player know that you are shifting into “manager mode”.

Remember:

You manage workers and tasks and protocols for completing tasks the “right way”.

You coach players and the individual creative pursuit of results in the world.

Whenever there is a right way or wrong way to do something, you need to manage the person, not coach them.

As an additional note: many “athletic coaches” are more like managers than coaches.

## **Benefits – How does Permission make you a better coach?**

- Asking permission creates a strong bond of trust and respect between coach and player.
- Asking permission keeps you aware of the needs and desires of your player.
- Asking permission helps you avoid making assumptions.

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

1. You ask permission early and often in a conversation / relationship
2. You “just know” when “the bond” between you and your player is weakening and intuitively ask permission to strengthen it.
3. You can sense when what you are about to ask or share is going to a “new depth” and you intuitively ask permission first.
4. The depth of your coaching relationships continues to build. You can tell that your player is trusting you more; willing to share more of the “REAL” truths, challenges, needs and opportunities.
5. Your players start asking YOU for permission to ask and share.
6. As the coach, you can be vulnerable in a conversation without making it “about you”.

# Basic Coaching Playbook

---

## What are some common mistakes to avoid?

1. Assuming that you have permission from one conversation to the next; one topic to the next.
2. Not waiting for the player to grant permission when you ask for it.
3. Mistaking being vulnerability for “dumping your junk” on the table.

## Basic Skill: Trust & Intimacy

Ability to create a safe, supportive environment that produces ongoing mutual respect and trust

- a. Shows genuine concern for the player's welfare and future,
- b. Continuously demonstrates personal integrity, honesty and sincerity,
- c. Establishes clear agreements and keeps promises,
- d. Demonstrates respect for player's perceptions, learning style, personal being,
- e. Provides ongoing support for and champions new behaviors and actions, including those involving risk taking and fear of failure,
- f. *Asks permission to coach player in sensitive, new areas.*

## 1.4) Coaching Super Power: Judgment-Free Awareness

### Introduction

Judgment-free Awareness is an “inner state” that manifests in a powerful place of presence. In this place you can see what is happening and “not happening” in the game and move gracefully toward your vision or ideal.

The state of Judgment-free Awareness is the best place to be when learning something new or in any endeavor where you want to get better at doing at something.

The BIG idea is that “judgment”, and specifically judging oneself or someone else harshly for “doing it wrong”, dramatically slows down the learning process.

Practicing judgment-free awareness with oneself and teaching it to your players is one of the essential practices of coaching; and a huge gift to humanity!

### Learning Objectives

With the Judgment-Free Super Power:

- You will discover another powerful tool for building a bond of trust.

# Basic Coaching Playbook

---

- You will learn another powerful tool for creating an environment of collaboration.
- You will learn how to use JFA to become a “fast-learner”.

## What are the general truths about Judgment-Free Awareness?

1. The concept of judgment-free awareness was first popularized by Timothy Gallway in a groundbreaking coaching book: “The Inner Game of Tennis”. It was soon realized that it had many applications off the court.
2. Judgment-Free Awareness is more essential now than ever as we move out of the Industrial Age of Work into the Connected Age of Purpose and Play. The more we play, the more we need JFA. (Judgment-Free Awareness)
3. Judgment – the practice of looking for what is wrong – is a learned behavior; mostly from our experiences in Industrial School where our ability to reproduce “right answers” was trained and tested and we were “punished” for mistakes.
4. Cultivating JFA is an ongoing practice similar to “mindfulness”.

## How do you use the Judgment-Free Awareness Super Power?

### First we will explore this from the perspective of the player in the game

Most likely, you will need to teach this concept to your players.

Judgment-Free Awareness begins with clarity of the game actions and the intended results of those actions.

Then the next step is to engage in the actions and SEE what happens and doesn't happen from a place of curiosity. As in: “Oh, that's interesting. I did “X” and this is what happened...”

If you maintain curiosity, you can naturally adjust your action, trying something different each time as you move naturally in the direction of your vision; learning quickly from everything that happens and doesn't happen.

In this “state” you are open and resourceful; you are OK with not knowing; OK with not getting the results you desire this time; OK with “failing”. You are joyfully in pursuit of your vision. You are joyfully getting a little better every time or at least learning something every time.

OK, that is the ideal; but it doesn't usually go quite that way! Since we grew up in the Industrial Age of “there is a right and wrong way to do everything” / zero defects / “do it right the first time or don't do it at all”, after a few attempts that do not get the desired result, we want to quit.

This is known as the “perfection trap”.

So the key is to notice the “judgmental thought” and be judgment-free about it. As in: “Oh, how interesting, my mind just went into judgment about what happened. Make a note of it and plan to explore it - with everything else – with your coach after the game. Then get back in the game!

After “the game” – a period of time where you take actions in pursuit of results – explore and evaluate everything with your coach. Feedback is the breakfast of Champions. Evaluation of the game is a

# Basic Coaching Playbook

---

super fun creative process when in the space of Judgment-Free Awareness. Evaluation with a coach is WAY better and WAY easier than sitting alone trying to sort through the feedback from the game.

## **What Judgment Looks / Sounds like.**

Keep in mind here that we are not talking about judgment in the form of “good judgment” which is the discernment of the best way to approach a situation.

We are talking about the judgment that is “**an argument with reality**”.

In other words:

- “That should not have happened like that.”
- “This should not be happening.”
- “Why is this happening to me?”
- “What is wrong with me?”
- “Why can’t I get this right?”
- “That was a mistake.”
- “I screwed that up big time.”

You get the idea!

## **From the Coach Perspective**

There are two parts to this.

1) When you are in a coaching conversation with your player, be on the lookout for them going into judgment about themselves or their situation. When you notice it, call attention to it and introduce them or remind them about the power of judgment-free awareness. Guide them to a place of open curiosity. Openly explore tensions or pressures that come about why something needs to start happening NOW... or else.

2) Notice when you, the coach, have gone into judgment about the player, or the player’s situation. Address it as soon as you notice it. Details below.

## **How to notice that you have gone into judgment about your player:**

1. You will notice this initially as a feeling of agitation or pressure that something needs to be different than the way it is.
2. You will notice yourself guiding them or steering them toward your vision in a way that feels forced or manipulative.
3. You will have a feeling that you KNOW what they should do and you are going to get them to do it your way.
4. You will have a thought that you don’t “approve” of something that they are doing.

# Basic Coaching Playbook

---

5. You will feel a performance pressure to get them going because soon they won't be satisfied with your coaching because of the results.

## **What to do when you go into judgment with your player:**

1. Call "time out"! Yes, life and business coaches can call "time out". ;-)
2. Call yourself out. Say: I just noticed that I am having a judgment about you / your situation. Can I share it with you? After they say "yes", share your judgment as straightforwardly as you can.
3. Ask your player what they see about it?  
For example: Did they have a similar judgment? Does it spark any insight for them about their situation?  
It is quite possible that your player noticed some tension building, or noticed some weakening of "the bond" mentioned in the Permission Super Power. They will most likely be grateful to have your "judgment" on the table.
4. Explore it together in any way that feels right to your player. Remember, it is NOT about you, it is about what THEY need to play better.
5. Let it go! And get back into judgment-free mode and your players game.

## **Benefits – How does Judgment-Free Awareness make you a better coach?**

1. When your player knows that you are actively seeking a state of Judgment-Free Awareness they will feel a very strong bond of belonging with you.
2. Your players will share more deeply, more easily when they know they can count on your judgment-free awareness.
3. You will have much greater "coaching presence". You will see more and hear more.
4. Your players will become more resourceful and YOU will become more insightful.

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

1. Your players start to call themselves out on going into judgment.
2. When you call yourself out on going into judgment your players get great value. And/or find it amusing.
3. You notice your players becoming more resourceful and more excited to share about what they are learning from their game successes and failures.
4. You notice yourself becoming more aware and insightful. You can start to "hear energy" and tone and other subtleties.
5. You and your players find learning new things to be really fun and engaging again.

# Basic Coaching Playbook

---

## What are some common mistakes to avoid?

1. Being afraid to call "time out"; This is being afraid of being judged by your player.
2. Going too far in pointing out judgment and becoming the "judgment-free police"

## Basic Skill: Coaching Presence

Ability to be fully conscious and create spontaneous relationship with the player, employing a style that is open, flexible and confident

- a. Is present and flexible during the coaching process, dancing in the moment,
- b. Accesses own intuition and trusts one's inner knowing - "goes with the gut",
- c. Is open to not knowing and takes risks,
- d. Sees many ways to work with the player, and chooses in the moment what is most effective,
- e. Uses humor effectively to create lightness and energy,
- f. *Confidently shifts perspectives and experiments with new possibilities for own action,*
- g. *Demonstrates confidence in working with strong emotions, and can self-manage and not be overpowered or enmeshed by player's emotions.*

### 1.5) Coaching Mistake: Bland

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

#### Bland

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

### 1.6) Coaching Practice for Session #1 : Bigger Why – "Belonging"

#### Coach Prep

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



# Basic Coaching Playbook

---

## #1) Bigger Why – Share Your Purpose

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

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

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

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

## #3) Judgment-Free Awareness

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

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

This is GREAT practice.

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

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

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

# Basic Coaching Playbook

---

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

### 1) WELCOME

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

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

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

### 2) The Game

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

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

*Possible follow up question...*

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

### 3) Define Winning

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

*Possible follow up question...*

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

### 4) The Bigger Why

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

> *Examples: Financial Freedom; Self-Expression*

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

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

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

# Basic Coaching Playbook

---

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

## 5) Start your game design

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

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

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

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

## 6) Wrap Up

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

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

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

Wait for them to say: "YES!"

# Basic Coaching Playbook

---

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

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

### **1) WELCOME**

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

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

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

### **2) The Game**

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

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

*Possible follow up question...*

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

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

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

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

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

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

### **3) Define Winning**

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

# Basic Coaching Playbook

---

*Possible follow up question...*

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

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

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

## 4) The Bigger Why

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

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

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

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

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

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

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

You can dig deeper. For example:

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

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

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

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

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

# Basic Coaching Playbook

---

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

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

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

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

## 5) Start your game design

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

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

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

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

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

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

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

Get creative here.

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

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

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

Here you challenge them to be creative and curious.

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

## 6) Wrap Up

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

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

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

# Basic Coaching Playbook

---

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

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

## **The importance of giving a challenge**

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

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

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

## Chapter 2) Coaching Theme: Results – Add Value

### 2.1) Coaching Super Theme: Results

#### **Results = Your “YOUUnique” contribution in the world**

The fundamental reason why any individual chooses to become a player in a game with a coach is because they have a strong desire to create new, better or bigger results in the world. No one needs a coach to keep doing what they are already doing!

“Results” are what happens in the world when you take action. **In a game, the results are something that you can NOT control but you can influence** with your strategy, energy, skill, resourcefulness and luck.

As a coach we help our players get better results in many ways including: better game plan, improved skills, better choices, focused energy and supportive environments.

When you pursue results, sometimes they happen and sometimes they don’t; in other words, you can succeed or fail. The opportunity to succeed or fail based on your actions is actually what makes life, and any game, fun to play. Since you can fail – which is not nearly as much fun as succeeding - it sparks the desire to want to play better and succeed more often. This is where coaching comes in!

The Purpose of Coaching is to guide an individual or team to play better and win on their own terms.

This means: the pursuit of results in the world that will not happen unless YOU do it.

To jump into a game where failure is an option requires courage; this is why the safe space created with the coach is essential.

Results are the primary topic of coaching conversations. This is pretty much what you talk about all the time. The conversation begins with co-creating an understanding of the desired results that spring forth from the Bigger Why. Then creating a plan to create the results, playing the game and then learning from what happened and what didn’t happen.

The Coach creates a safe space for the indepth exploration of success and failure with an intense focus on learning from every experience. These conversations are where coaching makes a huge difference and it becomes clear that one should never attempt to play a BIG game in the world without a coach by their side.

The Super Powers in this section: Think, Create and Learn will empower the coach and player to create new and bigger results in the world.

#### **Coach Approach to Life Fundamental = Add Value**

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

The ability to create results is the core ability that accelerates the experience of Adding Value. Adding Value is all about results.

In the 20<sup>th</sup> Century – the Industrial Age - the way to add value was by “fitting in” to an organization and following instructions – to complete tasks that you could control without making mistakes – In the Industrial Age YOU do not matter, you can be replaced.

# Basic Coaching Playbook

---

In the 21<sup>st</sup> Century – the Connected Age – the way to add value is by expressing your unique contribution to create results in the world – to take actions in pursuit of results that you cannot control but you CAN influence. In the Connected Age YOU matter.

## *2.2) Coaching Super Power: THINK – Freedom to choose*

### **Introduction**

Think. In the context of playing a new, bigger, better game we begin with what the player wants to do to fulfill their purpose. What game objectives are they free to choose right now? Then we gradually introduce the player to new ideas to consider and new ways of thinking.

As a Coach you also need to become an observer of your own thinking, remaining open and flexible. There is a fine balancing act here to be done. On one side you must honor and respect your players' current way of thinking: they can only choose what they are currently free to choose. At the same time you must model being open and curious to new thoughts so that greater and greater fields of possibility become available.

Here we rely on the Permission Super Power as a foundation. Always ask permission before you encourage your player to think a new thought.

### **Learning Objectives**

With the THINK Super Power:

- You will respect and honor your player's current thinking and guide them in making the best possible objectives and plans within what they currently think is possible.
- Using Permission as a foundation you will encourage your player to think new thoughts and expand their freedom to choose new objectives and plans.

### **What are the general truths about the THINKING?**

1. We all have a way of thinking. Some people are pretty set in how they think (as in strategic, linear or abstract etc.) while others are open to new ways of thinking. No "WAY" is better or worse than the others. BUT ... and this is the key... HOW you think is different than WHAT you think. No matter HOW you think you can expand into new ideas and possibilities.
2. WHAT you are able to think reveals your current freedom to choose.
3. After you and your player share a Bigger Why (aka purpose), the next thing you do is THINK about what the desired results are (aka objectives or goals), and how they will approach creating these results (aka big picture or game plan).
4. There is no set cause-effect relationship between playing and thinking. Sometimes playing a bigger game will expose you to new thoughts. Sometimes being exposed to new thoughts will inspire you to play a bigger game.
5. When we respect HOW we think and realize that WHAT we think is always open to new possibilities we are free to become a player again.

# Basic Coaching Playbook

---

6. Another way of saying THINK is: "How you make sense of the world".
7. Another way of saying freedom to choose is: "This is what I believe is possible for me to do right now..."
8. Respecting HOW someone thinks and honoring WHAT they currently think shows that you care about them as "a person".

## How to use the "THINK" with your players...

THINK is about transforming the Bigger WHY into specific objectives for the upcoming period of time. A good time frame for this conversation is 3 months (1 season), but it can be shorter or longer. A coaching relationship occurs over one or many "seasons".

You co-create objectives with your player that are aligned with the Bigger Why and based in what the player THINKS is the most important result to play for next. Coaching and playing is always focused creating results.

There will be many possible ways to express the bigger why so the key is to choose what to focus on for the next period of time. Your player can not do everything all at the same time. (Hah, but we always seem to wish that we could!)

Once you hone in on the result to focus on, you also lay out an overarching approach for creating the result.

Here are the basic THINK questions:

- What is the recurring result that you want to create each day in the game?
- What is the impact you want to have on other people through this result?
- What is the tangible measurable OUTCOME you want to create by getting these results?
- What is your overall approach to creating these results on a daily basis?

## Freedom to Choose can be a challenge. Proceed with caution!

As a coach it can be tricky when you are guiding your player in the area of THINKING about what they are going to do. It is an easy trap to want to apply your thinking style onto your player. As in you think they should focus on one thing! But they are abstract thinkers and need a few different things in the game. You think they should have a linear plan! But they are an abstract thinker and need to try a variety of experiments to see how it comes together. Or vice versa: they want to focus and you think: why don't you keep your options open? (See what I mean?)

So you have to remember to be respectful of HOW the player thinks.

## Example of THINK

Here at CoachVille our big result is a new student signing up for our school. (Like YOU!) Or as we say it: A potential student says: "YES!" We are always playing for the "YES" result.

We always have an approach to create more YES's that we experiment with for the current season. Right now, for example, we are playing with making it easy for people to refer someone to CoachVille.

# Basic Coaching Playbook

---

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

You have to learn how to dance with these ideas with your players. Traditionally managers are taught to tell your employees what to do and how to do it.

In some cases you may be able to open up the game for a player to define the results they are playing for. But in some cases the specific result is already defined (by the job title).

Being open to co-creating HOW your player will pursue the results is the real opportunity here for you.

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

1. The pursuit of results NOT task completion is the real juice of coaching.
2. Being open to different ways of thinking provides a gateway for deeper connections with people.
3. Co-creating how your player will pursue the desired results is SUPER FUN!

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

1. You find yourself naturally talking about results rather than tasks.
2. In coaching conversations you easily respond to how the player is thinking and dance with them there.

## **What are some common mistakes to avoid?**

1. Skipping this step and simply telling your player what to do and how to do it. LOL!
2. Putting too much of YOUR way of thinking into the players desired results and plans.
3. Thinking you have to fully understand their way of thinking before you can start coaching. You have to learn to "get the picture" or "get a feel for it" vs. needing to intellectually understand it.
4. Thinking that your players desired results or approach is WRONG and stifling your thoughts.  
Hint: if you feel strongly about something, ask permission and share it without attachment.  
We will get into this more in the next session.

## **Basic Skill: Planning and Goal Setting**

Ability to develop and maintain an effective coaching plan with the player

- a. Consolidates collected information and establishes a coaching plan and development goals with the player that address concerns and major areas for learning and development,*
- b. Creates a plan with results that are attainable, measurable, specific and have target dates,*
- c. Makes plan adjustments as warranted by the coaching process and by changes in the situation,*
- d. Helps the player identify and access different resources for learning (e.g., books, other professionals),*

# Basic Coaching Playbook

---

e. *Identifies and targets early successes that are important to the player.*

**Additional Notes:**

f. Defining the objectives of the game is a powerful form of goal setting

g. Clarifying the recurring actions and desired results of play is a powerful form of planning

# Basic Coaching Playbook

---

## 2.3) Coaching Super Power: CREATE – Play First!

### Introduction

CREATE. In the play framework this means finding the game actions that will create the results in a way that adds value to others. Sounds like fun right?

We start with the premise that there are MANY possible ways to create the desired results. This is VERY different than the Industrial Mindset which dictated that there is one correct way to do everything. Your game as a Coach is to guide your player through the creative process to find the best way for them based on their current abilities and preferences.

The creative process includes experiments, explorations and experiences; messes, euphoric discoveries and epic failures ... REAL LIVING!

Again we can't emphasize enough that you will need to encourage your player to let go of the Industrial Age Perfection Trap and the need to get it right the first time! This mindset is absolutely antithetical to the creative process and playing for results.

"Play First" means that you pursue results with the spirit of play. You recognize – AGAIN – that you cannot control the results you are after, BUT you can influence them. And you can become better and better at expanding your positive influence with every discovery.

### Learning Objectives

With the CREATE Super Power:

- You will guide your player on a joyful "invention" of THEIR best possible way to create the results they are pursuing and thus fulfill their current purpose in the world.
- Using Permission as a foundation you will share your ideas for experiments and explorations without being attached to your player trying it "YOUR way". And many times they will be excited to try your ideas.

### What are the general truths about the CREATING?

1. We are all wildly creative. However our creativity gets stifled when we learn that failure is bad; that messes get us into trouble. This is why the play framework – with the essential truth "you win some / you lose some" – is so freeing.
2. When we are creating we feel energized and alive. This is how we were meant to live.
3. Creating results that add value to others is the way we fulfill our purpose in the world.
4. After your player has a Bigger Why and Specific Results (THINK) the CREATE Super power is about designing the action plan for the day/week that is intended to create the desired results. The action plan is a creative experiment / exploration.

# Basic Coaching Playbook

---

5. Finding the game is NOT making a sequence of tasks to complete; it is not linear. It is planning a few recurring actions that are done many times in different ways with slight variations.
6. Finding the game is honing in on a unique way to take actions and get the desired results. And then even when you are getting the desired results, trying new experiments to create even better results more often. It is an ongoing process of exploration, discovery and invention.

## How to use the “CREATE” with your players...

CREATE is about transforming the game objectives into flexible action plans for the upcoming period of time. The desired results remain constant for the time frame, but the way or pursuing them can change. There is no “correct” way to create a specific result, but there is a best way for an individual to create the result now and the pursuit is to find it / invent it for the current season.

The CREATE process is a dance. You need some structure or boundaries to experiment with for the days / week ahead; you can’t try everything all at once. At the same time your player needs to be empowered and encouraged to improvise “in the moment” of the game. These improvisations can become a great discovery that is molded into a proven method that is mastered over time.

As a Coach you have to dance with your players’ current level of awareness and ability. You may know a lot more about the mastery of this game than they do, but you need to keep your suggestions – always with Permission – to ideas that are a match for where they are on the path of development.

Also, even when you know a lot more about how to play the game, it is vital that you allow your player to take the lead in crafting the game plan; then add to it or influence as the situation warrants. This is a fine line! While you must allow your player to try new things that do not work or create a mess, at the same time you also don’t want them walking blindly into a disaster. This is a judgment call. As always, the best plan is to ask Permission and then speak your mind; then let the player decide.

The existence of challenges is integral to finding the game. A challenge is anything that gets in the way of creating the desired result with your actions. Challenges are what make a game interesting and fun. By definition, if there were no challenges, it would not be a game; it would be work that you could control.

Guiding your player as they respond to challenges and find ways to play WITH them is a major part of coaching. A challenge is NOT a problem. A problem is something you want to solve and go away; a challenge is something you want to encounter and grow with. Think of an athletic game: the challenge is the other team. If the other team goes away, you don’t get to play!

Next you get your player into the game and “watch” what happens!

Note: in most life/business games you won’t literally watch them do it, but you will find out what happens soon enough.

Here are the basic CREATE questions:

- What are the recurring actions that you will do each day to PLAY the game and create your results?
- What is the skill you want to explore and MASTER by taking these actions every day?

# Basic Coaching Playbook

---

- What are the challenges in the game that expect to face by playing for these results?
- How can you bring the Spirit of Play into these challenges?
- What support do you need?
- Who do you want to BECOME as a result of facing these challenges?

## **Finding the game can be a challenge. Proceed with caution!**

The real challenge for the coach is finding the right balance in your guidance. Directing is too much. Only watching is too little. Guiding is somewhere in between and you need to continually assess your player and the situation to determine how much guidance they need.

The other challenge is “holding your tongue” when your player is about to do something that you are pretty sure is going to fail. Again you don’t want them walking into a disaster BUT at the same time you can’t protect your player from mistakes and messes. They are part of every worthwhile game.

## **Example of CREATE**

Here at CoachVille we are always trying new experiments in our pursuit of new students signing up for our school. (Like YOU!)

Another result we are always in pursuit of is the “WOW” experience for our students. This is another area where we are always exploring new ideas... and making a fair number of messes in the process. ;- ) Yet we are well known for being the most innovative coaching school; you can’t innovate without messes!

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

This is another area where you really have to learn how to dance with your players. Traditionally managers are taught to control their employees and make sure they don’t make mistakes.

The best approach here is to open up some space for experimentation while talking openly about the boundaries of play. Creating desire for innovation with transparency about the cost of certain messes and mistakes can create a deeper collaboration.

Being open to what your player might discover in their pursue of results could be a great opportunity for you and the organization.

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

1. When you become masterful with the CREATIVE process in your own life and the lives of others (AKA becoming a Player/Coach) you can be a real force in the world for good.
2. Often your players will CREATE something that is a great inspiration or benefit to you.
3. Guiding your players to take the risk of becoming a creator in life can be an ongoing source of joy and fulfillment.
4. Humans are born to CREATE. By guiding your player back to their own creative process you will make a HUGE difference in the world.

# Basic Coaching Playbook

---

## How do you know if you're getting it?

1. You find yourself naturally talking about creating a game rather than lists of tasks.
2. You start to think about new experiments all the time.
3. In coaching conversations you easily challenge your player to create while also naturally weaving in your own ideas.

## What are some common mistakes to avoid?

1. Trying too hard to direct your player away from possible failure.
2. Putting too much of YOUR "experience" into your players game plans.
3. Thinking you have to fully understand how your players game plan is going to "WORK" before they try it. You have to learn to "get the picture" or "get a feel for it" vs. needing to intellectually understand it all.

## Basic Skill: Design Actions

Ability to create with the player opportunities for ongoing learning, during coaching and in *work/life situations*, and for taking new actions that will most effectively lead to agreed-upon coaching results

- a. Brainstorms and assists the player to define actions that will enable the player to demonstrate, practice and deepen new learning,*
- b. Helps the player to focus on and systematically explore specific concerns and opportunities that are central to agreed-upon coaching goals,*
- c. Engages the player to explore alternative ideas and solutions, to evaluate options, and to make related decisions,*
- d. Promotes active experimentation and self- discovery, where the player applies what has been discussed and learned during sessions immediately afterwards in his/her work or life setting,*
- e. Celebrates player successes and capabilities for future growth,*
- f. Challenges player's assumptions and perspectives to provoke new ideas and find new possibilities for action,*
- g. Advocates or brings forward points of view that are aligned with player goals and, without attachment, engages the player to consider them,*
- h. Helps the player "Do It Now" during the coaching session, providing immediate support,*
- i. Encourages stretches and challenges but also a comfortable pace of learning.*

### Additional Notes:

- j. A coach is aware of designing recurring actions vs. a list of tasks*
- k. A coach designs actions that are practices to improve skills*
- l. A coach designs actions that stretch the player out of their comfort zone*

# Basic Coaching Playbook

---

## 2.4) Coaching Super Power: LEARN – Evaluate What Matters

### Introduction

“If you are willing to see, the game will teach you everything you need to learn.”  
-Coach Manny Schellscheidt: Hall of Fame Soccer Coach

LEARN. In the play framework this means helping our player acquire and build capabilities rather than accumulate information and right answers. You do this by evaluating what happened in the game. You are the objective pair of eyes to help them learn from everything that happened, and everything that didn't happen! Sounds like fun right?

In every experience of playing for results there are so many things to learn from. A BIG key here is that we are guiding the player to CREATE their best way to create the results in the world; we are NOT trying to get them to get the right answer; in play there are no right answers, there are opportunities to LEARN and pursue personal mastery.

The transformation from loser to LEARNER is a big part of this experience. Since the players we are coaching grew up in the Industrial Age they will have a difficult relationship with failure; remember, failure was not an option. So we need to guide our player into looking at the experiences of play with judgment-free awareness and become a learner rather than a loser. Not getting the desired results and learning something is an essential part of any good game.

The learning process is created by “looking” back on what happened in the game; looking at actions and reactions, choices and possibilities, desire outcomes, surprising outcomes, undesirable outcomes. Then with the player you hone in on what is most important to look at and learn. Then you talk about it and come up with a new plan and get your player back in the game.

Feedback is the breakfast of champions. This is a phase we love about the experience of being a player. When your player really gets that playing for results is NOT about right and wrong answers but rather an ongoing creative process, they begin to SEEK feedback rather than avoid it. Great players are in pursuit of mastery. Great players know that you only become great by facing big challenges and learning.

As a coach you will want to bring awareness to how your player learns. AND possibly introduce them to new ways of learning when they are ready. A residual of the Industrial Age is that people think that they need to LEARN by studying the right answers before they do anything. You will probably need to guide them into the process of learning from experience; you can also introduce them to collaborative learning.

### Learning Objectives

#### With the LEARN Super Power:

- You will guide your player on the engaging quest to learn from everything in the game and become a SEEKER of feedback in the pursuit of mastery.
- Your player will dive into LEARN-MODE; fueled by their purpose and their desire to create results

# Basic Coaching Playbook

---

- Using Judgement-Free Awareness as a foundation you will help them look at everything that happens and doesn't happen with open eyes and curiosity.
- Using Permission as a foundation you can share your observations about what they are doing that is creating a positive influence and what they are doing that is creating a negative influence on the results.

## What are the general truths about the LEARNING?

1. We are all avid learners. However our joy of learning got stifled in the right/wrong environment of Industrial school. This is why the play framework – with the essential truth that you can learn from every experience – is so freeing.
2. Learning is the ongoing development of capabilities; to do things well and create results. (again, NOT the accumulation of information or right answers)
3. When we are learning we feel energized and alive. This is how we were meant to live.
4. Learning from the feedback we experience in the game accelerates our ability to create the results that add value to others and fulfill our purpose in the world.
5. After your player has an experience of playing for results (CREATE) the LEARN Super power is about evaluating what happened and using it to THINK of a new way to play the game better the next time. Reviewing the game results is a collaborative exploration.
6. Evaluating what matters is NOT about making a list of everything that went “wrong”. It is being curious in how you look at what happened to find potential improvements AND creative ideas that can become the next experiment.

## How to use the “LEARN” with your players...

LEARN is about transforming the game experiences into learning that helps the player get better results in the next game. The desired results remain constant for the time frame, but the way the game plays out will be a little or a lot different every time.

The LEARN process is a dance. You need to celebrate what went well in a realistic way, look at the challenges with curiosity and openly explore “mistakes” and missed opportunities. This is a lot to do so you have to keep the right balance.

In the CREATE process you and your player came up with a variety of experiments to try, new territories to explore and new skills to try out. You need to keep track of what they are “playing with” so you can help them evaluate what happened in a somewhat orderly fashion. You may have to remind them that what they are doing is a CREATION or an EXPERIMENT! It is not a guaranteed path to get the right answer. In great games, there are no guarantees!

Also you have to help your player see mitigating circumstances and how they affect results. Sometimes your player will get an amazing positive result but it came about in a fluky way that is not repeatable. Other times they may take creative actions that don't get the desired result but were really close and on the right path.

# Basic Coaching Playbook

---

As the Coach, you have an objective view of your player and the game. So when you are evaluating the game with your player you need to take the lead in the conversation with curious questions that spark awareness for the player.

Exploring how your player responded to challenges is a major part of coaching. You have to dance with your players' current ability to process feedback. You may know a lot more about the mastery of this game than they do, but you need to keep your critique – always with Permission – to ideas that are a match for where they are on the path of development.

## Here are the basic LEARN questions:

- Tell me about the results of the game. What happened? What did you learn from that?
- Tell me about what didn't happen? What did you learn from that?
- Did anything unexpected happen? What did you learn from that?
- What challenges did you experience? How did you respond to them?
- How can you bring the Spirit of Play to this challenge the next time?
- Who did you BECOME as a result of facing these challenges?
- What do you want to play for in the next game? What will you do differently this time?

## Evaluating what matters can be a challenge. Proceed with caution!

The BIG challenge in the learning process is finding the balance between support and challenge. You want to support them in their own learning process but you also want to challenge them to see things in a new way, or look at things they are avoiding.

You definitely want to avoid "I told you so" type of comments when things don't go well.

You can go to the "maybe try it my way next time", but only very sparingly. Done in the right way at the right time you can build trust, at the wrong time it will diminish trust. Tricky.

The other challenge is "holding your tongue" when your player faces a challenge you know a lot about. There is a time to share your ideas, but don't jump in with a quick tip too often. This will put you into the "Answer Man" club and you want a deeper connection.

## Example of LEARN

Since we are always trying new experiments we are often staring in the face of lots of feedback.

The biggest challenge is usually wanting to "give up too quickly" when something doesn't work the first time. Related is deciding when to end an experiment that is not improving the results we are playing for.

## A note for managers becoming Coach Approach Leaders

# Basic Coaching Playbook

---

As in all of the steps of THINK – CREATE – LEARN this is an area where you really have to learn how to dance with your players. Traditionally managers are taught to control their employees and quickly correct their mistakes.

When your players begin to play for results rather than complete tasks you have to open up to lots of new experiences; which is also the gateway to new possibilities.

Being open to what your player might learn in their pursuit of results could be a great opportunity for you and the organization. This is how you create a “learning” organization.

## Benefits – How does the LEARN make you a better coach?

1. When you become masterful with the LEARNING process in your own life and the lives of others (AKA becoming a Player/Coach) you can be a real force in the world for good.
2. Often your players will LEARN something that is a great spark for you.
3. Humans are born to LEARN. By guiding your player back to their own learning process you will make a HUGE difference in the world.

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

1. You find yourself naturally seeking feedback in what you are doing.
2. You start to think about new challenges that you can learn from all the time.
3. In coaching conversations you easily guide your player into Learning from the game while also naturally weaving in your own ideas.

## What are some common mistakes to avoid?

1. Being too eager to provide a quick tip when your player faces a challenge.
2. Going too far into the details of every situation rather than honing in on one or two things that represent everything your player needs to learn right now.
3. Thinking that learning something only means avoiding mistakes the next time.

## Basic Skill: Manage Progress

Managing Progress and Accountability

Ability to hold attention on what is important for the player, and to leave *responsibility with the player to take action*

- a. Clearly requests of the player actions that will move the player toward their stated goals,*
- b. Demonstrates follow through by asking the player about those actions that the player committed to during the previous session(s),*
- c. Acknowledges the player for what they have done, not done, learned or become aware of since the previous coaching session(s),*
- d. Effectively prepares, organizes and reviews with player information obtained during sessions,*

# Basic Coaching Playbook

---

- e. Keeps the player on track between sessions by *holding attention on the coaching plan and outcomes, agreed-upon courses of action, and topics for future session(s)*,
- f. *Focuses on the coaching plan but is also open to adjusting behaviors and actions based on the coaching process and shifts in direction during sessions,*
- g. *Is able to move back and forth between the big picture of where the player is heading, setting a context for what is being discussed and where the player wishes to go,*
- h. *Promotes player's self-discipline and holds the player accountable for what they say they are going to do, for the results of an intended action, or for a specific plan with related time frames,*
- i. *Develops the player's ability to make decisions, address key concerns, and develop himself/herself (to get feedback, to determine priorities and set the pace of learning, to reflect on and learn from experiences),*
- j. *Positively confronts the player with the fact that he/she did not take agreed-upon actions.*

## **Additional Notes:**

- k. Debriefing after each weekly game powerful form of managing progress
- l. Giving your player a game card where they earn points for actions and results creates a rewarding and fun form of accountability

## **2.5 Coaching Mistakes: Preachy & Reactive**

We will continue our exploration Thomas Leonard's collection of 50 "Coaching Mistakes and How To Avoid Them; Less Oops. More WOW!"

### **Preachy**

- a. The coach always has an answer or solution for what player is experiencing. The coach fails to elicit the player's opinions, putting down the player's own experience and intelligence.
- b. The coach has strong opinions and pushes them on player, instead of sharing them. At worst, comes across as rude and inconsiderate.
- c. Needing to be "right" and attempting to convince, instead of just putting out ideas as options. Can develop into a contest of ideas, not coaching.
- d. The coach narrowly proselytizes one way to look at something, instead of offering several alternatives.
- e. Putting "shoulds" on the player ("you should do X"). May lead to arguing.
- f. The coach comes from arrogance, not curiosity.

### **Reactive**

- a. When a coach can't be with, or isn't comfortable with the player's problems or pain.
- b. Attempting to fix, resolve player's problems. Not understanding that the player may only need to be listened to regarding the issue, does not want feedback from the coach.
- c. Reacting emotionally to a player's situation. Projecting your own feelings about the subject onto the player and adding to the problem rather than relieving it.
- d. The coach pushes the player to change, take advantage of an opportunity, and address an issue. Pressing your agenda onto the player.

# Basic Coaching Playbook

---

- e. The coach tries to protect the player from themselves or reality.
- f. Jumping in too soon with comments / advice / solution. The coach fails to take time to reflect before reacting.

## *Friend vs. Coach*

A friend is supposed to jump into the emotion with you  
vs. coach maintains a more reflective perspective

## **2.6) How to coach a critical moment with Role Play**

As you know we put a LOT of emphasis on coaching the recurring activities of the game. When you focus on recurring activities you will reveal a lot what we call: "critical moments". A critical moment is one that has a big impact on whether or not your player gets the results they want and reaches their objective.

There are many possible scenarios for a critical moment in the games of life but MOST of them involve engaging in a conversation.

a) It could be "critical" because it happens over and over again without desired results

b) It could be "critical" because the possible rewards are great

c) It could be "critical" because it could be emotionally challenging in some way

The BEST coaching skill for "critical" moments is the role play. The role play is where the coach plays the role of the person the player needs to talk to. It could be a specific person. Or it could be a "typical" person for a recurring activity.

Doing a role play can feel uncomfortable for both coach AND player but when you understand the power of it, it is well worth expanding your comfort zone.

The bottom line is that playing a big game requires practice and our players never get to practice before jumping into the game. At the same time, doing a role play allows you, the coach, to "hear" your player in action and get a much better idea of their capabilities as a player.

To do a great role play only takes a few minutes.

### **Here is your 8-step method for a great role play:**

- 1) Ask the player to describe the persons' general characteristics in 30 seconds.
- 2) Ask the player to describe the persons' point of view toward the issue
- 3) If the person you are playing is of the opposite sex, you do not have to change your voice ;-)
- 4) As the coach, play it straight the first time and just get into it for a few minutes to see what happens
- 5) Call time out! Share feedback if you have some. Ask the player for feedback on how you are playing the role and refine if necessary.
- 6) Try it again. Throw in a few twists as the role player if you want to see how your player responds

# Basic Coaching Playbook

---

7) Repeat as many times as necessary until you feel your player has confidence for the conversation.

8) You may need to ask them to do some practice or prep on their own and try it again in your next session.

# Basic Coaching Playbook

---

## 2.6) Coaching Practice for Session #2: RESULTS

### Coach Prep

This session is about Game Design. Which is based on the question: what are the results your player wants to Learn? Another way of asking the question is: how will your player add value to the customer / community / cause?

And while going with the flow of the questions, look for opportunities to co-Learn a life changing conversation using these 3 “Super Powers”:



### #4) Think – Freedom to Choose

As you talk with your player about what they want to do, how they THINK will be revealed. You will see what they currently believe is possible for them.

Designing a specific game for the next 5 weeks is a revealing exercise in “choosing”. They can’t do “everything”. Here you want to help them become aware of the fact that they are choosing. Do they have the freedom to choose? Are their choices being dictated by some situation?

### #5) Create – Play First

As you talk with your player about the game you will see how they currently LEARN their daily life. Do they see it as a sequence of tasks they have to complete? Is that what life is about? Or do they see it as game that they get to play? Is that what life is for?

Here you can bring attention to the degree that their thinking is based in 20<sup>th</sup> century work mentality. Common themes include perfection trap, doing your own work and do it right the first time. Your game is to gradually free them up to move into the creative space of play.

### #6) Learn – Evaluate what matters

As workers in the Industrial Age we hated evaluation because there were only two options; either you did it right like you were supposed to, or you did it wrong and now you are in trouble. We learned this worker mentality every day in school. As a Coach Approach leader you must introduce them to player mentality. Players are in pursuit of results so they embrace feedback; they want to learn from everything.

Players embrace that in pursuit of results sometimes it happens, and sometimes it doesn’t AND that by LEARNING they can get the results they desire more often. When you are playing a game there is so much you can look at and learn from. The first thing to do is to select a small subset to look at so that you don’t Learn overwhelm. As a coach you will want to bring awareness to how your player learns. AND possibly introduce them to new ways of learning when they are ready.

# Basic Coaching Playbook

---

## The Coaching Outline for Session #2 The Game = The Big Results

### 1) WELCOME

**Say:** "Thanks so much for being my player. I can't wait to see what we discover together today."

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

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

### 2) The Game

**Ask:** Share with me your latest thinking, how would you describe YOUR big game is right now?

### 3) Define the RACE

**Say:** "We are going to use the RACE model to define the details of your game."

#### R) RESULTS!

**Ask:** What is the recurring result that you want to create each day in the game?

**Ask:** What is the impact you want to have on other people through this result?

**Ask:** What is the tangible measurable **OUTCOME** you want to create by getting these results?

#### A) ACTIONS!

**Ask:** What are the recurring actions that you will do each day to PLAY the game and create your results?

**Ask:** What is the skill you want to explore and **MASTER** by taking these actions every day?

#### C) CHALLENGE!

**Ask:** What are the challenges in the game that expect to face by playing for these results?

**Ask:** How can you bring the Spirit of Play into these challenges?

**Ask:** What support do you need?

**Ask:** Who do you want to **BECOME** as a result of facing these challenges?

#### E) EVALUATION! –

**Ask:** How will we evaluate your progress in the game each week?

### 4) Wrap Up

# Basic Coaching Playbook

---

**Say:** "OK, we have a great game plan for the week."

**Ask:** "What are your highlights from the conversation?"

## Chapter 3) Coaching Theme: Awareness – Be Yourself

### Awareness = Your “YOUUnique” view of the world

When you look at the Coaching Super Power trapezoid you see the major coaching themes on the left side: Belonging, Results and Awareness.

One way of understanding this:

Belonging is WHY we coach - it facilitates the coach-player relationship

Results is WHAT we are coaching for – it is what the player wants

Awareness is HOW we coach – it is how we help our player get better results

As a player in any game, the more you can understand yourself and see what is happening around you the more choices you have and the better you play. Becoming “aware” while playing is almost impossible, because while you are playing your focus is on the game. What the coach does is help the player “see” themselves and the game better through conversations and exercises when the game is not on. In athletics you can think of the time between “games” or during a “time-out”.

### What is there to become aware of?

This is a big question and there is a range compelling answers: one would be everything; another would be only what is most important to see right now to make the next improvement.

As a coach you help your player become aware of:

- What were the results of the game and what can be learned from the experience
- What were the challenges of the game and what did they “ask” of the player
- What resources do they have available that can be leveraged in the game
- How did their choices in the game impact the results; what other options were available
- Patterns of choices that they make; and how they could be maximized or improved
- What is their current skill level in an action; what their true gifts are
- What is the best way to improve a skill to get better results

### Talking about what happened in the game

There are two fundamental coaching experiences: 1) Where you directly observe your player “in the game” 2) Where you do not observe your player “in the game”.

Most life, business and leadership coaching is based on the second scenario so the coach helps the player become aware by talking about the game with the player based on the player describing the experience. In this case you use the Power Cycle to “see” the game through your players eyes by what they share. It is intense. It is truly awesome when you do it well.

However in many Coach Approach Leadership situations the coach does have some direct experience of observing the player in the game. In this case you still talk with the player about their experience but you have your own observations to contribute to the discussion.

# Basic Coaching Playbook

---

## The Coaching Power Cycle – the “HOW” of coaching

The Power Cycle is a flow of 4 Super Powers that are used to expand awareness; awareness that leads to “becoming” a better player, taking better actions and creating better results.

Coaching begins with asking *curious* questions. With the 3 Super Powers of Belonging as facilitators, and the 3 Super Powers of Results as the content, you dive into questions about the players’ experience of the game. You always want to know how they “see” it.

As the player shares about what happened in the game, what they see and what they want, you – the Coach - are “*Triplex*” listening. This means that you are hearing what they say, what they don’t say and the energy and beliefs coming through what they are saying.

As you Triplex listen to the player you will have thoughts and feelings “pop” into your awareness. Using the Permission Super Power as a facilitator, you use *Self-Trust* to share what you are seeing. Your awareness as the Coach comes in many forms and includes: feedback, an idea, an insight about what might have happened, a related experience that adds value. The player may or may not resonate with what you are saying. The key at this stage is to NOT get attached to being “right”, even if you are. Often when you share something that you see it will create new awareness for the player.

As you engage in asking curious questions, triplex listening and sharing via self-trust, opportunities will arise to *Go Deep* into the situation. This is where you go deeper by asking a more revealing question or sharing a more provocative insight. You will know that it is “deeper” by the way you feel about it... a little edgy. Often these deeper conversations will enter some new territory in your relationship: which will be powerful for both the coach and the player. Going deep is the real juice of life coaching and where most new awareness happens.

## Blind Spots

The reason coaching is such a powerful form of relationship is because as the player we cannot see ourselves play while we are playing. The coach is an “outside observer” who can help the player see what they cannot see as a gateway to better play and better results.

The deeper version of this concept is that beyond seeing what is happening – or not happening – in the game, we don’t see ourselves or even know ourselves as fully as we could. When we don’t see something about ourselves, like a habit or a pattern of choices or a belief, this is referred to as a blind spot. Coming to know ourselves more fully is one of the most profound experiences of being alive! Being in a worthwhile game in pursuit of results with a great coach is one of the best ways to come to know yourself in this way – to see into your “blind spots”. Often it is the great challenges that we face in the games of our lives that spark these awareness opportunities.

## Coach Approach to Life Fundamental = Be Yourself

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

The ability to create awareness is the core ability that accelerates the experience of Being Yourself. Being Yourself is all about awareness.

In the 20<sup>th</sup> Century – the Industrial Age – being yourself was not a good idea. Rather than seeing the world in your own unique way the acceptable approach was to attempt to see the world the same way everyone else saw it. Seeing the world your own way and being yourself was the rare domain of “artists” who typically lived as “outsiders”.

# Basic Coaching Playbook

---

In the 21<sup>st</sup> Century – the Connected Age – the way the way you see the world facilitates your unique contribution to create results in the world. In the Connected Age YOUR LIFE is ART and you are the artist.

# Basic Coaching Playbook

---

## 3.1) Coaching Super Power: Curiosity – Exercise Wonder

### Introduction

Curiosity is the first step in the Coaching Power Cycle that leads to expanded awareness for your player. Remember that the Power Cycle is a flow of 4 Super Powers that are used to expand awareness; awareness that leads to “becoming” a better player, taking better actions and creating better results.

Curiosity is all about asking questions. Asking provocative questions is the hallmark of great coaching. The first 6 Super Powers that you have explored have all been fueled by great questions. Your own curiosity is what takes these questions to the next level with your player.

If coaching was a car, questions would be the steering wheel; you use them to guide the direction of a coaching conversation.

Here we rely on the Permission Super Power as a foundation. Always ask permission before you ask a question that dives into a deeper level conversation or new territory.

Through curiosity you become a collaborative learner WITH your player. Your aim is to create the experience with your player that you really want to learn about them, you want to share in their experience of the game AND you want to share what you know BUT only when and how they need to know it.

### Learning Objectives

With the Curiosity Super Power:

- You will understand that questions are the starting point of great coaching conversations
- You will trust your own sense of wonder to guide you to great questions
- You will allow yourself to be a collaborative LEARNER not just a KNOWER / EXPERT
- You will know how and when to use different types of questions
- You will learn how to recognize “the bunny trail”; too many curious questions that don’t create new awareness that serves the purpose of getting better results.

### What are the general truths about the Curiosity?

1. The more curious you are about the player as a person and the player's experience of the game – aiming to see the game through their eyes – the better you will be able to coach them.
2. There are different types of questions; Leading questions (generally bad), clarifying questions (good in small doses), open ended questions for exploring and yes/no questions for choosing.
3. You can change the way you see the world by changing the questions you ask; as a coach you are a role model for asking better questions

# Basic Coaching Playbook

---

4. As you get into a conversation about the game your own sense of wonder will pop questions into your mind. ASK them! If the question seems deeper than usual or into a new direction, ask permission first.

5. Mostly great questions will just pop into your mind while you are coaching. However, there are some great questions to keep in your coaching "toolkit".

## How to use Curiosity with your players...

### Start with curiosity mindset

This is a big moment in your life as a Coach Approach Leader. Up until this moment you were trained to believe that your value came from knowing the answers; from being the expert. Here you will find out that your REAL value as a leader begins not with answers, but with questions. Freaky I know. There will be a time for sharing what you know... but now is not that time.

The FIRST thing you must do is get curious; to exercise your sense of wonder. It is in there, but you may have to dig a little; it may be buried under a life time of being trained to know the right answers AND don't ask too many questions!

### Ask the "standard" questions to get the conversation started.

The coaching guides provide you with excellent coaching questions. Start there. Just ask these questions WITH your sense of wonder behind them. There is no right answer to these questions! So you should really wonder what your player might say.

### As your player shares about the game, your own sense of wonder will pop questions into your mind.

Here is where it gets really interesting. Remember, you are a human! You are naturally VERY curious; even if it was stifled by years of Industrial Training! So as you are listening to your player share their thoughts to the standard coaching questions, your mind will pop with "wonder"!

When this happens... ASK! This may sound strange, but it is even ok sometimes to interrupt your player to ask a curious question that pops in your mind. These spontaneous questions are the juice of great coaching conversations; this is when coaching becomes a co-creation.

### Ask the questions that you feel will serve your shared purpose

When you learn to trust your curiosity, LOTS of curious questions will pop into your mind when your player is sharing. With practice you will gain an "instinct" for knowing which of these questions will best serve your shared purpose with your player.

Some curious questions can lead down what is called a "bunny trail". This is when a path of conversation is "interesting" but doesn't lead to any big awareness that helps your player get better results. This takes some practice to sense, but what will happen is you will actually be able to feel energy in your body when a conversation is going down a track that will not bear fruit.

The only way to cultivate this "instinct" is with practice. Start with going with the flow of your curiosity but don't go too far from the trail of the standard questions. The coaching outlines will keep you on a good path.

### Examples of leading questions

# Basic Coaching Playbook

---

Leading questions are when you ask a question with the answer you want embedded in the question. These types of questions should be avoided.

- Don't you think that was a bad idea?
- Do you think you should go to the meeting early?

Here is the point about leading questions: There is a time to make specific observations or strong suggestions to your player. When it is time for this, just SAY it, don't put a suggestion in the form of a question. This screws up the trusting energy of curious questions between you and your player. In other words if you often ask leading questions, they won't trust that your questions are curious.

## Examples of clarifying questions

Clarifying questions are used when you want to get a better understanding of what your player is saying or where your player wants to go in the conversation. They can be very useful. BUT if you use them too much the player will get the feeling that you don't "get" where they are coming from.

- This situation you just described, is this something you want to explore or did you just want me to know?
- This situation you just described, do you feel that is accurate or is it your interpretation?
- This situation you just described, do you think that is a real opportunity or is it more of a future possibility?

## Examples of great open-ended questions:

The Coaching guides for the Super Powers we have already covered provide great examples of open ended questions.

- Why do you want to play this game?
- What would it mean to you personally if you won this game on your own terms?
- What is the recurring result that you want to create each day in the game?
- What is the impact you want to have on other people through this result?
- What is the tangible measurable OUTCOME you want to create by getting these results?
- What is your overall approach to creating these results on a daily basis?

Here are a few great open questions you can use often...

- What did you learn from this challenge?
- Who is this challenge asking you to become?
- How are you going to celebrate this big win?

# Basic Coaching Playbook

---

## **Here is the framework of a great yes/no choice question:**

Yes/No questions are great when your player is making a choice about something. Most people are better off tapping into their "body wisdom" when making choices rather than trying to use logic to figure everything out. You can really help your player by asking them a series of choice questions.

So for a quick example if you were helping your player choose among a variety of marketing options you would set it up with your player like this.

OK, we have talked about a lot of different options here. Let's make a choice for what to do next. I will ask you about each option and you just listen to what your "gut" says about each one...

- Do you want to try using Facebook to find new clients?  
{be quiet and wait for them to answer}
- Do you want to go to networking events to meet potential customers?  
{be quiet and wait for them to answer}
- Do you want to try writing a blog to share your message?  
{be quiet and wait for them to answer}

This is a powerful process that will really help your player move forward with inner confidence in what they are doing.

## **Exercising Wonder can be a challenge. Proceed with caution!**

Earlier in this section we mentioned the concept of "bunny trails". A bunny trail is when your curiosity goes too far and you dive into a path of questions and answers about something your player shared. When you get into really wanting to know your player better – rather than looking at them as a person who can get a job done – it is easy to get fascinated by them in many ways. This is good, except often big chunks of time can disappear and you didn't make progress on their game.

So this is something to keep an "eye" on as you are coaching. It is a good idea to set a specific time frame for your coaching conversation so that you keep things on track. This takes some practice but the goal is to have an easy flow where you are staying on track while also being open to a few curious explorations.

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

Here are a few important considerations for managers becoming Coach Approach Leaders that also apply any time you start coaching someone you have known in another context like employee or colleague or friend (or if you are brave spouse or parent/child)

When you are coaching, you ask a lot of questions! So right away this might feel strange at first with people that you have known in another context. However, if you stay in the zone of "focused curiosity" your player will eventually love that you are really into them, their game and their success. Truth is most of us are starving for this kind of attention.

But again, since it may be new to your player that you are asking so many questions, at first they might get a bit on the defensive. So two things you can do: 1) tell them that when you are coaching you are going to ask a lot of questions; that is how coaching is done. 2) In your first few coaching

# Basic Coaching Playbook

---

conversations, keep your questions curious and creative rather than problem solving. Problem solving questions are more prone to crossing the line into “interrogation” / trying to figure out who is at fault.

A big clue to keep the conversation in the coaching zone is to be result focused rather than problem or task focused. Another clue is to remember that you are just as interested in who your player is becoming as you are in what they are doing. Using Permission and Judgment-Free Awareness will really help here as well.

This is another one of those “dancing” scenarios that just takes practice to stay in the coaching zone.

## Benefits – How does the Curiosity make you a better coach?

{Notes: helps you move out of expert mode/ answer man/woman mode; you will find out a lot more about what is really going on with your Player }

A lot of times as a manager or helpful friend you are called upon to figure out the solution to every problem. This can make you feel important but is ultimately unsatisfying and ineffective for creating a great team.

The BIG BIG benefit is that by being curious and practicing the Coaching Power Cycle you can move out of expert mode / “Answer Person” mode. While as a coach you will definitely share ideas and suggestions and perspectives with your player, you are just as interested in your player cultivating their own abilities to play the game. Playing the game means making decisions, taking actions and creating results (Coaching Trapezoid Level 2)

Another BIG benefit of starting with curiosity is that YOU can get into learn mode and learn more about your players and what they are experiencing in the game. This will ultimately help you move from the illusion of control to the reality of positive influence. Your team will create a better environment; better results and YOU will sleep better at night!

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

1. Your players can’t wait to talk with you because they know the conversation will be a great adventure.
2. You are able to be curious without going down the “bunny trail”; meaning you are able to keep the conversation open to exploring while maintaining focus on the results... at the same time.
3. You know when to ask open ended questions to explore and when to ask yes/no questions to help your player choose.
4. You can stay in the Coach Zone and move gracefully through the coaching dialogue no matter what is happening in your player’s game.

## What are some common mistakes to avoid?

1. Ignoring curiosity and getting right into “solving the problem”/ interrogation questions.
2. Going too far down the bunny trail of curiosity and losing focus on the result you are playing for.
3. Only asking one type of question; open ended / yes-no choice.

# Basic Coaching Playbook

---

4. Asking leading questions; questions that have the preferred answer embedded.
5. Pushing curiosity too far to where it feels more like interrogation!

## **Basic Skill: Powerful Questions**

Ability to ask questions that reveal the information needed for maximum benefit to the coaching relationship and the player

- a. Asks questions that reflect active listening and an understanding of the player's perspective,
- b. Asks questions that evoke discovery, insight, commitment or action (e.g., those that challenge the player's assumptions),
- c. Asks open-ended questions that create greater clarity, possibility or new learning
- d. Asks questions that move the player towards what they desire, not questions that ask for the player to justify or look backwards.

# Basic Coaching Playbook

---

## *3.2) Coaching Super Power: Triplex Listening – Saying : Not Saying : Energy*

### **Introduction**

Triplex Listening is Step 2 in the Coaching Power Cycle (the HOW of Coaching)  
As we learned in the Curious Questions Chapter, as a coach you will ask a lot of questions. Well, after you ask a question your player will start talking so you will have to start listening.

Listening like a coach may be quite different than how you have ever listened before. Industrial listening was listening for facts, information and problems; and while the other person is talking, you are trying to “solve the problem” and figure out how to respond.

Triplex “Coaching” listening is different. When you are listening you are aiming to “see” the game through the players’ eyes and through your experience and intuition at the same time.

Triplex Listening is the Super Power that requires the most practice to do well. Triplex listening means you take in what your player is saying; you also take in what they are not saying; and you take in the energy underneath what they are saying.

Triplex listening leads to knowing what to say – either something to share, that will come in the next chapter on Self-Trust, or something to ask as we discussed in the last chapter.

### **Learning Objectives**

With the Triplex Listening Super Power:

- You will learn to listen through your experience and intuition trusting that you will KNOW what to say next rather than trying to formulate a response while you are listening.
- You will learn how to listen on three levels at the same time by activating your intuition.

### **What are the general truths about the Triplex Listening?**

1. Triplex listening is really powerful and really hard!
2. It requires a zen-like state of relaxed presence and concentration. If you are trying too hard you are not doing it right!
3. When you provide triplex listening, your player will be amazed at what you “hear”.
4. Triplex Listening, taking the person in, is a profound form of relating that we are all capable of.

### **How to use the Triplex Listening with your players...**

You asked a question and your player starts talking. This is what you do next. This is what you do MOST of the time while you are coaching.

# Basic Coaching Playbook

---

Remember that the aim of the coaching power cycle is to pop new awareness that helps your player see the game better, see themselves better, see the world better; All of this will accelerate their ability to create better results: the ultimate aim of coaching.

You are listening to "take your player in" and SEE the game through your players' eyes. Not trying to remember what they are saying or figure anything out. When you can see through their eyes you can use your intuition and experience to help them play better.

You are taking them in on three levels: saying – not saying – energy.

**"Saying"** is the easy part but the key here is to NOT listen as if there was going to be a test later on what they said. You are "taking it in" not trying to "figure it out".

**"Not saying"** is a little more challenging. Your intuition and experience will tell you if they are missing something or avoiding something or if they are leaving out something from their experience of the game. It may or may not be intentional. An easy example here is when you ask your player about the game and they start talking and don't mention anything about the results. Mmm. This takes practice and relaxed focus, but you will start to hear it.

**"Energy"** comes to you in many forms. If you are on the phone you hear the tone of voice. If you are face-to-face you also see body language. In either case you also FEEL what your player is saying. This is also called "body listening". Here you especially notice dissonance between what your player is saying and the energy you are picking up. You will probably find that you are already doing this all the time when you listen to people, but now you will do it intentionally.

## Conversational Rhythm

The flow between two people in a conversation is a dance; each naturally knowing when it is their time to talk and when to listen. Sometimes there is space between and sometimes the energy picks up and talking – listening goes back and forth like a ball in ping pong game. Most of the time you will naturally match your players' rhythm in a conversation but sometimes they will match you. Your rhythm with your player will generally improve over time.

## Artful Interrupting

This is an essential skill of Triplex Listening. There are two basic scenarios where this will be very useful.

When your player starts talking and you are listening they may share more than you can "take in" at one time. You may need to jump in before they stop talking. "Whoa, this is a lot to take in! Can I share what I have so far?" (Permission)

They may also launch into a lengthy story with more detail than you need to hear. Remember coaching conversations typically have a time limit so you both need to move fairly quickly. In this case you may need to jump in and say something like: "OK, this is quite a story. I think I have a sense of what happened. Can you skip ahead to the bottom line?"

## Embracing Silent Spaces

When your player shares something and you are taking it in, you may need some space before you respond. This is OK. Also, when you ask a provocative question your player may be silent for a while before they respond. Silence is OK. Don't feel like you need to fill it too quickly.

# Basic Coaching Playbook

---

**Hearing what someone is “Saying – Not Saying – Energy” can be a challenge. Proceed with caution!**

When you first start “taking people in” you will feel all kinds of stuff!! This is a profound level of relating that we are all capable of but rarely practice. It may seem a little too intimate for work or business relationships but the truth is, this is what human relating is supposed to be about in all domains of life.

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

Triplex listening or “taking people in” requires a level of vulnerability for both the coach and player that is rarely experienced in a business setting. This is not a bad thing, business relating needs a significant upgrade! Using permission space and judgment-free awareness are really important here so that both of you feel safe.

A big point here is that you can NOT Triplex listen while you are multi-tasking! When you are in the coach zone with your player you need to put all of your attention into the coaching conversation.

## **Benefits – How does the Triplex Listening make you a better coach?**

1. Triplex Listening facilitates everything else that happens in the Coaching Power Cycle.
2. Triplex Listening will enable you to coach bigger players in bigger more complex games.
3. Your player will greatly value their time with you. They will feel that you “get them” better than anyone else they know.

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

1. You can “take it in” when your player is sharing and you can confidently pop a curious question or a share.
2. When you hear something your player is NOT saying, they wonder how you did that and the conversation moves to a deeper place.
3. You can really SEE what your player is sharing as if you were there when it happened.

## **What are some common mistakes to avoid?**

1. Trying too hard
2. Jumping to conclusions

## **Basic Skill: Active Listening**

Ability to focus completely on what the player is saying and is not saying, to understand the meaning of what is said in the context of the player's desires, and to support player self-expression

- a. Attends to the player and the player's agenda, and not to the coach's agenda for the player,

## Basic Coaching Playbook

---

- b. Hears the player's concerns, goals, values and beliefs about what is and is not possible,
- c. Distinguishes between the words, the tone of voice, and the body language,
- d. Summarizes, paraphrases, reiterates, mirrors back what player has said to ensure clarity and understanding,
- e. Encourages, accepts, explores and reinforces the player's expression of feelings, perceptions, concerns, beliefs, suggestions, etc.,
- f. Integrates and builds on player's ideas and suggestions,
- g. *"Bottom-lines" or understands the essence of the player's communication and helps the player get there rather than engaging in long descriptive stories,*
- h. *Allows the player to vent or "clear" the situation without judgment or attachment in order to move on to next steps.*

# Basic Coaching Playbook

---

## *3.3) Coaching Super Power: Self-Trust – Feel It...Say it*

### **Introduction**

Self-Trust is Step 3 in the Coaching Power Cycle (the HOW of Coaching)

As we learned in the Triplex Listening Chapter, as a coach you will invest a lot of time listening to your player. As you triplex listen, “things to share” will pop into your awareness. Self-Trust is about feeling what you need to say and then trusting yourself to say it; Feel it... Say it. Some of the things you will want to share will be deeper than a typical conversation; we will discuss this in the next chapter.

Remember that while you are in the coaching zone you are looking at “the game” through your players’ eyes and your own experience at the same time. As you look at the game with them there will be so many things that you want to share to help them see more (awareness) and get better results.

There are so many things to share: Observations, Feedback, How-to Suggestions, Experience, Problem solving, Inklings and Patterns. The first challenge is to trust that what you see and want to share is valuable. The second challenge is that often there are several things you want to share and you have to trust yourself to choose which will serve your player best in the moment.

Here again we rely on the Permission Super Power as a foundation. It is always wise to establish permission before you share something that is popping up for you during a coaching conversation.

### **Learning Objectives**

With the Self-Trust Super Power:

- You will learn how to trust what you are feeling and share it.
- You will learn several different categories of things to share with your player.
- You will learn the effective “openers” for each type of share.
- You will learn to tap into “extra intelligence”.

### **What are the general truths about Self Trust?**

1. When you are listening, your attention is on your player, so you will not be “thinking about what to say”. However with self-trust what you need to say will just pop up when it is your time to talk.
2. When you are listening you will sometimes feel a LOT of different things, and you will learn to trust yourself to share what is most important in the moment.
3. There is an “extra intelligence” between you and your player that you can both tap into when you practice self-trust.
4. Learning to self-trust is the gateway to masterful coaching.

# Basic Coaching Playbook

---

## How to use the “Self Trust” with your players...

The flow of a coaching conversation is asking questions, listening and sharing. I guess that is pretty much all conversations. What makes a coaching conversation unique is game play language and the focus on awareness, results and belonging. Here in the Coaching Power Cycle we are focused on expanding awareness.

As you are asking curious questions and triplex listening you are focused on your player because triplex listening requires most of your bandwidth. So you don't have a lot of space to figure out what to say when it is your time to speak. You just have to trust yourself to ask another curious question or say the best thing to move the conversation toward awareness and the player toward results.

This is the real super power here: The ability to keep your attention on triplex listening and then trusting yourself enough to just say the right thing without THINKING about it. Just feel it and say it.

**BIG POINT:** After you share something, don't be attached to your player embracing what you have shared. They probably will, but they may not. Either way is ok. You don't have to always be right! In fact not worrying about needing to be right or be the expert is what opens up the possibility of trusting yourself and sharing.

### A few scenarios to be aware of:

You may want to take a few notes – but not like there is going to be a test. Write down a few key words to remember things you want to ask about or share.

You may need to artfully interrupt if you REALLY need to share something and your player is not stopping to let you speak or if your player is going on too long into story.

If you do need a moment to “think” about what to ask or share next just say so! For example: “Give me a moment to think of where we should go with this”.

Also, if you have a few possibilities that you could share and you are not sure which is best, you CAN ASK your player! I was thinking about “this” or “that”, which do you feel would be most helpful.

### An overview of the typical things you will want to share (and a few thoughts about how to go about each one)

#### Observations

An observation is something that just pops into your mind about your players' situation. These will give your player a different perspective on their game.

#### Feedback

Feedback is when you have a comment about something they did well or a mistake that was made or an opportunity missed. In the early phases of a coaching relationship it is a good idea to emphasize that you have permission to share “negative” feedback. But once you have a solid coaching relationship with your player they will ask you to tell them how they can play better.

A quick point about feedback: In the Industrial Age feedback was never perceived as a good thing because we were supposed to know how to do everything the right way. Then there was the period where everyone was special and got a trophy even if they came in last place. These folks are not so

# Basic Coaching Playbook

---

fond of feedback either. So you have to be gentle about it BUT if your player is serious about creating results, they will learn how to embrace feedback from the game and from you.

## How-to Suggestions

A “How-To Suggestion” is when you want to share the details about how to do something. How-to training is definitely an important part of coaching but you want to emphasize permission space so that your player is on board with learning from you.

The first key is to customize what you are sharing to your player. Take into account their current level of skill and awareness. Customized teaching is one of the BIG distinctions between coaching and training.

Another key is to maintain a collaborative connection even when you are teaching something. You don't want to go into expert/guru mode. You want the player to own what they are learning from you and to choose to try it out in their own way.

## Experience

An experience is when you share about a personal experience that you think will illuminate something for your player. The coaching session is not about you so the key here is to keep your story short and to the point. Make sure you build your share to a conclusion that the player can do something with.

## Inklings

An inkling is an idea that pops into your awareness while your player is sharing. This is often the real magic of a coaching conversation. It is not something that you can logically explain or justify. It is just something that you feel can help your player play better.

Without getting too esoteric here, when two people are engaged in a meaningful conversation there is an energy of awareness that connects you like an extra intelligence. When you get an “inkling” this is the extra intelligence popping into your awareness.

Trusting your inklings and sharing them is probably the most important thing that will move you into “master coach” quality.

## Patterns

You see patterns when you observe your player for a period of time. Seeing and sharing patterns of thinking or acting that are not serving your player's pursuit of better results can be of great value to your player. Another name for sharing patterns is called: “Blind spots”. As players we don't see ourselves very clearly and many of the things we think, say and do become habits that we don't even see anymore.

As the coach when you share a pattern that you have observed you give your player an opportunity to choose a new way.

## Problem Solving

Ask permission before going into problem solving mode! There will be times when you and your player will want to solve a problem together or figure something out together. The key is to ask permission and then do it collaboratively. If you just jump into problem-solving mode your player can feel like YOU are solving the problem for them.

# Basic Coaching Playbook

---

Once you get permission you will probably get into a zone together and it can be a lot of fun.

## Here are the basic Self Trust “Openers”:

- Observation: As you were sharing I thought of something, can I share it with you?
- Feedback: I have some feedback about XXX
- How-To: I have an idea about how you could do this (better). Can I share it with you?
- Experience: I have had a similar experience that might shed some light on your situation, can I share it with you?
- Inkling: I had a strange idea come into my mind as you were sharing. I am not sure where it is coming from or if it is valuable. Can I share it with you?
- Pattern: I have noticed a pattern that we should bring to the surface. Can I share it with you?
- Problem Solving: Should we try to figure this out together?

## Feel It – Say it can be a challenge. Proceed with caution!

Probably the biggest challenge is trusting what you are feeling and then saying it. Most new coaches really hold back on sharing what they feel at first. As they build self-trust their coaching gets better and better!

The next thing that is a challenge is getting “attached” to what you share such that you expect the player to embrace everything you say. If they do, great! If they don’t, let it go. And don’t make it mean that you should stop sharing.

A lot of times you will share something and your player won’t resonate with it while you are talking. Then the next time you talk with them they will say: I was really thinking about that thing you said! I had a big ah-ha moment from it.

## A note for managers becoming Coach Approach Leaders

Trusting yourself to share without “thinking it through” first is a pretty big leap for most managers. But doing so will deepen your connection with your player accelerate their growth and your growth too!

As a manager you may have engaged in teaching your employee things in the past as “the right way to do it”. When you get into the coach zone, it is all about helping your player find THEIR best way to get the results they desire (and you desire for them too).

You have to learn how to dance with the collaboration of your ideas with your players ideas. Traditionally managers are taught to tell your employees what to do and how to do it.

## Benefits – How does the Self Trust make you a better coach?

1. Trusting yourself to share to create awareness puts you into the collaborative coach zone which is very powerful.

# Basic Coaching Playbook

---

2. When you have more self-trust you will put more bandwidth into triplex listening and you will hear more.
3. When you tap into the “extra intelligence” that exists in the space between you and your player you are tapping into something that we can’t access when we are alone. It is really the juice of master coaching.
4. Co-creating solutions and insights with your player is SUPER FUN!

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

1. You don’t have to try. It just happens.
2. You and your player shift into collaborative mode easily and co-create solutions and insights that neither of you could create alone.
3. Your player starts trusting themselves to see and share inklings during your coaching sessions.

## What are some common mistakes to avoid?

1. Not trusting yourself enough to say what you feel!
2. Getting “shut down” if something you share is not embraced by your player.
3. Arguing with your player about something you shared.

## Basic Skill: Direct Communication

Ability to communicate effectively during coaching sessions, and to use language that has the greatest positive impact on the player

- a. Is clear, articulate and direct in sharing and providing feedback,
- b. Reframes and articulates to help the player understand from another perspective what he/she wants or is uncertain about,
- c. Clearly states coaching objectives, meeting agenda, purpose of techniques or exercises,
- d. Uses language appropriate and respectful to the player (e.g., non-sexist, non-racist, non-technical, non-jargon),
- e. *Uses metaphor and analogy to help to illustrate a point or paint a verbal picture.*
- f. Share your observations and intuitions actively
- g. Share your expertise ONLY when needed

# Basic Coaching Playbook

---

## *3.4) Coaching Super Power: Go Deep – Look Beneath the Surface*

### **Introduction**

Go Deep – Look Beneath the Surface - is Step 4 in the Coaching Power Cycle (the HOW of Coaching) You start off asking curious questions and Triplex Listening to your player. As you triplex listen, “things to share” will pop into your awareness. Self-Trust is about feeling what you need to say and then trusting yourself to say it; Feel it... Say it. The big Kahuna of the Coaching Power Cycle is the “Ah Ha Moment”; when your player – and sometimes you too – has a new awareness that leads to playing better and getting better results. To create ah-ha moments, you have to be willing to go deep.

The Go Deep Super Power is the culmination of the Coaching Power Cycle. Go deep is about looking beneath the surface of the circumstances to explore what is REALLY going on with your player in the game; what is the big shift needed to create the big results they are playing for.

Going deep is sparked by an awareness that there is something beneath the surface that should be explored; and then broaching the topic.

While this applies to pursuing results in any endeavor, in life/business/leadership games the game is played in relationships and communication. Relationships are the terrain of deeper exploration of feelings, fears, desires, values, patterns and much, much more.

Becoming precedes results. This is a powerful mantra of the coaching relationship. In most cases before a new result is created in the world there is some “breakthrough in being” required. This is also known as “WHO” your player is; which is the deeper source of what they are doing and the results they are creating.

Here we rely on the Judgment-Free Awareness and Permission Super Powers as a foundation. Always ask permission before you go deep; make sure you are in a judgment-free space when exploring deeper thoughts, feelings and patterns.

### **Learning Objectives**

With the Go Deep Super Power:

- You will become aware when the opportunity for deeper awareness arises in a coaching conversation - the AH-HA window. Then you will get good at exploring it with your player.
- You will have a strong understanding of the different types of deeper awareness that are often needed to accelerate results AND you will know how to approach them.

### **What are the general truths about the Going Deep?**

1. Going deep requires courage and vulnerability by both the coach and player.
2. Becoming precedes results. Your player wants to create some new result in their world. There is someone they must “become” before the results start happening consistently. Becoming someone new occurs through going deep and looking beneath the surface.

# Basic Coaching Playbook

---

A metaphor: in order to construct a taller building, you need to dig a deeper foundation.

3. The opportunity for a BIG AH-HA moment will happen a few times in a typical coaching conversation. Will you notice it? Will you jump into it?
4. You and your player both need a healthy dose of JFA so you can Go Deep in a place of "lightness"; have fun with it. Life is a game to experience NOT a problem to solve.

## How to use the "Go Deep" with your players...

The first 3 steps of the Power Cycle will create a lot of great conversation that will help your player make incremental progress in their game.

Then, seemingly out of nowhere sometimes, an opportunity for a BIG AH-HA will pop up. Sometimes the coach will have it, sometimes the player will. There is an energy that you will feel in your body when you see something big for the first time. So the first thing is to notice that it is happening.

Then the BIG question is will you broach it with your player?; or will your player feel comfortable enough to broach it with you? These moments are like a "windows of opportunity" that opens up in a conversation for a brief moment and then quickly closes if you don't go through it.

After you broach it, then you can choose to explore it or not. Or you can choose to acknowledge it and explore it later. Either way can be appropriate, but if you don't broach it, typically the opportunity is lost. This is not the end of the world! I have found that in a good 30-minute coaching conversation an AH-HA window will present itself 1-3 times.

If your player resonates with what you have shared you can dive into it using the Power Cycle; BUT with extra Permission and Judgment-Free Awareness because of the potential for sensitivity. It is important to connect the deeper awareness the actions your player is taking and the results your player is creating. Avoid deep conversation for its own sake even though that can be alluring.

If your player chooses not to explore it with you, they may not feel ready to look at it or they may explore it on their own after the session and come back to you with some additional insights. Another possibility is that "the thing" will pop up again in a future session and you will have another opportunity to broach it; they may be ready the next time.

If your player chooses to explore it with you a BIG awareness like this will often become a theme of your coaching for a few sessions of more; it will be a huge growth opportunity; there will be great energy and often big results will start popping!

### Examples of GO DEEP Awareness Opportunities

- A fear that is blocking an important action of the game.
- A recurring pattern that is not serving your player.
- Something about the result they want is creating a conflicting intention. eg. They want more clients but they really value their free time.

# Basic Coaching Playbook

---

- A new way of playing the game that is contrary to what has “worked” in the past; meaning they will need to let something go.
- The need for better skill; especially in something your player thinks they are already “good at”.
- A relationship that is not serving your player in getting the results they want. They may need to make a request of make a change that is out of their comfort zone.
- A skill, ability, desire or value that is an important part of them that they have hidden because it created problems for them in the past.

## **Here are the basic GO DEEP approaches:**

- “Hold on. I just had a big ah-ha about your situation. It is kind of deep, can I share it with you?”
- I just saw a possible blind spot that may be holding you back, can I share it with you?

## **Looking Beneath the Surface can be a challenge. Proceed with caution!**

Go deep opportunities typically pop up first as an energy in your body, so you need to practice your body awareness to be good at this.

Similar to the Self-Trust Super power, the real challenge in this super power is holding back and NOT broaching the topic with your player.

Another challenge that is similar to self-trust is being attached to what you share with your player.

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

Going deep is definitely way out of the norm for a typical “work” relationship. This is why establishing when you are in “Coach Zone” is very important. There is definitely an expectation from the Industrial Age that work relationships don’t broach deeper topics requiring personal growth and expanded awareness.

But why? Life IS a deep exploration why would we turn this part of ourselves off for a BIG chunk of the day every day. Be bold! Be the manager that cares about personal growth. Be the manager that your player will remember forever.

## **Benefits – How does Go Deep make you a better coach?**

1. Creating deeper awareness is the ONLY way to create world changing results!
2. Deep Awareness conversations are the real juice of coaching. That and watching your player create world changing results!

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

1. You have instant awareness when an AH-HA window is opening.

# Basic Coaching Playbook

---

2. You have the courage to “drop everything” in the conversation and broach it without attachment.
3. You can smoothly connect a Go Deep conversation to actions and results.

## What are some common mistakes to avoid?

1. Ignoring AH-HA windows when they open up.
2. Trying to FORCE and AH-HA window into the conversation when it really isn't there.
3. Going for deep conversations and NOT bringing it full circle to actions in pursuit of world changing results.

## Basic Skill: Expand Awareness

Creating awareness is one of the most important and distinct elements of the job of a coach. New awareness is the purpose of all those powerful questions, active listening and direct communications!

### Creating Awareness

Ability to integrate and accurately evaluate multiple sources of information, and to make *interpretations that help the player to gain awareness and thereby achieve agreed-upon results*

- a. Goes beyond what is said in assessing player's concerns, not getting hooked by the player's description,*
- b. Invokes inquiry for greater understanding, awareness and clarity,*
- c. Identifies for the player his/her underlying concerns, typical and fixed ways of perceiving himself/herself and the world, differences between the facts and the interpretation, disparities between thoughts, feelings and action,*
- d. Helps players to discover for themselves the new thoughts, beliefs, perceptions, emotions, moods, etc. that strengthen their ability to take action and achieve what is important to them.*
- e. Communicates broader perspectives to players and inspires commitment to shift their viewpoints and find new possibilities for action,*
- f. Helps players to see the different, interrelated factors that affect them and their behaviors (e.g., thoughts, emotions, body, background),*
- g. Expresses insights to players in ways that are useful and meaningful for the player,*
- h. Identifies major strengths vs. major areas for learning and growth, and what is most important to address during coaching,*
- i. Asks the player to distinguish between trivial and significant issues, situational vs. recurring behaviors, when detecting a separation between what is being stated and what is being done.*

### 3.5) Coaching Mistake: Tipping

Here is another coaching mistakes taken from a collection by Thomas Leonard available as part of the Basic CoachVille Membership – you can find them all in your member resource center.

**Mistake #3** - Jumping in too soon with advice. (aka tipping)

# Basic Coaching Playbook

---

\* When you "know" you've got the perfect advice for a player and feel the need to interrupt them to share it with them, your advice probably won't be heard properly.

\* Remember, players need to share first (and be heard) before they are open to advice/solutions.

\* Ask yourself: "Why I am so eager to jump in with my tips, suggestions, advice, solutions?"

\* This is a major problem with coaches today.

If you notice yourself asking: "Have you tried..."  
You are about to tip.

Try asking: What have you tried so far?

Listen carefully. Then if you have a useful suggestion you can share it in context to what they have already done.

Example:

A player states that she wants to drink more water.

Coach tips: have you thought of putting a bottle of water in your bag?

BIGGER ISSUE - that is not a BIG enough game!

- Go for DEEPER issue first
- Find out the source of the issue
- Get to the bigger game
- Make a collaborative plan to teach new skills vs. tips

## *3.6) Coaching Dynamic: Support and Challenge*

Understanding the dynamic between support and challenge is perhaps one of the most challenging things a new coach must master because it gets straight to the heart of what makes coaching a unique experience. You have to be able to read your player and their situation and determine from moment-to-moment if you need to support them or challenge them.

A couple of key observations:

1) LIFE is inherently challenging and for the most part people are grossly under-supported given what they are trying to accomplish in their lives. The experience of someone really being there for you with ready and talented support is miracle in many people's lives. As a coach, you do this every day.

2) Most people – even stressed out people – are more bored with their situations than anything else. They are actually yearning to be challenged; challenged by someone who has their best interests at heart. And challenged in a way that they can step into that is out of their comfort zone but not TOO far out. Also, they want the challenge to be in an area that has meaning and purpose in their lives. Most people experiences challenges but they are not related to something of real purpose.

3) A LOT of the time, people make the same mistakes over and over again like they are sleep walking and there is no one close enough to them with the courage to tell them to WAKE UP! As a coach you have to shed light on situations that often people really do want to look at but need encouragement to do so.

### **When your player needs support you can:**

a) Tell them what you think they need to do next (yes, this is the time to give solutions)

# Basic Coaching Playbook

---

- b) Encourage them to tap into their purpose for playing this game
- c) Reinforce the growth you have seen in them so far

## **When your player needs challenge you can:**

- a) Tell them to figure it out for themselves!
- b) Stimulate them with a big idea
- c) Show them how to step up to a bigger game

## ***3.7) Coaching Practice for Session #3: Awareness***

Coach the Game – “BIG Awareness”

### **Coach Prep**

Within each question use your intuition and curiosity to create a deeper exploration.

While going with the flow of the questions, look for opportunities to co-create a life changing conversation using the 4 “Super Powers” of the Power Cycle.

### **#7) Curiosity – Exercise Wonder**

Ask the questions in the coaching outline.

Then if you have a question pop into your awareness, ask it.

As much as possible, frame your questions in an open ended way rather than implying an answer in the question.

“Have you ever tried posting on Facebook?” (has the answer in the question)

vs.

“Have you tried social media?”

vs.

“How do you create visibility for what you are sharing?”



### **#8) Triplex Listening – Saying -> Not saying -> Belief/Energy**

Listen fully with attention AND ease. Don't TRY hard to listen.  
(There won't be a test on what they are saying!)

Hear what they are saying.

Listen for what happened;  
Listen for what they want.

# Basic Coaching Playbook

---

Hear what they are NOT saying.

Listen for what they are avoiding or resisting;  
Listen for what didn't happen.

Hear the energy underneath their words.

Listen for dissonance between what they are saying and how it feels;  
Listen for their beliefs and perceptions.

## **#9) Self-Trust – Feel it -> Say it**

As you dive into the questions and listening you will have insights and observations pop into your awareness that will influence the conversation. The KEY is to ASK Permission before you share them. eg. "I have an observation about this, can I share it with you?"

"I just had an insight while you were talking, may I share it with you?"

Wait for them to say "Yes", before you share.

The key is to listen to your "gut" / "heart".

Be open and let thoughts "pop" for you.

When you share something from your "gut" you are moving from influence to vulnerability as a coach-approach leader. After you share, let go of the need "to be right" about what you shared; your player may or may not resonate with what it.

## **#10) Go Deep – Look beneath the surface**

When looking at bigger possibilities or exploring challenges, there is always something happening beneath the surface of the conversation.

What is REALLY going on here?  
How do you REALLY feel about it?

**THE BIG IDEA:** The coaching outline gives "just enough" structure to guide the conversation while you practice the 4 Super Powers of the "Power Cycle". For example, while you are exploring the challenges your player experienced, if you feel something, SAY something! (#9) (remember to ask permission first #2)

# Basic Coaching Playbook

---

## Coaching Outline for Session #3 Coach the Game – “BIG Awareness”

### 1) WELCOME

**Say:** "Thanks so much for being my player. I can't wait to see what we discover together today."

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

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

### 2) Coach the Game (aka RACE)

#### E) Evaluation.

**Ask:** How did the game go last week?

**Ask:** What were your results?

**Ask:** What did you learn from these results?

#### C) Challenges

**Ask:** What challenges did you encounter?

**Ask:** What did you learn from these challenges?

**Ask:** How can you bring the Spirit of Play into these challenges?

#### A) Actions

**Ask:** Do we need to refine the actions of your game?  
If so, how?

**Ask:** What is a new experiment we can try?

#### R) Results / Play Better

**Ask:** What can you do to play better this week?

**Ask:** What can you do to get better results?

### 3) Wrap Up

**Say:** “OK, we have a great game plan for the week.”

**Ask:** “What are your highlights from the conversation?”

# Play Two Win Playsheet + The RACE Model

|  |                              |
|--|------------------------------|
| <b>Step 1: Define the game</b><br><div style="display: flex; justify-content: space-around;"> <div style="border: 2px solid red; padding: 5px; text-align: center;"> <b>Name</b><br/> <small>the game</small> </div> <div style="border: 2px solid red; padding: 5px;"> <b>Purpose / Values</b><br/> <hr/><hr/><hr/><hr/> </div> <div style="border: 2px solid red; padding: 5px;"> <b>Spirit of Play</b><br/> <hr/><hr/><hr/><hr/> </div> </div>  |                              |
| <b>Step 2: Design the object of the game</b><br><div style="display: flex; justify-content: space-around;"> <div style="border: 2px solid red; padding: 5px;"> <b>Outcomes</b><br/> <hr/><hr/><hr/><hr/> </div> <div style="border: 2px solid red; padding: 5px;"> <b>Mastery</b><br/> <hr/><hr/><hr/><hr/> </div> <div style="border: 2px solid red; padding: 5px;"> <b>Becomings</b><br/> <hr/><hr/><hr/><hr/> </div> <div style="border: 2px solid red; padding: 5px;"> <b>Upgrades</b><br/> <hr/><hr/><hr/><hr/> </div> </div> |                              |
| <b>Step 3: Play for results</b><br><div style="border: 2px solid blue; border-radius: 50%; padding: 10px; text-align: center;"> <b>Results</b><br/> <hr/><hr/><hr/><hr/> </div>  | With intention<br>grow into  |
| <b>Step 4: Embrace challenges</b><br><div style="border: 2px solid blue; border-radius: 50%; padding: 10px; text-align: center;"> <b>Actions</b><br/> <hr/><hr/><hr/><hr/> </div>  | With vision<br>grow into     |
| <b>Step 5: Evaluate what matters</b><br><div style="border: 2px solid blue; border-radius: 50%; padding: 10px; text-align: center;"> <b>Challenges</b><br/> <hr/><hr/><hr/><hr/> </div>  | With engagement<br>grow into |
| <b>Step 6: Game Plan</b><br><div style="border: 2px solid green; padding: 5px;"> <hr/><hr/><hr/><hr/> </div>   | To get better                |
| <b>Step 7: Practice Skills</b><br><div style="border: 2px solid green; padding: 5px;"> <hr/><hr/><hr/><hr/> </div>   | To take better               |
| <b>Step 8: Inner Freedom</b><br><div style="border: 2px solid green; padding: 5px;"> <hr/><hr/><hr/><hr/> </div>   | To respond better            |
| <b>Step 9: World Power</b><br><div style="border: 2px solid green; padding: 5px;"> <hr/><hr/><hr/><hr/> </div>   | To sustain better            |
| <b>Step 5: Evaluate what matters</b><br><div style="border: 2px solid blue; border-radius: 50%; padding: 10px; text-align: center;"> <b>Evaluation</b><br/> <hr/><hr/><hr/><hr/> </div>  | With design<br>grow into     |