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# COACHING SUPER POWERS

Live your **DREAM** of creating  
a **BIG** impact in the world  
through life-changing  
conversations.

You can **PLAY** this book and learn 100  
times faster than by reading alone...  
and have a lot more fun!

**David R. Buck MCC, MBA**



## ***The Potter's Wheel***

*“Let my words become like a skilled potters hands  
Quieting, smoothing your life with their knowledge*

*Reaching into your tender core*

*And spreading you out.*

*Like the morning...*

*That leaps from the Sun's amused wink*

*Onto hills, boughs, and the backs of so many beautiful, laboring beasts.*

*God's duty is to make perfect ALL of your movements*

*Of mind, and of limb and your ascending shape of laughter.*

*Watch the way my hands dance, with their diamond edged brilliance*

*Cutting you open with music. Touching your heart...*

*And spilling that night-sky jar you carry,*

*That is always so full of giggling planets, and stars.*

*My words are like a divine potter's wheel.*

*If you stay near to me,*

*PLEASE stay near to me.*

*And I will spin you*

*Into*

*LOVE”*

*-Hafiz*

*(Rendered by Daniel Ladinsky)*

## Legal Matter

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Cover design by Deanna Stull

Also by this author:

Thomas Leonard's FULL PRACTICE for COACHES Volumes 1, 2; Leonard, Buck



## Welcome!

Hey there! Coach Dave here with you.

I am a professional Life Coach living a coaching life which is remarkable in so many ways. I am pumped to share this Coaching Super Powers “Living Book” with you.

Coaching Super Powers has two meanings. (I do love double meanings!)

A Super Power is a natural ability that is developed to the point where it has the potential for BIG impact. So the first meaning refers to using your natural abilities like purpose and curiosity and developing them into coaching super powers that can have a big impact on the people in your world.

The second meaning is coaching the Super Powers of your players; guiding them in the pursuit of greatness by expressing their natural abilities and developing them into Super Powers that will have a BIG impact in their world. Awesome!

So probably you are wondering... “what in the world is a ‘living book’?”.

So first off, this is the electronic version of the book which I am updating and adding to all the time... eventually I will settle in on a version for print publishing. So in a way it is “living” because it keeps growing and evolving.

Secondly it is a living book because throughout the pages you will be invited to join us at CoachVille to “play the game” that is based on the book. Here you can share your experiences as you apply the ideas of the book in your life. YES! You WILL earn points in the game and have the opportunity to win some valuable prizes! So hopefully you will join our vibrant community and your fellow readers and “live the book”. I would LOVE that! (You will notice here that I “ALL CAP” the words I want to emphasize in a sentence; over time you will start to read me as I would sound if we were talking together. You may also have noticed that I use parenthesis a lot to indicate sidebar comments which I also do all the time when I am talking).

OK. So I want to give you a quick introduction to me so that you can understand why I am writing a book about coaching...

My coaching journey started when I was a young child because my mom was a piano and voice coach and her music studio was right below my bedroom in the house. So every day, every day, every day for many years I heard her coaching her students – or as I would call them now... players. What I learned over time is that everyone plays better with coaching and practice. When you are around something every day, it just gets IN YOU and for sure, coaching got into me. With a voice coach mom, it should come as no surprise that one of the main themes of my business and leadership coaching is: “finding your voice”.

At the age of 12 I fell in love with the game of soccer and I started coaching soccer when I was 14 years of age; coaching a team of 9 year olds. (40 years ago! Yikes!) I was not a great soccer player at all but my passion for the game was off the charts. Everything I learned from my coach, I immediately shared with the young guys I was coaching. My soccer coaching career culminated with 14 years in my “dream job” as the Assistant Coach of the Seton Hall University Men’s soccer team where I assisted Head Coach Manny Schellscheidt who is in the US Soccer Hall of Fame. Coach Manny – a Soccer Coach AND a Life Coach by all accounts - is one of the treasures of my life. You will learn more about Manny and his wisdom throughout this book.

I started my career as a Life Coach 20 years ago. I was one of the first people in the world to earn a full time living as a Professional Life Coach. I have coached over 1,000 incredible individuals; I have logged over 15,000 hours of coaching (I stopped counting a while ago) and I have taught Life Coaching skills, concepts and methods to thousands of amazing people from all around the world. I LIVE coaching; I coach in my dreams; I think about coaching almost all the time.

Early in my career as a Life Coach in 1997, I had the life altering experience of being the coachee, best friend and collaborator with Thomas Leonard who is known as the founding father of Professional Life coaching. For five years we spoke on the phone every day about coaching and about life. We created and recorded programs together and shared the stage at many coach training events. We started CoachVille in the year 2000 and I was basically his “right hand man”. It was really, really fun! When he died suddenly in February 2003 he left CoachVille to me in his will.

In addition to having soccer coaches through college, I also played competitive tennis and had tennis coaches. I played the trombone and had coaches. I sang in jazz clubs and had a voice coach. I have

had life coaches, business coaches, leadership coaches... I have had a LOT of coaches for endeavors I was passionate about. Meanwhile, I have been an avid student of the game of life, especially the pursuit of personal transformation.

So when you pull it all together... I have been involved in a lot of coaching with super talented people both as the player AND as the coach.

I have sooooo much to share with you about becoming a great coach and the impact that you can have in the lives of others and in the world as a coach approach leader, professional coach or the host of a coaching ecosystem!

Let's do this... Together.

# Version Tracking

This is a living book! Together we can make it better and better with each new version.

Here is what I have planned so far... (Definitely subject to change LOL!)

Version	Date	Description
01	2017 March 6th	<b>Version 01</b> Section 1... Ready for feedback Chapter 1: DREAM - TEAM - COACH Chapter 2: Why Learn How to Coach Chapter 3: The transformation from work to purpose and play Chapter Previews for the whole book Game 1: The Pursuit of Greatness... Ready to play
02	2017 May 15th	<b>Version 02</b> Section 1 with edits Section 2... Ready for feedback Game 2: Strong Connections... Ready to play
03	2017 July 1st	<b>Version 03</b> Sections 1 & 2 with edits Section 3... Ready for feedback Game 3: The Game of YES!... Ready to play
04	2017 Aug. 15th	<b>Version 04</b> Sections 1, 2 & 3 with edits Section 4... Ready for feedback Game 4: Play for Results... Ready to play
05	2017 Oct. 1st	<b>Version 05</b> Sections 1, 2, 3 & 4 with edits Section 5... Ready for feedback Game 5: Deep Awareness... Ready to play
06	2017 Dec. 1st	<b>Version 06</b> Sections 1 - 5 with edits

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## **Prelude**

*Do you consider yourself to be a courageous person?  
Please take a moment and contemplate your answer.*

### **Here is a BIG TRUTH**

that can fuel you in your pursuit of greatness and your quest to become a great coach...

Nearly every person you know, and every person that you are going to meet, yearns for more of the JUICY moments of life. Truly YEARNS!

We want MORE.

More success, more meaning, more contribution, more connection

More creativity, accomplishment, influence, purpose, participation, possibility and self-expression

More acknowledgement, awakening, happiness, enjoyment, friendship, FUN, peace and LOVE

WE ALL WANT MORE.

And we want less of the troubling experiences of life today: less overwhelm, frustration, isolation, going through the motions and failing at trying to be perfect.

Not a greedy accumulation kind of more, many of us have enough STUFF... but rather an expanded experience of LIFE sort of more.

### **Here is a BIG secret from the world of life coaching...**

In the quest for more JUICY moments when we come alive...

in the creation of a new reality where your heart sings more of the time...

you must first BECOME more.

This little secret speaks to the deeper truth of our humanity in this time of turmoil – AND to the incredible possibilities you will have as a coach in the world.

To experience more of the juiciness that life has to offer, you must BECOME MORE of the greatness that is waiting inside of you. We yearn to tap into the Super Powers that we were born to express yet for most of us they are like a buried treasure that we have no way to find.

We all thirst to BE MORE of this greatness. Yet even if we KNEW how to access it, it would still very difficult because we were all trained to “do our own work”. But this is NOT the path to greatness.

Very few of us will quench this thirst by playing the game of life on our own. The game of life is NOT a game of solitaire! To step into greatness and express our Super Powers in any endeavor in life, most of the time, requires a great coach. Why? Because the Human imperative to play safe and stay small – and keep our greatness hidden - is as powerful and reliable as the force of gravity!

While this might seem like a bad thing, actually it is an AMAZING thing! First of all, it has kept us Humans alive for some 50,000 plus years, and this is important. And secondly, the dance (some refer to it as combat LOL) between these two forces (smallness and greatness) within each of us is what makes the game of life so compelling... AND so much FUN!

*Every human life is a riveting quest  
with the next moment of choice between  
smallness and greatness about to unfold.*

So the bottom line is this... because the thirst for greatness that propels us into the juicy moments of life is so strong WHILE the human imperative to stay safe is so tenacious, the potential demand for coaches is GINORMOUS! (Yes, that is a made up word. I do that sometimes!)

ARE YOU ready to BE that coach? Do you have the courage to be the voice for greatness when your player is staring fear in the face?

If YES, this book is definitely for you! Read on my friend. And you have found your home at CoachVille. We welcome you!

**With that settled, let's lay out a basic game plan for your life as a coach.**

(LOL, I know that is kind of funny)

The path to coaching mastery is a challenging and BUMPY road but worth the adventure in every way. This book along with the game, audios and activities will get you going down the path. If you enjoy it then I recommend that you jump into a live coach training program at CoachVille or one of the other excellent schools accredited by the ICF (International Coach Federation)

Here is the grand plan in three broad steps:

### **Step 1) Become a Coach Approach Leader**

As soon as you start learning how to coach you have to practice... A LOT... so you coach the people around you. It's good. It just happens like that. People in your business, your community, your colleagues, friends and even your family! You LOVE them so you want to see their Super Powers in action! You WANT them to be great.

And like EVERYONE, they want to BE more and you can guide them toward more juicy moments... even though you are just starting out. As you become skilled at bringing out the greatness – the SUPER POWERS – of others, a lot of amazing things start to happen.

But here is the really juicy part... LOVE is a really tricky thing. When you care about someone you have a strong desire to keep them safe. So by coaching the people you know and care about, you come face-to-face with the conflict between playing BIG and playing safe. This is good because you need more practice in dance than anything else.

As a little side note here: Coach Approach Parenting is a compelling possibility that you can explore if you have children; this will REALLY get you exploring the Play BIG / Play safe dance!

OK. Now if you are currently in an entrepreneurial venture or a position with commission or bonus potential, then the coaching abilities you acquire can add to your personal economy in a significant way! But even if you are not in a situation like that, coaching will likely expand your possibilities in your career and in almost everything you do on a daily basis.

Now, becoming a Coach Approach Leader may be all you are after at this stage of your life. If so, this is a great place to be. But you may have the dream to move on to Step 2.

### **Step 2) Become a Professional Coach**

Your experiences as a Coach Approach Leader will give you TONS of practice and build your confidence. Many people start professional coaching as a side hustle before taking the big leap. I did. Another way of saying it: don't quit your day job until you are confident in your coaching abilities and your ability to recruit paying players. Unless of course you have already quit! In that case ... just go for it!

Professional Coaching is definitely a business opportunity with huge growth potential. It is challenging but the demand is definitely there... in fact, it's EVERYWHERE. If you are willing to jump in and PLAY the game of business and handle the inevitable bumps and bruises, it can be

incredibly rewarding in both meaning and financial freedom. A little hint: it's a really good idea to hire a business coach! I also recommend our THRIVE! Program for Professional Coaches at CoachVille;-)

Imagine how valuable you will be to anyone with a BIG game to play in life when YOU are the one who can elicit their greatness; when YOU are the one who can unleash and guide their Super Powers. Yeah, pretty darn valuable.

What you learn and practice in this living book will accelerate you down the path to professional coaching.

### **Step 3) Build a Coaching Ecosystem**

This step is for authors, thought leaders, business and community visionaries and professional coaches who take their business to a high level! This is where you bring Steps 1 and 2 together!

First you bring Coach Approach Leadership to the way you build your team. Everyone is coached in pursuit of greatness. The YOUnique Super Powers of your team members start popping up all over the place. As individuals grow into leaders on your team, they too become coach approach leaders. This creates a winning environment for your team and your vision will flourish.

Next you bring coaching into everything you do with your clients. Naturally you provide coaching blended with your programs or products. Then you find ways to weave the coaching mindset into everything you do; coach approach marketing, coach approach selling and coach approach customer service. Every interaction is an opportunity for life-changing conversations, growth and greatness.

As your audience grows you build a team of coaches who are masters of your methods and unleash them out into the world to expand your reach AND your results.

Several of the coaches that I have coached over the years have made it to this level. I will share a few of these stories in Chapter 1. Awesome!

Many thought leaders I know have built dynamic coaching teams. It is a sight to behold!

Within organizations a coaching ecosystem is also known as a coaching culture. This is where the purpose of the organization and the pursuit of individual expression combine for a swirly mix of awesomeness.

I will share examples in the book so that you can catch the DREAM for yourself and your organization!

### **The Book AND the Games...**

This book is organized into 5 sections. Each section is made up of 3 chapters and an online game of missions and that are based on some ideas from the book but also ideas from our massive collection of coaching concepts.

In the book you will learn about what coaching is, ideas for your coaching dream, why you should learn how to coach, how to coach and lots of compelling ideas about humanity and the game of life.

Each game will get you out into the “real world” with 21 unique missions that will guide you on the path to becoming a Coach. I say “real world” because you play by engaging with the people in your life.

Here we go...

## **Section 1: The Pursuit of Greatness**

Where will your dreams take you?

This section will introduce you to the Coaching Power Pattern: Engages in Provocative Conversations and the “Abera Ca Dabera” magic that these conversations can have in your life.

### **Chapters 1, 2, 3**

#### **1) Dream – Team – Coach.**

We will explore what coaching is AND the 3 Coaching Dreams: Coach Approach Leader, Professional Coach and Coaching Ecosystem. I will introduce you to several CoachVille coaches so you can get a feel for how these dreams play in the world. Find your Coaching Dream and start to live into it!

#### **2) Why learn how to coach.**

We are all fueled by the quest for moments when we are most alive! The coaching dream runs on this fuel. We will also explore the truth that people hate to be managed but they love to be coached. You become a coach because you love the game and the people who play it.

#### **3) Global transformation from work to purpose and play.**

The dream of the world to break free of Industrial Age isolated worker mindset to the joyful possibilities we can create together in the Connected Age of Purpose! Coaching is primed to play a vital role in this fascinating chapter in the Human Story as each of us seek the joy of making a “YOUUnique” contribution to life. Learn about the shift from 20<sup>th</sup> Century Management Science to the 21<sup>st</sup> Century Coach Approach.

### **Game 1 Overview**

This game is so awesome and I truly do hope you will jump in and play it! In your journey to become a coach it is essential that the people closest to you are fully engaged and “on your team”; this is the purpose of this game. When you play this game you will be amazed at how this can happen.

In the game there are 21 “missions” to have a provocative conversation with the people you are closest to: your best friends, close colleagues and your mate if you have one.

Each day for 21 days, a new challenge will pop onto your online “Gamecard” where you will explore an idea from the book or a life coaching concept from vast archive. Then you will receive a “conversation guide” that you can use to have a 10-15 minute “Provocative Conversation” with someone in your life; a person that you talk to every day or almost every day anyway. You will explore topics such as purpose, friendship, challenges, desires and a perfect day. In this game you will courageously upgrade WHAT you are talking about. This is the first step to becoming a coach!

You will:

- Uplevel the conversations within your inner circle and start to become known as “the coach”;
- Build a strong foundation of connections to support you as you set out to play bigger in the world

This game (and all of the games to follow) also includes:

- Audio of readings from the 3 Chapters
- Audio to explain each mission
- Recordings of real coaching conversations from the Coach Dave archive; so you can experience how Life Coaching sounds and feels.
- Recordings from 2001 of Thomas and Dave talking about coaching and life; these are fun

**Game on!**

## **Section 2: Strong Connections**

WE have a dream!

In this section you will learn about the Coaching Power Pattern: Designs Supportive Environments. In Section One you focused on your inner circle, in this section to you expand further out into your second circle of colleagues and friends. We call this your “network” and you will learn how to Uplevel your network with deeper conversations to establish a shared dream.

This is essential in your life as a Coach because all opportunities come to us through other people... most of the time from people who know and admire us.

### **Chapters 4, 5, 6**

#### **4) How Does Coaching Happen?**

You will learn all about “observation-conversation” loops; the centerpiece of coaching. We will explore ALL that coaching is including: client-centered counseling, mentoring with challenging personal feedback, personalized teaching and personalized consulting.

#### **5) Coaching the Connected Mind**

This is a provocative exploration about how we BECOME the people that we are by adapting to the world around us. You will learn the powerful coaching framework: Born to be -> Learn to be -> Choose to be. You will learn about how the people, places, things and ideas that surround us define who we are and how by upgrading them you can choose who we will become.

#### **6) Tribes and Trauma**

Humans are social / tribal creatures. We experience – and often create – a LOT of trauma in the way we interact with each other. These traumas – both big and small - diminish our ability to bring a powerful presence to the game of life. To be a Coach, you need to understand how this happens AND learn how to facilitate “Post-Traumatic Growth”.

### **Game #2 Overview**

When you go out into the world as a coach or in pursuit of ANY big dream, your network is REALLY important. So we will start cultivating it right now! That's what Game #2 is all about.

In this game you will again have 21 missions. The object of the game is to UPllevel your Network by engaging in provocative conversations. This will expand awareness within your tribe of your quest to become a coach.

In addition, some of the missions will be to go into even deeper conversations about life with the folks from your Inner Circle; the same people that were the focus of Game 1. In every game, there will be missions to keep going deeper with the people closest to you. As I said before, as you travel on the growth path, they will need to know that you are growing WITH them not away from them.

Developing a shared dream in your Network is essential to your success. In Game #3 you will start recruiting “practice players” to coach. These players will either be people in your network or people introduced to you through your network.

### **Section 3: The Game of YES!**

#### **How to create profound belonging**

This section is a profound opportunity to play with a massive change in perspective: from the delusion of control to the possibility of influence. As you engage with people in your network about the possibility of coaching with you, you will find yourself face-to-face with a fundamental truth: to be a coach, you need players.

#### **Chapters 7, 8, 9**

##### **7) Enrollment Conversations With Potential Players**

You will define what you are looking for in the players that you want to coach. Then you will learn how to engage with someone to discover your shared purpose if you have one. Then you will learn how to generate enrollment by creating the possibility of a quest for the sweet things in life.

##### **8) Coaching Super Powers for Belonging**

After a LOT of buildup, at last we learn the first 3 Coaching Super Powers; the 3 P's of Belonging: **Purpose, Permission** and **Presence**. You will explore the life-changing framework: judgment-free awareness.

##### **9) Coach Approach to Everything**

When you Coach someone “ALL IN to Win” you will be called upon to do many things. Learn the best way to bring out the best in your player, teach a skill and provide challenging feedback. You will also learn about how to step into your life as a coach including seeing your player as a mirror and stepping into “The Transformation Zone”. Juicy stuff.

#### **Game #3 Overview**

In your next 21-Day challenge you will be recruiting “practice players”. You will courageously reach out to people you know – probably some of the folks you engaged in Game #2 - and invite them into a

“recruiting conversation” also known as a “Conversation for Possibility”. The game is to get 3 players to say: “YES” to a 60-Day Coaching engagement with you. As in games 1 and 2, there will also be a few Provocative Conversations to be had with your inner circle.

## **Section 4: ALL IN Coaching**

How to coach for results

Now things are going to really get interesting; you are going to start coaching for real. Learn how to navigate and co-create a coaching relationship. Break free from “task manager mode” and focus on RESULTS instead. Learn how to dual focus on results AND “becoming”. You will learn how to break out of the “it worked for me, it will work for you” trap that every new coach falls into.

### **Chapters 10, 11, 12**

#### **10) How to play and coach the games of life**

Learn how to use the RACE model to design a winnable game with your new players. RACE = Results, Actions, Challenges and Evaluation. Game design is one of the ultimate leadership skills of the 21<sup>st</sup> Century. This is how you facilitate the transformation from worker to player.

#### **11) Coaching Super Powers for Results**

You will learn how to use the ECAR (that’s RACE backwards) to orchestrate powerful coaching conversations. Learn the 3 Coaching Super Powers of Results: **Choose** what to play for, **Co-create** results by playing and **Learn** from everything.

#### **12) Coaching the Super Powers of Your Player**

When you are coaching your player it is YOUR PURPOSE to see and illuminate their superpowers. Learn how to observe your player through the lens of the Connected Mind”; in other words they have unique abilities that are hidden within their non-conscious mind until YOU see them and bring them out into the light!

### **Game #4 Overview**

Here the 21-Day challenge is to COACH your new players and LEARN like mad. At the same time engage in some deeper conversations with your Network and share what you are learning with your Inner Circle. Through Provocative Conversations with your Inner Circle, your hidden Super Powers will come to light and so will theirs.

## **Section 5: Go Deep**

How to coach for awareness

A big insight about life and coaching is this: the more you can “see”, the better you will play. In this case seeing is both actual and metaphorical; meaning what is happening around you AND what is happening within you in your thoughts, feelings and emotions. As a coach, you are the committed observer who guides the player in seeing more and more clearly so that they can play better and enjoy more of the sweet moments of life.

## Chapters 13, 14, 15

### 13) Life Changing Conversations

Learn a coaching framework for FEAR... we can play with it. You can coach in the dance between the desire to play BIG and the survival imperative to stay safe. Learn a coaching framework for the players environment... we must design it because the environment always wins.

### 14) Coaching Super Powers for Awareness

Here we will explore the 4 Coaching Super Powers of Awareness, also known as the power cycle:

**Curiosity** is all about asking great questions,

**Triplex Listening** is hearing what your player is saying and NOT saying,

**Self-Trust** which is your ability say what you see and

**Go Deep** which is your ability to look beneath the surface of any situation.

### 15) End the Season (Start the next season!)

Here we will explore how to complete a “season” (AKA Coaching Engagement) with a player. Learn how to highlight accomplishments, learning and becoming. With many players, the end of one season is an opportunity to begin a new season and possibly play a bigger game.

### Game #5 Overview

In this 21-Day challenge game you will continue with your practice players, now going for the BIG AH HA moments that lead to breakthrough experiences and new results. You will – with your players permission – begin to circulate your players successes with the members of your network, while staying tuned into how their dreams are unfolding. You will be on the lookout for players for your next season of coaching! And as always, explore a few deep awareness conversations with your Inner Circle.

# Dedication

## Coaches

### **Coach Manny Schellschiedt**

I fell in love with the game of soccer from the first moment I saw it being played. I was drawn to you because whenever I watched the Seton Hall University Men's team play I experienced moments of joy that I could not explain; I had no connection to the team there was just something special about the way they played. The day I interviewed to become a member of your staff you said to me: "The purpose of coaching is to create an environment where the game comes to life". For 14 years on practice fields, locker rooms, long bus rides, in diners for pre and post-game meals and on the side lines during games I watched you do exactly that; for the game of soccer AND the game of life. You are a gift that I will always cherish.

### **Thomas Leonard**

My 5 years as your friend, collaborator and muse were like a magical mystery tour. Every day was a new adventure that expanded me in some new direction. You saw me in ways I never saw myself. You asked me questions no one ever asked me before. Everything I do in the field of coaching is on your shoulders. You are still in me and coming through me and I think you always will be. Thanks for believing in me.

## Players

### **Michael Port**

You once told me that when you signed on to become one of my players you "couldn't rub 2 nickels together". Soon after coaching with me for 2 years you were rubbing your 2 NY Times Bestselling Books together. (and several more since then!) You were great player and a joy to coach. Watching you thrive in the world by being your awesome self has given me a lot of joy and lot of confidence.

### **Lorraine Lane**

Superstar! (That's what I always called her) Coaching you for the better part of 8 years was a life-changing experience for me! Guiding you from a difficult marriage to divorce and then to the sweet romance you enjoy today; walking with you as your business just wouldn't take off in spite of all your effort to the thriving little enterprise that you are running today has been one of the most meaningful journeys in my life. I figured out a lot of stuff thanks to you!

## Gratitude

Here I will acknowledge the folks who really dive into the “Game of the Book” and contribute something – a quote or a coaching story – that is included in the book!

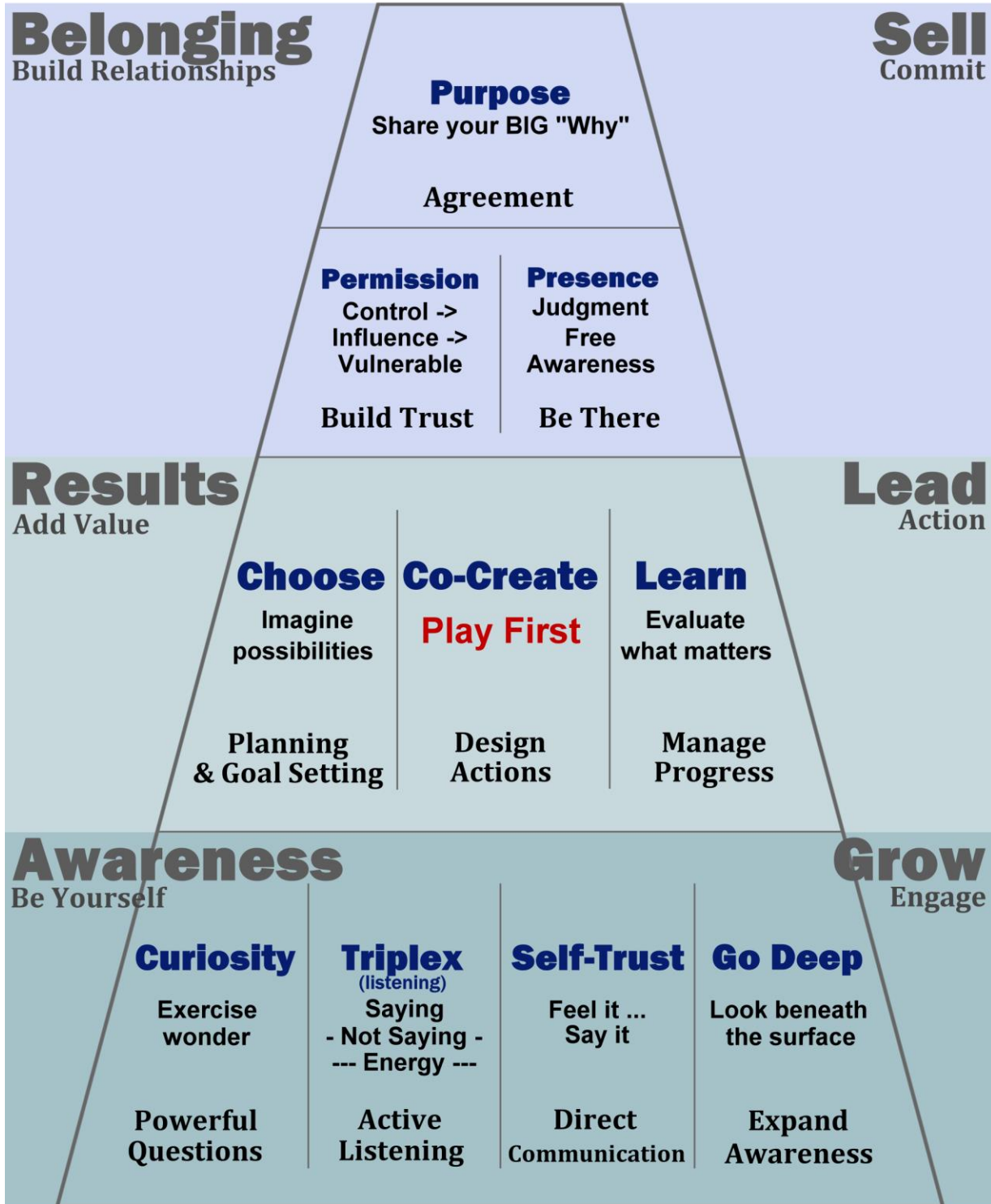
**You can be a part of it!**

# Coaching Relationship Super Powers

Create a BIG Impact In the World

**Coaching Influence**

**Business Influence**



Key: **Mastery** ● **Coaching Super Power** ● Coaching/Life Skill



## Section 01

### The Pursuit of Greatness Game

*Where will your dreams take you?*

OK. Here's the deal. There are two points to organizing the book into 5 Sections. The first is to add some "Big Idea" content and help you understand the path of becoming a coach. The second is to persuade you to play the game that goes with each section!

So here goes...

The first section and corresponding game is called: "The Pursuit of Greatness" because this is what coaching is really all about! The tagline for this game: "Where will your dreams take you?" is an example of a provocative question. We will get more into that in a moment.

## **Abera Ca Dabera**

Abera Ca Dabera is a phrase from the Aramaic Language which translates as: “I Create As I Speak”. It was popularized by Harry Houdini, the world renowned escape artist and magician.

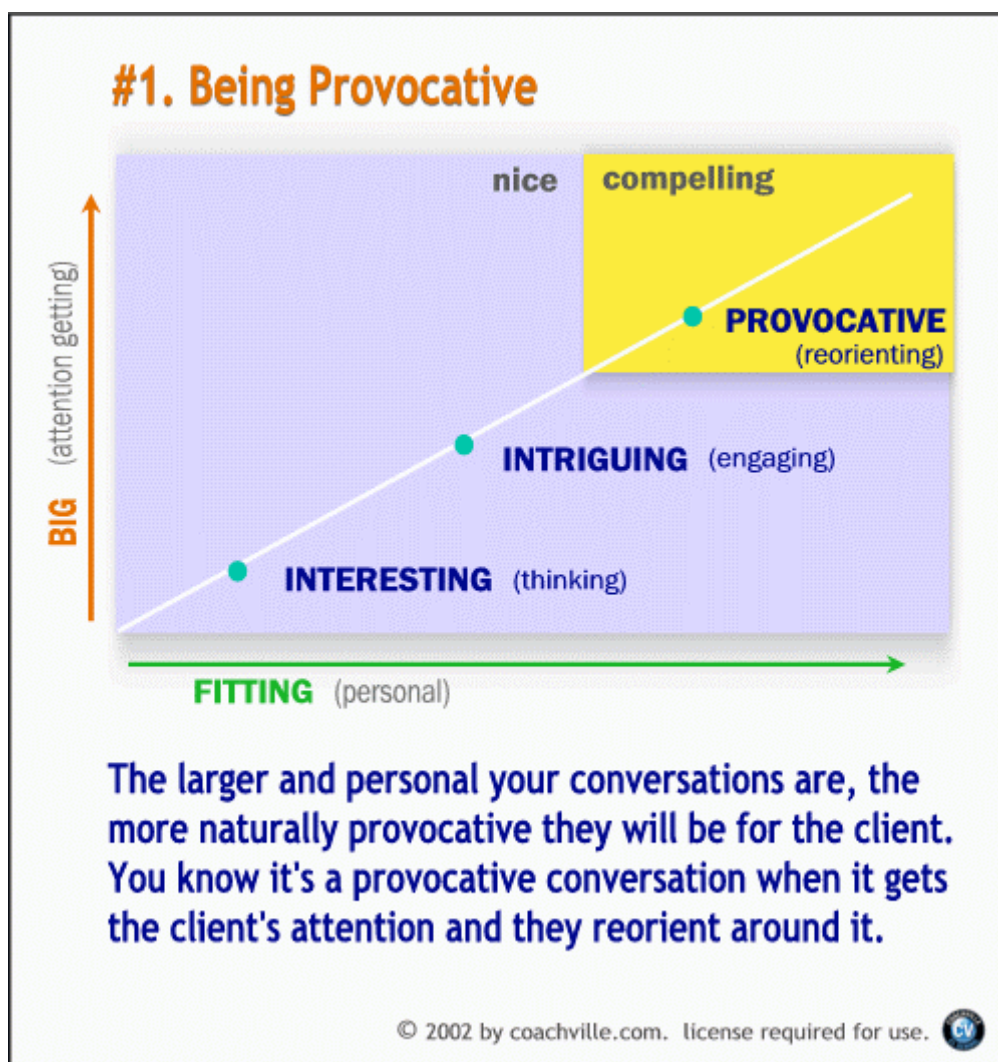
I love this phrase because there is a magical power in words and verbal communication. This idea holds great meaning for our adventure together because coaching occurs in conversations. You create your life as you speak; ponder that idea when you have a moment! As a coach you will often be the listener who provides the space for your player to create a new life for themselves just by speaking with YOU! Truly awesome.

## **Life Changing Conversations**

As a coach you are always playing for and coaching to the NEXT LEVEL. The people all around you are YEARNING for life-changing conversations. They want MORE than conversations about the weather, the sports game, the latest episode, the current complaint. They would LOVE to explore their life and your life with you; they just don't know how to break out of the pattern of frivolous conversations that we have all fallen into. They are stuck... we are ALL stuck in a rut of a superficial conversational pattern. Because we create as we speak, our lives stay at the superficial level.

By stepping into your life as a Coach you are the one with the courage to ULevel the conversational pattern. Always remember this intention. YOU can guide people into purposeful exploration and the pursuit of greatness through your words, your questions and the topics you bring up for exploration. This IS the next level and the game starts NOW.

Thomas Leonard, who I mentioned in the Introduction, the founding father of Life Coaching, said that Coaching Proficiency #1 is “Engages in Provocative Conversations”. For a conversation to be provocative, it must be both Big to get attention and FITTING to get personal. Nice conversation is not good enough.



You need to practice co-creating life changing – provocative – conversations a LOT. So who should you have provocative – Life-changing – conversations with? ... START with the people you know and love; the people who you already talk with every day!

Meanwhile, there is a second HUGE reason for doing this...

### Your Inner Circle

The Pursuit of Greatness is NOT a game of solitaire! To THRIVE in ANY big endeavor, your inner circle of family, best friends and close colleagues must be on board or you will face many unnecessary struggles.

Here is why. As you set out to become a coach you will start to grow really fast.

*It is so, so important that the folks in your life realize that they can grow WITH you rather than watching on the sidelines as you grow apart.*

This is why Game #1 – you are going to play right? – is all about co-creating provocative conversations with your “home team”.

## **The Pursuit of Greatness Starts At Home**

Here we tap into another piece of genius from Thomas Leonard that every coach needs to live by.

Thomas insisted that to be successful in anything you must design an environment that is supportive of your new endeavor by upgrading the “9 Environments of YOU”. The first environment is your “Inner Circle” which he called the Relationship Environment. As I mentioned before, this is made up of the 7-12 people you spend the most time with right now; your best friends and close colleagues, your life mate if you have one, roommates and family members who you talk with on a regular basis.

There are two ways to do this environmental upgrade.

1) Upgrade your close relationships by upleveling the depth of your connections. You do this by engaging in provocative conversations; conversations on the edge of your comfort zone; conversations that raise the bar on your connection and vulnerability!

2) You can also upgrade your relationship environment by adding a few new close friends and colleagues who are engaged in a similar pursuit; and by engaging them in profound conversations as well.

And it’s a really good idea to do both!

Being a great coach in the world requires a lot of energy, commitment and constant growth. This is why the people you are closest to are so important. Your “people” MUST come to know YOU as a Coach so you can own it rather than always feeling like the “strange” one. When this happens they will expect you to live and play at a new level of intentionality and authenticity; rising up to these expectations accelerates you in your pursuit of greatness and BEING a coach.

Something to be aware of: when you start coaching players, this is the sort of thing you will discuss on a regular basis: who are you spending your time with and what are you talking about?

### **Playing the game**

In the game, each day for 21 Days a new challenge will pop up on your game card. Each challenge consists of a Conversations Guide that you will use to co-create a provocative conversation with someone in your Inner Circle. You actually get 28 days to complete the 21 challenges.

You will explore topics like your Dream for a better life, (the theme of Chapter 1) your TEAM (the theme of Chapter 2) and purpose and play (the themes of Chapter 3). In addition topics like friendship, fame and challenges will be explored. Each “Conversation Guide” is a mini adventure into the lives of your people.

These Conversation Guides are awesome because as you practice using them, the powerful questions will “get into you” and you will become part of your internal coaching toolkit! Doing this exercise now will pay HUGE dividends down the road.

The idea is that you are talking to your people anyway! This only changes WHAT you are talking about; it UPlevels what you are talking about. Each conversation will take about 15 minutes. Just one conversation per day, like magic, will deepen your connections. However, if you go ALL IN and have each conversation with 2 or even 3 different people in your inner circle, the results will be amazing. Plus, you will notice how what you say changes when you talk with different people. This can be very illuminating.

Here is the bottom line on this. It takes courage to play this game; but this is one of the ways you earn your stripes on the path to becoming a great coach. AND I can almost guarantee you that the people in your life will love doing this with you. They are just waiting for someone to have the courage to uplevel the conversation pattern. So yes, it will call upon your courage to step up to the edge of your comfort zone. But, the possibility for success is BIG and the rewards are - as they say - priceless.

Another BIG benefit of exploring these conversations here in Game 1 is that it prepares you for the Networking conversations you will have in Game 2, the player recruiting conversations that you will start in Game 3 and the coaching conversations you will have in Games 4 and 5.

*Abera Ca Dabera*  
*You are becoming a Coach!*

# 01 DREAM – TEAM – COACH

*All great collaborations begin with a convergence of dreams.*

## ***The Story***

You are in a conversation with an awesome person. You want them to say: “YES”. You want them on your team because you share the same dream and you want to coach them in pursuit of greatness.

## ***I believe coaching is:***

*A profound personal relationship wherein the coach guides the player in pursuit of playing better for results through observation and life-changing conversations!*

## **I believe a Super Power is:**

*A natural ability that is practiced and refined until it is capable of BIG impact*

## **All Coaching is Life Coaching.**

ALL coaching is Life coaching because ANY human endeavor approached in earnest can become a path of personal growth and transformation!

## **The 4 Cornerstones of Coaching.**

Coaching backstory: coaching emerged from the fields of athletic performance and performance art. Personal Relationship – Play for Results – Pursuit of Winning – Players Choice

## **WHO should Coach?**

Anyone with a coaching DREAM. There are 3 types of coaching dreams:  
Coach Approach Leader - Professional Coach – Coaching Ecosystem

## **Coach Approach Leadership.**

Business and community leadership are TEAM games. Your DREAM is to do something BIG in the world. You coach the players on your TEAM in pursuit of the purpose you share with them.

Your TEAM: customers, clients, advocates, partners, employees, community, friends and family.

## **Professional Coach.**

Your DREAM is to “LIVE the game”; to guide others in pursuit of playing better. You LOVE the game AND you LOVE the people who play it.

In every meaningful endeavor in life, people will pay you if you can help them get the results and experiences that they seek!

## **Coaching Ecosystem**

You are a thought leader and your DREAM is for “magical moments” when a client lives your message and thrives as a result. A team of coaches will significantly multiply your magical moments.

As your audience grows your organization or business will grow into a team. As your team grows every leader will become a Coach Approach Leader so that EVERYONE has a winnable game and a coach. This is also called a Coaching Culture.

# DREAM TEAM COACH



*You have a **DREAM**  
Your dream needs a **TEAM**  
Your team needs a **COACH**  
The coach is **YOU!***

*All great collaborations  
begin with a convergence of dreams.*

## *The Story*

You are in a lively conversation with a very important person.

You like this person, a lot. Through a deliberate sequence of interactions you have a good feeling for their values, their strengths, what they want to accomplish in the world right now and perhaps MOST important... WHY they want to do it.

You enjoy their company and the energy exchange between you feels right. You have that feeling... that you BELONG together.

This is a critical moment in your game as a leader. There is one thing you know for certain, you want them to say: “Yes”, to the offer you are about to make.

You want them to say: “YES!”, because you want them to win. It will be a win for YOU when they win AND you know you can make a difference in making things happen with them.

Another thing you know, and LIKE, about them is that while they are in pursuit of some big results in the world, they are also up for the personal transformation that will be required for them to create those new results. In fact, this is the main reason you KNOW that you are the perfect coach for them in their game of life right now. This is why joining your team is better for them than anywhere else they could go with their talents: you give them the best chance to win.

Whether you are a professional coach with a potential paying client in front of you or a coach approach entrepreneur or leader with a talented individual you want on your team the story is the same.

The “offer” you are about to make probably includes money, but it is not about the money; the straight up money for service era is going away especially when talented people are involved and thank goodness for that; that was boring. It’s about connection, shared purpose and big possibilities for life-changing results. In fact, for the professional coach the money could be significantly higher than what someone else is offering; and for the entrepreneur/leader with the potential team member, the money may be a pinch lower than the other offers they receive because shared purpose adds value.

So you say to them something like this: “I love the game you are playing in life right now. We share the same **DREAM** and that is inspiring to me. I want you on my **TEAM** with me as your **COACH**. I believe that together we will win. What do you say?”

In this book I will share with you:

WHY you need to make your offer this way – as a winnable game worth playing- to get more YES’s from amazing people.

WHY you need to go beyond helping them win in your shared endeavor to helping them win their game of life at the same time; because they will not check their personal lives and aspirations at the door when they join your team.

HOW you can fulfill your promise to coach them to personal transformation and victory when they say: “YES! I’m in”. You will need a comprehensive blend of your unique personal abilities, coaching superpowers and coaching methods that have been designed for the Connected Age of Purpose; Industrial Age mindsets and methods like Management Science will be used sparingly, if at all.

HOW to be a great coach for someone in a big game that you create together; this is neither the “it worked for me, it will work for you” Directive Coaching nor the “I only ask questions” Humanistic

Coaching that you may be familiar with. Hint: It starts with getting to know them personally by “observing” them play.

HOW you can become a master in the art of high achievement. This is important because all of the good players in any game want to go from good to greatness. (And they want more of the good things in life!) Hint: You will start with clarity of purpose and creative experiments and then together go deep into upgrading their non-conscious mind; juicy fun.

And HOW you will transform your own results in business and your experience of life when you become a Coach Approach Leader, Professional Coach or Host of a Coaching Ecosystem? Every person you coach is a mirror into your mind, heart and soul!

Welcome to your new adventure into Coaching Superpowers!

Get ready for the new way amazing humans co-create WOW results in the world.

Let's Play!

## ***All Coaching is Life Coaching***

*I believe coaching is:*

*A profound personal relationship  
wherein the coach guides the player  
in pursuit of playing better for results  
through observation and life-changing conversations.*

*I believe a Super Power is:*

*A natural ability that is practiced  
and refined until it is capable  
of BIG impact.*

Or, the super simple way to describe coaching: **A Coach helps you to Play Better.**

It is as simple and profound as that.

ALL coaching is Life coaching because ANY human endeavor approached in earnest can become a path of personal growth and transformation! Whether you want to coach business or basketball, vocal performing or leadership, vibrant health or spiritual growth, when you dedicate yourself to coaching another person you are a part of their life and they are a part of yours. This is because when a person sets out to become good at something... even basketball.... it becomes a focal point of their life experience. Their energy of the pursuit echoes into every other part of their life. It's meaningful, it's purposeful; it's the THING they want to share about.

*As long as the pursuit is worthy... the world is a better  
place when a player is in pursuit of something they care  
about with coach by their side.*

I am thrilled that you are reading these words right now. My aim with this “living book” is to illuminate the path to coaching mastery and challenge you to keep exploring:

what it means to be a coach for another person,

what it means to be a coach in the world and

what it means to LIVE a coaching life.

Coaching is coaching. While there are a few differences between coaching a team of players in soccer compared to coaching individual executives in leadership, they are small compared to the similarities. This book will be valuable to you whether you coach soccer or leadership or both! Becoming a great coach is one of the most rewarding life adventures you will ever embark upon.

Going a little deeper... coaching is when you endeavor to guide another person who wants to PLAY something better and WIN on their own terms. It is super fun and WAY harder than it looks.

I use the words PLAY and WIN very intentionally here. I could have written “do something better” in order to avoid agitating your mind. It might seem strange to talk about playing business or playing life since in the recent past these are endeavors that we have not associated with play. But since coaching – and the pursuit of playing better - often includes agitating the mind, we might as well get started right away! ;-)

If this did agitate your mind, this is understandable because in the Industrial Age PLAY became associated with frivolity and a lot of folks developed an allergic reaction to winning due to the “win at all costs/ crush the completion” mentality that was prevalent in Industrial Age business acumen. Please keep your mind open to this question: “Can I really PLAY my business or my career the same way I would PLAY basketball or music?” We will dive in on this question throughout this book. And hopefully soon you will be using my new hashtag: #PlayYourDay.

Life Coaching is all about Super Powers! Remember, a Super Power is a natural ability or a potential energy that is honed and refined and practiced until it is capable of BIG impact in the world.

In this book we will explore 10 Superpowers of Coaching such as Purpose and Curiosity, all of which you currently possess to some degree as a natural ability. As you practice them, you will expand your ability to create a BIG impact in the lives of people that you care about.

What are you going to do with your Coaching Super Powers? You are going to guide your players in pursuit of playing their game of life better and winning by eliciting and developing and amplifying THEIR YOUNIQUE Super Powers! You are going to guide them in becoming AWESOME high-impact individuals and team players in pursuit of their dreams and the dreams they share with you.

So now you understand why Coaching Super Powers is a double meaning.

## *COACHING – the 4 Cornerstones*

The challenge with writing about a robust and emerging craft like coaching is the question of where to begin! There is so much that I want to share with you. My brain is buzzing all over the place. So I

am thinking about sharing a few big concepts – or cornerstones – so that you can make sure that you are reading the right book. (always a good idea)

There are 4 things that make coaching... coaching.

### **A little back story...**

Coaching emerged from the fields of athletics and performance art. But for some reason when Life Coaching became a field in the mid 1990's we spent a lot of time trying to distinguish it from athletic and performance art coaching. I think we did this because sports' coaching was perceived as very command and control oriented; think of the sports coach blowing a whistle and shouting commands. Performance art coaching too seemed very directive as well. We didn't want Life Coaching to be like that. I think these issues were more a function of the times than the craft itself.

We also spent a lot of time talking about what life coaching is NOT. Like, it is NOT consulting and NOT therapy and NOT teaching and NOT mentoring because we didn't want coaching to be confused by these other ways of helping people.

But now is a new era! I believe we can reclaim our origins and clearly distinguish coaching from other helping professions. As you read (and hopefully play and live) this book, you will discover for yourself what coaching IS whether you are coaching players in business or basketball.

There are 4 cornerstones of coaching that I want to briefly describe for you now. Each will unfold further as we go through the book together.

### **1) Personal Relationship of Peers with Different Roles**

Coaching is a personal relationship between a coach and a player. The player has the desire to play something better and the Coach has the desire to guide them in this pursuit. To be a coach for someone you have to know them personally AND they have to know you personally.

An essential quality of the relationship is that the coach and the player are peers. In life coaching (including athletic and artistic performance coaching at the professional level) the coach is a peer with the player WHILE they are guiding them. **Life coaching is non-hierarchical.** Both coach and player have mutual respect for the role that each is playing.

Non-hierarchical partnering is a breakthrough possibility that can change your life forever. AND, it might be quite challenging at first because in the Industrial Age that we grew up in, all relationships had a hierarchy. Someone had to be "in charge".

Breakthrough idea: If you are the adult coaching children in baseball for example, you are in charge and you are responsible for them while they are in your care. However, when it comes to the playing of baseball, the more that you can be their peer in a shared quest to explore the game and learn the game – even if you are an expert, the more fun you will have and the better coach you will be. This approach can also create miracles in coach approach parenting!

### **2) PLAYing for results**

PLAY is an essential ingredient to coaching. So what is play? This is a big question that we will explore in several chapters of this book, but here is the quick version. Play is about personal creativity, expression, exploration, resourcefulness and learning. (This is the life we all yearn for right?) Another key idea is that when you are at play you are NOT in control. While you may have the ILLUSION of control what you really have is the ability to influence the outcome.

This leads us to the concept of results. A result is something that happens “as a result of” your actions. A result is something that you cannot control, but you can influence by how well you play. Coaching someone is guiding them to expand their influence and increase the frequency that they create the desired results through practicing skills, strategy, expressing strengths, expanding awareness, focusing energy, a learning attitude and anything else that will make a difference in performance.

As an important side note here: in most endeavors of life, control is a delusion! (more about that later).

Another one: in any endeavor in life you can choose to work on it like a job or PLAY with it like a game, or like an art form, or a personal quest.

### **3) The Pursuit of winning on your own terms**

*To compete = To seek the best in oneself in the company of others likewise engaged.*

*– Stuart Emery, Founder of the Esalen Institute*

The pursuit of winning is what makes coaching... coaching! A life coach helps a player win on their own terms. The desire to win is essential. Now... it is VERY important that we all expand our idea of what winning means!

It could be the desire to win a contest like in business or athletics.

It could be the desire to win “hearts” like in leadership or performance art.

It could be the desire to win your own heart like in a personal quest.

Think about the Olympics. Most of the athletes know that they are not going to win a medal... but they are still there to play full on and win on their own terms. Each athlete has a coach guiding them in the pursuit of a winning performance FOR THEM.

IMPORTANT: As I mentioned a few pages back, if you developed an allergic reaction to winning during the Industrial Age, it is very understandable. The corporate “crush the competition / win at any cost” mentality was the very worst of our humanity on display and not at all what I am talking about here. Stick with me! By the end of this book you will LOVE the pursuit of winning!

### **4) CHOICE – ALWAYS a choice**

This is a big one! A coaching relationship is ALWAYS a choice by both the player AND the coach. You cannot coach someone who does not want to be in a coaching relationship with you. So for example if you are managing someone in a work environment, they may not have a choice about you as their boss if they want to keep their job. But if you want to co-create a coaching relationship with

them, then you BOTH have to choose it. When you are coaching for performance you are peers in the endeavor even as the player embraces the guidance of the coach; when you are managing them, you are the boss. It is very possible to dance between coach/player and boss/employee! In fact I believe it is the key to building a thriving business of any size.

In professional coaching it is a part of the process that the coach and player choose each other.

Another little example to twist your mind a bit: If a professional basketball player is on a team and the team brings in a new coach. The player has to choose to embrace this person as their coach who is guiding them to play better. If they don't, they can still show up every day and work their basketball job to collect their paycheck.

### ***WHO should coach?: Anyone with a BIG DREAM and a TEAM***

In this section we will explore a few "WHO" questions!

Who should pursue becoming a great coach and who will you be coaching?

The answers are: Anyone with a BIG DREAM should learn how to coach; and you coach the players on your TEAM!

#### **Let's explore the idea of having a big DREAM!**

A dream is like a vision or a desire or even a goal but with a lot more juice. The JUICE is purpose! A Coaching relationship ALWAYS begins with shared purpose and this is what makes it so juicy.

(Purpose is sometimes referred to as the BIG WHY... we will get to that in the next section)

To become a great coach is really a lot more challenging than it looks. (Whoa, that is an understatement) You need a pretty compelling DREAM to fuel an adventure like this.

As for the players that you will coach, they need a dream too because getting better at something is also harder than it looks most of the time. It requires commitment and energy and the willingness to fail and learn... this too requires a lot of fuel... it comes from a DREAM.

Remember in the Prelude I shared with you a 3-step plan for your life as a coach? The steps are Coach Approach Leadership, then Professional Coach and then Coaching Ecosystem. Well each of these steps has its own version of the coaching DREAM.

1) The first is when you have a DREAM to do something in the world that cannot be accomplished by your efforts alone. If you need the engagement of other people to fulfill your dream then you really need to learn how to coach! This is the path that will lead you to Coach Approach Leadership.

2) The most common path to coaching is when you have a passion for something and DREAM of guiding others who share that passion like business or basketball or vocal performing or leadership. This is the path that will lead you to Professional Coaching.

3) The third is when you have developed an area of thought leadership often in the form of a program or a business and you need a team of coaches to fulfill your purpose to create transformation in people's lives with your idea. This will lead you to what I call a Coaching Ecosystem.

Another path to a coaching ecosystem is when you develop a business vision that includes high performance in the world and personal fulfillment for your team. A vision like this will require that everyone in leadership position uses a Coach Approach. This is also referred to as a coaching culture.

**Now let's talk about your TEAM for a moment.**

Coaching and "teaming" are two big ideas that will always be linked together. Everyone is aware of athletic teams and performing art teams having coaches, however the way these teams are coached is evolving very fast. There have also been "work teams" in organizations but these were typically managed rather than coached. This too has some big possibilities here for us to explore in the next chapter.

One big concept to put on the table here: when you are coaching a team, you are personally coaching each individual on the team toward playing better and winning on their own terms. AND at the same time coaching the way these individuals play together to create a group result; to win as a team.

Another big idea: Anyone who shares your DREAM can be on your TEAM! This is WHO you will be coaching... people who share your DREAM. As we move into the Connected Age (more about that in the next few chapters) a TEAM is a group of individuals with a shared purpose; a converging dream. A Coach is someone who brings people together for a shared purpose and then coaches the individuals to play better together so that the TEAM wins and the purpose is fulfilled. This is a SWEET idea.

OK, let's dive into the three types of dreams and we will walk through the DREAM TEAM COACH sequence for each one.



## ***Coach Approach Leadership***

Business is a team game! Community building is a team game!

The first DREAM that can lead you to coaching is if you have a strong desire to create something in the world. It could be a business or a project within an organization or community. To bring your vision into reality, you will need a team. **Anyone who shares your DREAM can be on your team!** If you want your team to be successful you will need to bring out the best of every individual. Now you are coaching, even if you did not initially set out to be a coach.

### **DREAM TEAM COACH**

Your **DREAM**: You start with a dream to live an extraordinary life and create something great for the world. The world needs people who have the courage to DREAM of a better world.

You have a daring soul and a generous spirit that inspires you to share your dream with others and live into your dream in any way possible.

As an Entrepreneur, Leader, Manager, Teacher etc.

your dream will take the form of a business, a career, a vision, a quest or a cause.

Next...**Your TEAM**

*“Anything worth doing, is worth doing with other people.”*

-Thomas Leonard

A **TEAM** is a group of individuals with a shared purpose.

AKA... your customers, clients, advocates, partners, employees, community, friends and family.

Truly! Everyone who shares your purpose to do something great and plays a part in its fulfillment is “on your team”.

You need a **TEAM** of talented individuals to join you in the quest to make your dream a reality. Each individual will have their own game to play that will contribute to the success of your endeavor.

For examples: Every business / community needs program/product creation, marketing/visibility, sales/enrollment, promise fulfillment, customer service, advocate / partner engagement.

Each of these roles can be played as a game.

Quick point: what do I mean by a “game”?

This is a subject that will be explored throughout the book. Here is the quick version:

*A game is any desired outcome  
that can NOT be controlled,  
but can be influenced  
by strategy, skill, creativity and energy.*

In other words it requires you to play and learn and pursue mastery.

That is what makes each of these endeavors coach-able. The player can make a unique contribution to the outcome of each action in pursuit of the desired results and outcomes.

I encourage you to think boldly and broadly about WHO is on your team!

People participate on teams because they want to be a part of something that is bigger than they can do alone. Most people deeply desire to play a BIG game in life and make a unique contribution to a winning team. AND it is a magical human experience when a group of unique individuals come together to form a winning team.

But the truth is, teams rarely come together because it doesn't just happen by itself. There is a **THING** that is needed to bring out the best of each individual and create the winning environment for the group...**That THING is a great Coach!**

*“To coach a team toward a shared purpose is one of the true joys of life“*

**COACH:** No worthwhile dream is easy to achieve. Your DREAM will require that each individual player grows into their greatness, unleashes their superpowers and contributes to the realization of your shared DREAM.

Leading a team of individuals – with their own unique abilities and quirks – in pursuit of results that make a difference in the world – aka WINNING – is what great coaching is all about. Anyone with a team **MUST** become a great coach.

In the Industrial Age of Work, fitting in with a team meant trying to be like everyone else. In the Connected Age of Purpose, you contribute to the team by expressing “YOUUnique” (one of my made up words) abilities while in harmony with others. Great players in any endeavor pursue Human Greatness within themselves while at the same time doing whatever it takes to contribute to the success of the team.

They will need a **COACH** in order to do that. **It’s YOU!**

Coaching is an emerging art form with endless possibilities and vexing challenges. It will uplift you sometimes, it will break your heart other times, just like people do; but it is always beautiful.

*“Being the coach of a team is a position  
of great honor and distinction...  
And A LOT OF FUN”*

A quick story about Coach Approach Leadership...

### **Cecilia Bratt and GroupOn Sweden**

Cecilia is a brilliant young entrepreneur living in Sweden. She and a colleague got the opportunity to start up a division of GroupOn in Sweden. You probably know about GroupOn, but if you don’t it is a web-based company that makes it possible to purchase goods and services at a discount by buying as part of a group.

Soon after they secured the opportunity they found themselves running a fast-growing enterprise with 100 employees; mostly 20 something’s! WOW. It was way beyond either of their leadership capacities. A close colleague advised her to go for a Coach Training program to become a better leader. BRILLIANT FRIEND!

Cecilia became a student of CoachVille and started applying the principles of coaching in her role as a leader. She loved it! AND even more importantly, her employees loved it too. Her stress level reduced significantly and GroupOn Sweden thrived!

A few more CoachVille examples:

**Coach Maria Boza** is a Coach Approach leader at one of the United Nations agencies in New York City. She is bringing the Coach Approach to world changing development initiatives in Third World Countries. She is using her coaching skills to become an influential leader in the world.

**Coach Bernard Dean** is a Fire Chief in Atlanta. He is bringing his coaching skills to inspire personal growth with the men and woman on his staff. He aims to become a professional coach when retires from the force in a few years.

Do any of these stories sound like you? (or at least who you want to become?) I hope so. Cecilia, Maria and Bernard each learned and applied what you are going to explore in this book.

## *Professional Coaching*

### DREAM TEAM COACH

**DREAM:** Your dream is to LIVE “the game”, to be a contributing member of the community of people who love the endeavor as much as you do; it could be basketball or business or vocal performing.

**TEAM:** Your team is made up of individuals who want to play better; people who share your passion and want and enjoy your guidance in the pursuit. In Life Coaching your players are also referred to as clients.

### **You might wonder, how does the TEAM idea apply to professional Life coaching?**

Professional Life Coaching is about to undergo a big shift in the idea of teaming. Over the past 20 years typically a Life Coach would have a number of individual players (we used to call them “clients”) and provide a coaching “service” for each person. This is about to change! As we move into the Connected Age, a Professional Coach will continue to have individuals as players, BUT the players will be connected to each other around the purpose that they all share with the coach. Now that the technology is readily available, this will happen naturally because great players LOVE to connect with and hang around other great players! The Coach will be a catalyst for meaningful connections like this.

When we approach coaching for a shared purpose with our players, then we can begin to see these folks as players on our TEAM.

**COACH:** Guiding players/clients in the pursuit of playing better is a wild adventure. You have to build your mastery of the game (or endeavor) you love and you have to pursue mastery in the craft of coaching as well. You will find out that the pursuit of excellence that you experienced as a player will only take you so far as a coach. When you start coaching you have to go much deeper into the game and learn to see it from many different perspectives. It’s actually really fun!

As you develop your ability to help others achieve success, you can enter the field of professional coaching. In every meaningful endeavor in life, people will pay you if you can help them get the

results and experiences that they seek! (Note: this is true even if the player is not making money while doing it; for example amateur vocal performers will pay for voice coaching).

So we know that the coaches of professional athletic teams have been getting paid to coach since the early 1900's. I don't know if the Greek Olympians paid their coaches but I imagine that they did. Life Coaching became a profession a little over 20 years ago and in 1997 the International Coach Federation was formed. Life coaching is a broad category that includes business, leadership, executive, career, relationship, health and any endeavor in life that people want to play better. Originally Life coaching was described as every endeavor outside of athletics and performance art. But as I shared before, philosophically I see all coaching as life coaching.

A big point to realize here is that in addition to expanding your knowledge of the game and developing your abilities as a coach, you must also develop the skills and strategies needed to PLAY the game of business. Business is a very challenging game so you have to be ready to dive in and grow in all sorts of ways.

If you make it through, it is one of the most rewarding business endeavors ever.

### **How I became a Professional Life Coach!**

So here is the SUPER quick version of my story – you may see yourself in it somewhere...

As I mentioned in the welcome letter, for me it started at the age of 6. My mom was a professional piano and voice coach and her music studio was on the first floor of our house below my bedroom. Day after day I listened as a parade of players of all ages – children, teenagers and adults - came in for their coaching sessions. I listened as they played and sang for her and she played and sang for them. There was lots of playing and lots of talking; this is where I first learned about “observation – conversation loops” that we will explore in Chapter 4.

I truly love music, so when someone didn't play well, I could really feel it. But when they got better it felt so gratifying; even to me as an unseen observer. After a few years I noticed a pattern. They ALL became better players over time; sometimes WAAAY better. I watched and listened to it happen time after time. This really left a BIG impression on me. Amazing.

From the age of 8 I played trombone, baseball, basketball and tennis and had lots of coaches. And because of my mom and dad (who is also a great musician)... I was always singing and learning songs.

My coaching adventure started with the game of Soccer. I fell in love with the game the first moment I saw it when I was 12 years old. By the age of 14 I was coaching a little team of 9 year olds because my neighbor across the street was on a team. Everything I learned from the coach of the team I was playing on, I immediately tried it out with my little guys. I will always be grateful to Richard Daesener... my first player! He became a great player in soccer and in life.

I fell in love with business when I was 10 years old. I was a very energetic kid delivering newspapers, cutting grass and watching over the neighbor's kids. Money was the pathway to personal freedom... I was very clear about that! And business was the pathway to money.

In college as a Computer Major I got a computer called an Acer 2000 and started writing computer programs for a local company. I also played on the soccer team and performed in the school musicals... more coaches!

After graduating college I had a 1 year stint as an employee of AT&T and after that I was certain that entrepreneurship - NOT employment - was the path for me.

In my 20's I had some big business wins and a few EPIC fails! The fails lead me to the field of personal growth and the concepts of "Attraction" and Metaphysics. This was the 80's and the "self-help" movement was growing fast. I loved it. I always had a motivational cassette playing in my car as I drove from one client location to another. I also went to night school for my MBA so I was driving to class several nights a week for 4 years.

My (former) wife introduced me to the programs of Landmark Education and I really got into it. At Landmark they used the word coaching a lot and I gravitated to the role of coach in several programs there.

In late 1996 a good buddy from the Landmark program Rocky Fiore - to whom I will always be grateful - told me about a company called Coach U that was teaching people how to become a professional Life Coach. I INSTANTLY knew that I had to do it.

I was comfortable with the coaching because it was similar to what I was doing at Landmark AND also similar to my life as a soccer coach. I was comfortable with the business part because I had been an entrepreneur since the age of 10. So my coaching business took off pretty fast. What really came together for me was applying personal growth concepts to the "game" of business and the "game" of life.

### **The magic of life...**

So part of the back story is that in my early 30's I had an epic fail in both business and my marriage at the same time. I ended up with a negative financial net worth AND living out of my car for about 10 months. During that time I spent a lot of time in the library and the metaphysical book store reading books about the laws of attraction.

So in 1997 after I started at Coach U, I signed up for a class with Thomas Leonard on the Principles of Attraction. Thomas was the BIG KAHUNA of the coaching world. He was the founder of Coach U and the founder of the aforementioned International Coach Federation (ICF) and is generally recognized as the founding father of professional life coaching.

So in this “teleclass” with Thomas he would often ask for people to share ideas and reflections on what he was teaching. Because I had studied this subject really intensely a few years earlier when I was living in my car, I had a lot to share. There were 400 people on this teleclass “bridge line” but Thomas started calling on me to share ideas. One thing led to another and we became best friends and collaborators from that time until he died 5 years later. We started CoachVille together in 2000 and when he died he left it to me in his will. WOW. The moral of the story here is that my “Epic Fail” year of living in my car turned into the launch pad for a relationship that would change my life forever.

*Coaching QUESTION: What is an endeavor that you are passionate about and have the desire to guide others in the pursuit of playing better?*

IMPORTANT: To be a great coach, you do NOT have to be a great player – or even a good player; BUT you MUST have purpose and passion for the endeavor.

A few CoachVille examples:

**Coach Ashley Wiles** of “Sole Girls” is a Professional Coach who specializes in creating programs for young girls to experience positive mental health, confidence and community connection through fun physical activity. She coaches girls to enjoy physical activity through running and experience the self confidence that comes with setting and reaching athletic goals. Confident young girls become better self-advocates at home and in school.

**Darrel Gurney and Alexandra Levin** of “The Back Forty” are a coaching couple. Darrel is a thriving Professional Career and Executive Coach. Alexandra is a Coach Approach leader on a corporate team and has become an expert in creating conscious organizations. Together they are building a seminar and coaching business for midlife individuals and organizations who want to reinvent themselves.

**Coach Mary Legakis Engel** of “The Management Coach” is a professional coach who specializes in coaching executives and managers in pursuit of higher levels of excellence and income. She guides them in learning a coach approach to continuously engage their employees. Mary’s business is growing FAST and she is now entering the Coaching Ecosystem zone by adding a few assistant coaches to her team.

## ***Coaching Ecosystem***

### **MAGICAL MOMENTS**

#### **DREAM TEAM COACH**

**DREAM:** Your dream is to share your message in the world and create a powerful, positive impact in the lives of others. When someone hears your message and uses it successfully, this is a magical moment in their life and in yours.

**TEAM:** In a coaching ecosystem you need an expansive vision for who is on your team. The folks out there living your message and following you are on your team; You have advocates who are sharing about you and recommending you who are on your team; you have assistant coaches guiding your clients in how to apply your message. You are the head coach of a comprehensive team.

**COACH:** You are the head coach of a growing team that is living and sharing your message. By coaching your superstar clients and your team of assistant coaches you create in concentric circles of positive influence.

There are three powerful coaching ecosystem visions that you can aspire to! Each creates the opportunity for magical moments!

- 1) Thought Leader
- 2) Coaching Culture
- 3) Coaching Business

### **Thought Leader**

As a thought leader, you are a person of great courage. It takes a special kind of tenacity to develop a message, live it and share it with the world.

Sometimes it happens. Someone hears your message in a talk or in a book (or a video, a blog or a podcast). The message resonates with something deep inside of them and they are filled with inspiration and desire. They spring into action!

They seem to have ready access to the needed skills and abilities to implement your ideas.

Somehow your idea successfully navigates through the maze of patterns, beliefs and fears in their non-conscious mind without triggering any inner conflict.

Then as they act they find that their environment of people, places, things and ideas is free of obstacles that could thwart their intentions.

BAM! Success. Love letters, success stories and raving fandom follow.

As a transformational leader (aka thought leader), you LIVE for these moments. I Do!!!

### **But let's get real for a moment.**

How often does this happen? I think we could generously estimate this experience at 2% of the time.

For sure there will be some people that won't resonate with your message and others who are just not ready for it for a variety of reasons. That's OK.

But what about the 38% or 48% who DO resonate with your message, but are not able to live into it? They don't have the skills they need; the actions you recommend trigger fear responses; their environment is not conducive to the growth required to do what you recommend.

Well, then they can do your "program"; more videos, more examples, more detailed explanations in work books, lots of powerful exercises etc. etc.

Yeah, I get it. I've done it. But ... NO. For sure people will buy it, but the uptick in transformational results is maybe an additional 1 or 2%... at best. More information will not multiply your magical moments.

### **The thing they need... is a coach who lives your message**

A coach provides a profound personal relationship, energized by the spirit of play, catalyzed by life-changing conversations in pursuit of the world changing results you envision!

They teach the needed skills in a personal way, they navigate the player through their personal non-conscious maze of patterns and fears and guide them in the creation of a winning environment personally designed for sustainable success.

They co-create profound belonging around the shared purpose of living into your ideas so that the player feels connected and NOT alone. They personalize the experience of your message.

They accelerate learning and results with powerful observation-conversation loops based on the activities and exercises you provide.

They expand awareness of the inner world and outer world of the player so that they can live into your ideas with new found ease.

### **With a well-developed coaching ecosystem you can multiply the magical moments that you dreamed of when you found the courage to share your message with the world!**

An example...

#### **Michael Port and the Book Yourself Solid Coaching Program!**

One of the best examples of this in the world is my player Michael Port who I introduced you to in the Dedication of this book.

Michael's best-selling book, "Book Yourself Solid", is a step-by-step approach to business building for small business success. But as clear and compelling as the book is, most people need more than just the book to build their business. Naturally Michael then developed programs to further explain how to apply the concepts in the book.

Michael believes in coaching (hopefully his experience with me had something to do with that ;-)) so he took a big step and developed a Coaching Certification Program which became a "Coaching Ecosystem". Students who loved the book had a path to go deeper into the concepts and share them effectively with their clients. Readers of the book could find a Certified Coach on Michael's website to guide them in living into the concepts in the book. The coaches then went out in the world as "Book Yourself Solid" Coaches which did two things: 1) The coaches benefited from having a well-known brand and conceptual framework and 2) it amplified awareness of the brand and brought people to the book and the programs. It is a mutually beneficial ecosystem. It is still thriving to this day! (Currently 12 years after publication of the book)

#### **2) Coaching Culture = A MAGNET for talented people**

A coaching culture is when the leadership and management team within an organization all learn how to coach the players on their team. Everyone in the organization has a coach to guide them toward high performance in the pursuit of the shared dream.

When you coach the players on your team – rather than simply manage them - the desire for coaching will grow! It is infectious. For example if you have a great sales/enrollment person who thrives because you are coaching them... when it is time to grow the enrollment team by adding players, they will all need a coach! Each team within your growing enterprise will have a coach who specializes in coaching that specific game.

People in a rewarding game and a purpose that is close to their heart WITH a coach grow fast. The opportunity for fulfilling professional growth is a magnet for talented people.

An example...

### **Rich Semancik and Sunshine Youth Services**

One of my players Lorraine Lane– who you read about in the dedication – was playing a BIG game to be active in her local Chamber of Commerce. She was marketing her Customer Service training and coaching to the local business owners. She met Rich Semancik when he was looking for a solution to his major customer service challenges. Rich was the CEO of a great little company that ran residential programs for “at risk” youths as part of the Juvenile Justice program in the State of Florida. There were a lot of challenges with the youths and the staff members looking after them. As you can imagine these are tough kids and the staff members had a really hard job; so hard in fact that turnover was close to 60%!

After Lorraine met with him, she suggested that maybe they didn’t have a customer service problem but rather, a coaching opportunity! WOW! Great idea.

Lorraine introduced us and soon we were rolling out a coach training program for their entire leadership team. Every member of the staff learned the basics of coaching. We transformed the facilities from a goal of minimizing violence to playing a game for positive behavior and getting everyone on board as part of the team... even the youths in residence.

The effect was transformational. By bringing the Coach Approach to the leaders and the staff, turnover was reduced to 30%. With consistency and better communication within the staff, the youths started treating each other - and the staff - with more respect. Soon, the incidents of violence were dramatically reduced and Sunshine became a pretty happy place!

Along the way, Rich, became an amazing Coach Approach Leader and a financially successful entrepreneur!

### **3) A Coaching Company**

A coaching company is a like a culmination of the first two scenarios! This is when a coach becomes a thought leader – and a savvy marketer - and attracts a large number of paying players to their business; way more than they can coach personally. In addition the head coach also builds a team to support the business where everyone has a coach to guide them toward high performance and personal fulfillment. LOVE THIS!

A few examples:

### **Rich Campe the Pro Advisor Coach**

Rich is another one of my players who provides a great example of a coaching ecosystem.

Rich developed a powerful coaching and business model using the Hartmann Values Profile that he calls the “MindScan TM”. The game he coaches is the Financial Advisor Business game. Financial Advisors get together for meetings A LOT. By combining a compelling talk with the MindScan assessment and a Coaching Method he developed around maximizing your thinking and your values he has built a thriving coaching business.

Like many coaches who become thought leaders, he soon had a lot more players than he could personally coach. So he built a team of coaches and assumed the role of “Head Coach”. AND he took it a BIG step forward by teaching his coaches how to use the method to build their own business as well! Rich often recommends that his new coaches do their coach training here at CoachVille... we love that!

### **Ken Goodfellow of Goodfellow Coaching**

Ken is another of my players with an inspiring coaching ecosystem example.

Coach Ken specializes in coaching high end real estate agents and brokers. Ken is a former hockey player and he is a no nonsense guy who really knows how to coach people who are playing BIG in their business. He has become a thought leader in his field by developing a comprehensive curriculum for real estate business success; especially productivity and team building. I admire Ken’s form of thought leadership because he developed it by experimenting with his players and learning with them.

A unique feature of Ken’s company is that he has a team of coaches with a wide range of specialties. No matter what business area a player needs coaching in, he has someone on his team who can provide it.

And you can be sure that Ken’s entire team is a high performance culture as well!

## ***Gratitude!***

In the game of life, you really can’t overestimate the power of gratitude. So I will share a thought of gratitude that illuminates the ideas of each chapter.

*Gratitude that we all have a DREAM in our heart  
that acts as a powerful magnet for the  
awesome humans who will join our TEAM!*

## 02 Why Learn How To Coach?

### **Coaching is like cooking**

Everyone can improve their life by learning how to cook; and by learning how to coach.

### **Your BIG WHY**

It is purpose that fuels your DREAM and energizes talented people to join your TEAM  
WHY is really important because all coaching begins with shared purpose between coach and player.

### **The quest for moments when we are most alive**

“There is a quest in our lives, it is the central search of any person, and the crux of any individual person’s story. It is the search for those moments and situations when we are most alive”.

-Christopher Alexander

Doing something that you love with the spirit of play FOR a purpose that you care deeply about creates the perfect cocktail of conditions for coming alive on a regular basis.

### **Because people hate to be managed but they love to be coached**

If you want to help another person do something better – and all you know is management science– then you will attempt to manage them through command, control and compliance. UGH!

If you need talented people who are using their Super Powers to fulfill your shared purpose then coaching is your best option.

### **Because you love the game and the people who play it**

Playing to win a contest like in business and athletics,  
Playing to win hearts like in leadership and arts, and  
Playing to win your own heart like in a quest.

You become a coach because it is a calling. You want to go deep; you want to “live the game”.

### **Because it is the best way for BIG ideas to spread**

Information can create the spark of learning but rarely does information alone create transformation. Most people need a coach to bring a new idea into their lives.

### **The Transformation from Management Science to the Coach Approach**

Management Science = command, control, compliance; Don’t make mistakes; zero defects.

Coach Approach = belonging, results, awareness. Play for results; learn from everything.

You have the desire to be a Coach Approach leader but your mind has been thoroughly trained in the principles of Management Science.

*Transform from: Manage tasks; To: Coach for results and possibilities*

### **Our BIG WHY at CoachVille (The Coach Approach Manifesto)**

Great coaching will transform our world; Great coaching will transform our organizations

Great coaching will transform our relationships; Great coaching will transform our lives



### *Coaching is like cooking!*

Everyone can improve their quality of life by learning how to coach!

Here is one of my favorite metaphors for coaching...

Coaching is much like cooking in this way.

Anyone can improve their quality of life by learning how to cook. Why? Because we are all eating every day! When you learn how to cook healthier and tastier food, your life is a little more joyful than it was before. You will feel better – and more confident and creative - every time you prepare food for yourself. AND equally important, your family and friends will be more drawn to the meals that you prepare.

At the same time, even if you develop great cooking skills, you can still greatly enjoy the experience of a meal prepared by a master chef; you can be inspired by the way others prepare food.

When you learn how to cook better, you may be satisfied preparing delicious meals for yourself and others around you. Or you may be inspired to keep going in your pursuit of mastery and become a professional chef!

Coaching is just like that!

You are engaging with people that you care about every day; you want to contribute to their lives in a meaningful way. This is what we do as humans. We do this even more often than we eat! Many of these conversations are related to the pursuit of things we want to do or experience or accomplish. In other words, you are talking with people who want to do SOMETHING better than they do it right now. These conversations and relationships will be dramatically more effective and more fun by learning how to have coaching conversations and build coaching relationships.

These conversations occur in our work, with our family and friends and in our communities. These conversations matter to us DEEPLY!

Learning how to “Be a Coach” will absolutely change your life for the better because people you care about will be drawn to conversations with you... and you will be able to see the contribution you are making to their lives. Then... if you are inspired and ready for a BIG adventure, you can set out on a path to become a professional coach. (Sort of like becoming a master chef for a restaurant)

And imagine what would happen if you could both cook and coach! WOW! ;-)

## *Your BIG WHY*

In Simon Sinuk’s leadership book he asserts that we should “Start with Why”. Our “why” is the purpose that fuels our endeavors and it is what attracts talented, energized people to join us (as team members, customers or advocates etc.). I like to start with WHO just so people can know that they are in the right place. Then we get into WHY.

Again setting the stage for the next chapter, I refer to our new age for humanity as “The Connected Age of Purpose”. In the Industrial Age of Work, which is slowly coming to an end, it was all about the machines and mass production that put people to work in pursuit of progress. Now it is all about our connections of shared purpose that are fueling our endeavors to co-create a world of possibilities. (I do love that way that sounds... don’t you?)

WHY is really important in coaching because all Coaching begins with shared purpose between the coach and the player(s).

There are two angles of purpose that we need to explore here. The second, which we will talk about in a moment, is the shared pursuit of the player and the coach. But there is a more universal human purpose that is integral to coaching.

## *The quest for moments when we are most alive!*

In the prelude I shared about the big truth that opens up the possibility for becoming a coach: that every human being yearns for MORE of the juicy experiences of life. Let’s explore this idea a little further.

Christopher Alexander – in my opinion one of the world changing thinkers of the 20<sup>th</sup> Century – said this in his groundbreaking book “A Timeless Way of Building”:

“There is a quest in our lives, it is the central search of any person, and the crux of any individual person’s story. It is the search for those moments and situations when we are most alive”.

That quote always takes my breath away!

Coach Manny used to say this: “The ultimate reward for all of the effort that goes into becoming a good player on a good team is NOT winning championships or even winning games. It is all for those moments when the game comes to life and you have the experience of playing well. Those moments make it all worth it.”

As I said earlier, you cannot separate coaching from playing and the pursuit of winning. There can only be coaching when there is someone playing. In my experience it is playing something that you love FOR a purpose that you care deeply about that creates the perfect cocktail of conditions for coming alive on a regular basis.

To get your attention, there must be a worthy challenge. It must be something that requires your commitment and your willingness to express yourself fully, unleash your Super Powers, grow your skills and expand your awareness. When your growing Super Powers and expanded awareness meet a worthy challenge... this is when life-affirming “flow experiences” become possible.

These are the moments that we play for!

The second aspect is the experience of seeing a shared purpose move toward fulfillment, AND enjoying the fruits of victory from time to time.

When you Coach, you share in these moments with your player! AND there is another kind of moment that is unique to coaching: coaching occurs in life-changing conversations. There are moments where you are in a conversation with a player when something “pops” and you know you are co-creating a life-changing moment together. You can really feel it; there is a “stirring” in the energy field around you both. It can be quite intense and you know inside: something big just happened. Then the player goes and does something that they have never done before and it is so amazing and beautiful and ... WOW! “This is WHY I am a coach!”

Like moments of play when you come alive, these magical moments in coaching cannot be forced or controlled. You can’t MAKE them happen. This is why they are so worth it when they do. It is somewhat mysterious BUT not random! What you CAN do is influence the conditions that make these moments possible and then keep playing... keep coaching, stay present and REALLY enjoy them when they pop.

**In many ways, this book is all about how to influence the conditions that make “magical moments of aliveness” possible on a regular basis by playing and coaching!**

### **The BIG WHY for each of the 3 coaching DREAMS**

OK, now that we understand the universal “BIG WHY” of coaching, let’s take one last spin through the 3 coaching dreams. This time we will talk about WHY each is so important.

*Let's explore the BIG WHY  
from the perspective of  
Coach Approach Leadership.*

***Because people HATE to be managed, but the LOVE to be coached!***

Let's get practical. Here is the reason WHY anyone with a big purpose in the world MUST learn how to coach: because if you don't, then you will default to what we grew up with... Management Science. UGH!

We will get into this in great detail later in this chapter, but here is the basic idea:

If you want to help another person do something better – and all you know is Management Science– then you will attempt to manage them. It looks like this:

1. If you tell someone what to do, they will do it. (Command)
2. If you show someone how to do something the right way they will do it right by following your instructions. (Control)
3. When you follow up with someone a few times to make sure they are doing it right, they will catch on and do it the right way. (Compliance)

Management Science = Command – Control – Compliance

Here's the thing, if you are talking about a very simple task, like hammering a nail into wood, then this approach works well. If you are talking about a very complex sequence of tasks that MUST be done in a specific way with complete control, like brain surgery, then this approach is essential. However, if the endeavor is complex and there are endless possible ways to do it based on the qualities and characteristics – the Super Powers - of the person doing it, then management is a TERRIBLE WAY to approach it. HINT: almost everything we do in life falls into this category.

Why is it a terrible way: because people HATE it. If your purpose depends on people expressing their unique creativity, ideas and resourcefulness in order to accomplish something, then you need to coach them! And if you coach them well, they will love it. People LOVE to take on a worthy goal that will require them to learn and grow and unleash their Super Powers in order to accomplish it.

So if you need talented people or love to be around talented people, then coaching is your best option.

As a little side note...

In the early days of coaching (back in the 90's) when we were still very much in the thick of the Industrial Age, Life Coaching was described as helping the client set a goal for themselves, break it down into small tasks and then hold them accountable for their task plans. I would not call that coaching. I would call it progressive project management because it was task-oriented and there was no play, no getting better; there was only completing the tasks or not!

Together we are bringing the Spirit of Play back into Coaching where it belongs!

*OK, so now let's talk about the BIG WHY  
of shared purpose from the perspective  
of the Professional Coach.*

### ***Because you LOVE "the game" and you LOVE the people who play it.***

I use the phrase "the game" here because it appeals to me! But please remember that we are talking about all 3 ways to play:

- Playing to win a contest like in athletics and business,  
for example you love small business startups and you love the people who are willing to give of themselves to make it happen"
- Playing to win hearts like in performance arts and leadership,  
for example you love the piano and you love the people who desire to play it well."
- Playing to win your own heart like in a quest;  
for example you love the quest for vibrant health and you love the people who are willing to make lifestyle changes to go for it."

Got it?

OK, let's explore.

First of all, it is important to have BOTH love of the game AND love of the players at the same time.

If you just love the game but don't care too much about the people, then you can be an expert, or an analyst or a consultant of some kind.

If you just love people but don't care too much specifically about what they are doing, then you can be an advisor or counselor or one of LOT's of other ways to help people.

To be a coach, you need BOTH: love for the game AND love for the people who play it!

#### **Love the game**

Falling in love is such a mysterious thing! Who knows why we fall in love with endeavors or specific people? I have always been curious about how or why I fell in love with the game of soccer. There is no logical explanation for it. I did not know anyone who played it. My Dad loved sports, but he taught me how to play the games he played: baseball, basketball and football. But for some reason I fell HARD for soccer. To this day it consumes a bunch of my energy and attention in practicing the game, playing the game, checking the website for our Men's league to see the scores of all the games, going to mlsoccer.com (our US Professional League) to see how my players from Seton Hall, Sacha Kljestan and Jason Hernandez, played in their games, watching soccer games on television, going to watch professional and college games... WOW, a lot of time and energy. The game of soccer has led me to many of the most amazing experiences of feeling alive.

I fell for the game of business in much the same way; without explanation. I started with a lemonade stand at a young age and was delivering newspapers and cutting grass by the age of 10. I just really wanted to learn how to play business. At first it was more about the connection between business and financial freedom. But it didn't take me too long to see "the game" in it. I figured out that my strategy and skill could influence my results.

So there is no formula for this question, you just have to KNOW if you love something or not. Are you drawn to it? Does the game call to you? And perhaps the most important question that we will explore throughout the book... does it make you feel alive?

The one thing I do know is that you should ONLY coach something that makes you feel alive! Mild interest will not set you on the path to great coaching.

### **Loving people... not in a romantic way.**

When I talk about loving the players of the game it is a "shared experience" kind of love. Most of my best friends come from a shared love of soccer or small business or coaching. I am drawn to people who love the game of soccer. I am also drawn to all athletes... we have a common bond. We will talk a LOT about the experience of belonging in this book because it is essential to the coaching experience. While it is fairly easy to share the bond of an athletic game or a form of artistic expression, you will also notice the "we both Love the game" bond with small business owners, community leaders and people playing life with a similar framework.

The point here is that you MUST have a strong connection with the people who play the game you love. No, you don't have to love everyone, but you must have a strong general affinity. I have heard new professional coaches say things like: "I am going to coach lawyers because they have money even though I don't usually like them very much". This will never work! You have to really care about someone in order to be their coach.

### ***Become a Coach because it is a calling***

You can be a voice teacher, why be a voice coach?

You can be a business consultant, why be a business coach?

You can be a leadership mentor, why be a leadership coach?

You can be a health advisor, why be a health coach?

This is a really big question! It's hard to explain because it is really about the feeling.

To be a coach is a calling. You don't become a coach of business or basketball or anything else simply because it's a way to make a living.

You become a coach because you want to go deep; because you want to live into the game. You want to be a part of making the game better in some way and make the world better because of the way your players are playing the game with inspiration. When you love to play something for your own

experience it is amazing, but when you explore the game through the life experiences and intimate connections with your players... it amplifies the good and becomes pure inspiration.

You want to be a meaningful participant in the lives of others. You want to be more than someone who passed quickly through life. You want to matter. You want to be the one who co-created something special.

You coach because you love the pursuit of Human Greatness; you love the way people can rise up, unleash their Super Powers and become the best player they could possibly be.

When these forces come together it is one of the most rewarding experiences you can have.

There is a reason I am going on about the passion and the love of being a coach: because becoming a great coach is a really BUMPY ROAD. It is WAY harder than it looks. You can't even really call it a road a lot of the time! It's more like a barely-marked trail through the woods. It's a beautiful journey, full of breath-taking views, but also plenty of gut-wrenching heartbreaks along the way.

Remember when I said you have to CARE about someone in order to coach them? Well, you probably know this by now, when you really care about people, they break your heart sometimes. That is just part of the deal when you become a coach. Like in any relational endeavor the gift of LOVE outweighs the risk of heartbreak many times over; but it still hurts. When they struggle or fail, you feel it. When they move on to another team with another coach... you FEEL it. It's part of the game. But like I said, the rewards are totally worth it!

*Let's go a little deeper into  
the BIG WHY of  
Coaching Ecosystem idea.*

### ***Because it is the BEST way for Big Ideas to spread***

Creating and sharing information about how to do things has become a huge business. Often it is marketed with big claims about what you can do when you have this information.

There was a belief that grew in the Industrial Age that if you tell someone or show someone how to do something the best way then they will just do it. The entire information marketing "industry" is based on this principle.

The thing is, information can create the spark of learning but rarely does information create transformation! Very rarely does someone read how to do something or watch the video and then "just do it". Like I said in Chapter 1, the "Magical Moment" where learning becomes action becomes success... rarely happens by itself. This is where coaching comes in.

Most of the time learning something new requires a lot of experimentation; a lot of messes and some failure. But only the most determined people plow through that failure on their own. One of the huge benefits of having a coach by your side is the transformation of failure into learning. It's often

difficult or impossible to figure out what you are doing wrong or what little shift could make the difference. The coach, a knowledgeable observer of the game, can point out what they see and offer suggestions for improvement. This kind of co-creative learning is what makes coaching so awesome! It's personal, it's profound.

Now let's talk about the idea spreading part! (I know that is the part you are most interested in.)

Again, as we will explore in the next Chapter, we are entering the Connected Age of Purpose. It's called the Connected Age because we are all... well... connected! I am thinking in particular about Social Media right now. One of the things you need as a Thought Leader is "Share-able" moments and stories. When one of your students/clients overcomes a challenge to create a success with the guidance of one of your coaches... this is a highly share-able moment for most people! It contains all of the elements of a great share: obstacle, personal growth, relationship and a happy / successful ending.

Think of the Olympics for a moment. After every event they talk to the medal winners who promptly thank their coach, their team, their parents and their community. This is the direction we are going, where every person sees their own life as an Olympic Event. When they do something awesome and experience a win you want them to publicly thank the coach and the community you have created. This is the way powerful messages and methodologies spread in the Connected Age. And this is why I believe coaching can be a major catalyst for all thought leaders.

#### **A word of caution!**

You can't just take a few people who have been successful with your message or methods, call them coaches and send them off to coach your other clients. If you do this you are setting everyone up for failure. As we will talk about a little later in the book, there is a BIG GAP between figuring out how to do something for yourself and helping another person do it. Bridging this BIG GAP is what this book, and game and our training programs are all about.

So if you are going to build a coaching team, make sure you get them some training on how to be a great coach.



## *Doing AND Being*

Continuing our exploration about WHY learning how to coach is such a good idea, this is an opportunity for me to share with you an essential coaching concept: awareness of being and doing.

The Industrial Age and Management Science was all about doing and controlling what people were doing (at least attempting to). It was de-humanizing because it was all about doing.

Coaching is not about doing things. Coaching is about doing something better! So, when you coach a person, you are equally focused on who they are BEING and what they are DOING. The WHO of the person is known as the being or the becoming. The WHAT and HOW of the person are what they are doing AND what they are NOT doing. I have a saying: “Becoming always precedes new results”. In other words, in order to do something better in a way that creates better results, you need to become a new person in some way. In this way, coaching is RE-humanizing.

This brings up a BIG topic that we will explore several times in this book: the question of HOW we become WHO we are. Who we are is a blend of who we were born to be and who we learned to be by adapting to the environment. When I say “learn” here, I am not talking so much about conscious learning or conceptual learning. I am talking about non-conscious learning. To become a great coach, you have to understand how non-conscious learning takes place. We will start with this topic in Chapter 4.

The doing/being framework will point us toward another BIG WHY reason to learn how to coach but it will also illuminate WHY it is so much harder than it looks.

### *The Coach Approach is a new approach to Human Achievement*

Let's say that your game is to become a wildly successful Coach Approach Leader for your *Enterprise*. Your quest is to experience the fulfillment and financial rewards that come with being a positive transformational force in the world; for your customers, your team and your advocates.

Earlier we talked about how people hate to be managed but they LOVE to be coached. We have been talking about how the Coach Approach is a way that we can relate to each other and accomplish great things together. It sounds awesome... and it is.

HOWEVER, becoming a Coach Approach Leader is a lot harder than it looks. Let's explore one reason WHY it is so difficult.

One big reason is because we grew up in the Industrial Age and our minds were thoroughly indoctrinated with Management Science Principles from the first moment we sat down at a desk as a small child in school. These principles are living in all of our minds like an idea virus. YIKES! The way we relate to each other, especially when it comes to getting things done together, is greatly influenced by the world we grew up in: the Industrial World.

### ***Management Science and Coach Approach Leadership***



There is a massive transformation that I see happening:

**From: Industrial Age Management Science**

**TO: Connected Age Coach Approach**

OK. So I have a chart to help us understand who we have been and who we now want to become.

The only thing I want to emphasize before we get into it is that I am not talking about the people who become managers. MOST people in management positions are wonderful leaders who care deeply about the people on their staff. I am speaking about the concepts of management and management science and how most organizations expect a person in a management role to operate from these principles.

<p align="center"><b>“Corporate Manager” from the Industrial Age</b></p>	<p align="center"><b>Coach Approach Leader for the Connected Age</b></p>
	
<p>Everything is under control. There is a logical, “right way”, to do everything... by the system!</p>	<p>She has a healthy balance between a focus on playing for results and caring about people by building relationships</p>
<p><b>Command</b> Tell them what to do</p> <p><b>Control</b> Show them how to do it</p> <p><b>Compliance</b> Make sure they do it right</p>	<p><b>Belonging</b> Know the person and our shared purpose</p> <p><b>Results</b> Game plan / Respond to challenges / Co-create Value</p> <p><b>Awareness</b> Expand ability to maximize value together</p>
<p>You are a worker. Do your job and you will get paid. We are all just cogs in the wheel of production.</p>	<p>You are a player. She sees the unique value of the individual AND the big picture of the team at the same time.</p>
<p>Don't get fancy or creative. He wants you to stick to the RULES. Complete your tasks before the deadline.</p>	<p>She is determined to be a positive influence and wants you to be a great player. She wants you to fulfill your purpose for your own life and contribute to the purpose of the organization.</p>
<p>He doesn't want any mistakes. If anything goes wrong he will figure out who is to blame, then he will fix the problem.</p>	<p>By evaluating results she will help you play better. She expects greatness; she expects you to learn from failure.</p>
<p>He tells people what to do and he expects them to do it right.</p>	<p>She is connected! She is tuned in to who you are as a person. She guides her people toward the desired results.</p>
<p>It's not personal. It's a system. The marketing system will get people to buy the stuff and they</p>	<p>She aims for her customers to be <b>WOWed</b> and exquisitely cared for. The Enterprise thrives</p>

will get what they paid for. The business is focused on profits.	WITH the community it serves.
He just wants to fit in and stay out of trouble. He wants to be left alone so he can do his work... until the day when he retires.	She contributes to the community and the world. She is actively creating a full spectrum of wealth and is engaged in helping you do the same.

For the record, Corporate Management Science and Coach Approach Leadership are not gender specific.

You probably have a deep desire to be a Coach Approach -Transformational - Leader. But at the same time you have been thoroughly trained in the principles of Management Science. We all love the Transformational Leader. BUT, we were all trained to be the Corporate Man so this is an aspect of our mindset that we can't ignore!

The key is to realize that you have both mindsets "inside" you. And since the Management Mindset has been in you for a LOT longer it will have more influence over your non-conscious choices.

You want to be a positive influence in the lives of your employees, colleagues, customers, partners... your friends and family too. You want fulfillment; and not just for yourself, for everyone involved in your *Enterprise*.

But it's hard to focus on fulfillment for yourself or others when you are stressed out about your never-ending task list and your daily supply of problems; especially other people's problems. It's hard to be transformational when you are overwhelmed and frustrated most of the time. Under stress, you will slip into management mode.

This is what happens when you try to play in the Connected Age game with an Industrial Mind.

### **When to manage, when to coach**

While we are in this transitional, transformational time you have to acknowledge that Management Science is in your mind while you are learning the Coach Approach. Here is a useful distinction to help you maneuver through the many choices you will make every day.

When there is a task that has to be done in a specific, correct way in a specific time frame... you manage the person doing it.

When there is a desired result or situation that cannot be controlled OR when there are many possible ways to approach something, then you coach the person doing it.

*Manage tasks; while you Coach for results and possibilities.*

This is a place to start. We will get into this in a lot more detail in the next Chapter: The Global Transformation from Work to Play. We will also explore the core elements of the Connected Age of

Purpose. I think you will find it quite illuminating in understanding many of the frustrations that we are all experiencing in life right now.

## *Our BIG WHY at CoachVille*

There is one last thing to conclude Chapter 2. Since we are talking about WHY and The Coach Approach, I would love to take this opportunity to share with you the BIG WHY of my company... CoachVille.

*We call it the  
Coach Approach Manifesto.*

### **1) Great Coaching Will Transform Our World.**

*Great coaching* is the transformational art of helping another person play better, create results that matter to them and win on their own terms.

Great coaching touches us profoundly because it appeals to our fundamental desire to make a meaningful contribution to the lives of our fellow humans; to help another person win.

To contribute to the unfolding greatness of another person fulfills our deep need for belonging. When more humans are deeply fulfilled in the experience of belonging, our world is better.

*Coaching is often thought of as an intervention for people with problems, but solving people “problems” never changed the world. Together we can transform our world from a problem we need to solve to a creative pursuit of the deep personal transformation that accelerates world changing results and creates winners.*

### **2) Great Coaching Will Transform Our Organizations.**

**To be a game changing leader** in our world you have to break the mold of Industrial Age thinking and Management Science Principles of Command, Control and Compliance.

**People hate to be managed but they love to be coached.** The BEST way to lead a company or community of great individual players is by using the Coach Approach Principles of Belonging, Awareness and Results.

Great coaching will change companies, communities and causes when each individual is coached – through support and challenge – to fully engage their talents toward a shared purpose; a vision of winning together. When people in organizations are engaged, our world is better.

*Organizations often treat individuals (you and me!) as workers; as replaceable cogs in the wheel of production. But we cannot be easily replaced! Together we can transform our organizations from places of work to winning teams in a game worth playing.*

### 3) Great Coaching Will Transform Our Relationships

**Coaching** is an advanced form of relating with profound possibilities. It is co-created and based in shared purpose, trust, and judgment-free awareness. Great coaching is non-hierarchical because the Coach and Player are equals with different roles in pursuit of a shared vision of winning.

Coaching is personal: to coach someone, you have to really know them. To be coached by someone you must be willing to be known, including your hopes and dreams, unique skills and abilities, doubts and fears.

Because our experience of life occurs mostly in our relationships with others, anyone can improve their quality of life by learning how to coach and be coached. Together we play better.

When people relate profoundly, our world is better.

*Many forms of sharing information as in books, recordings or large group conference calls are labeled “coaching”; but coaching is so much more than telling people what to do and how to do it. Together we can transform our relationships from role-based hierarchies to profound connections of trust and partnership.*

### 4) Great Coaching Will Transform Our Lives

**Life is for play** and we are all players. We believe that the BEST way to live an inspired life of purpose and possibility comes to life when the Spirit of PLAY is combined with great coaching.

With a coach by our side we see possibilities more clearly, we step boldly into the risks required to play big and win, we take creative actions, we learn from the inevitable setbacks and we become the person we always dreamed we could be.

With a coach we share life-changing conversations that lead to bigger and better play because together we create bigger and better results. When people play together, our world is better.

*The “do-it-yourself” mentality is championed as the path to freedom but the truth is we are more free with a great coach beside us than we are when playing alone. Together we can transform our lives from playing a small game of solitaire to playing BIG in our World... together.*

Thanks for reading this part! You may have your eyes on this page because you are already a member of CoachVille. But in case you got this document from someone else, we would love to have you join us as well. CV Membership is always FREE.

### **Gratitude!**

*Gratitude that we all have a purpose  
that guides our pursuit for  
moments when we are most alive!*

## 03 Global Transformation from Work to Purpose and Play

The Global Transformation from the Industrial Age of Work to the Connected Age of Purpose is happening. This is a massive transition that will be bumpy but thrilling and “RE-Humanizing”. The Industrial Age of Work was all about the introduction of machines into human life. In the Connected Age of Purpose we have the internet and social sites and global communication. Anyone can publish their thoughts and pictures. Creativity and self-expression are at a premium.

### Where we learn

From: In School. With desks in neat rows; Learning the right answers; Working alone completing tasks; preparing for the test; we “unlearned” how to play life in Industrial Age School.

To: Online... and in Life; Playing multi-player games; learning from the world; creating, sharing, connecting; pursuing the next level. The Play Revolution is on; 1.2 Billion people are playing online.

### Industrial Age Memes -> Connected Age Memes

When you live in an environment, the memes get into you at a non-conscious level.

Industrial Meme: Do your own work. (The intent: self-reliance; the side effect: Isolation)

Connected Meme: Together we play better (connection and support)

### From Worker -> Player

From: A worker in a job with a manager/boss (enjoyment unlikely)

TO: A player for a purpose with a Coach (enjoyment assumed)

You were born to play BUT you were trained to work. In the Industrial Age we worked on everything from jobs, to our relationships even eating a meal. To play means to be creative, resourceful, imaginative, exploring, experimenting, learning and having fun doing it.

### What is work? What is play?

Work is when you are doing something that you can control the outcome 99-100% of the time.

Play is when you cannot control the outcome, BUT you can INFLUENCE the outcome through skill, energy, creativity, effort, awareness, self-expression and strategy.

You manage work. You coach play.

### From: Do it right; Don't make mistakes ->

### TO: Play big to make a difference; Risk failure, learn fast and GROW

In the Connected Age we play for results; results that add value and make a difference in the lives of the people being served or make the world a better place in some way.

### The Emerging Power of YOU (You matter)

From: Power of the system; power of profit -> To: YOUUnique Super Powers of individual players;

The path to belonging: From fit in by being like the others; TO: fit in by expressing YOUUniqueness.

The approach to success: From the delusion of control and lots of frustration; TO the possibility for influence and lots of expression.

Wealth: From investing in things and entertainment; TO investing in creativity tools and experiences



## *The Age of Transformation*

With your DREAM and your TEAM you have an idea about WHY you want to become a great Coach. Before we go deeper into HOW to become a great coach in Sections 2-5 let's take look at the big picture of coaching and its place in our world; and especially the dramatic shift in how we Humans organize ourselves for achievement and fulfillment. This will help us overcome the mental obstacles presented by the Management Science Mindset.

As a coach and coach trainer I have had thousands of deep conversations about life over the past 20 years. I have noticed several patterns that are worthy of exploration. In this chapter I am going to put on my "culturist / futurist" hat and share with you how I describe what is happening in the hearts and minds of the people of the world.

The story of humanity is at another major turning point and I believe that coaching will play a huge role in how it unfolds. Coaching is a craft whose time is NOW.

### **We become by adapting to our environment**

One quick thing before we get into this transformation. Something you need to understand about Human Nature: we become who we are, to a large degree, by adapting to our environment.

While we have been taught that our conscious minds and our self-determination run the show, this framework just doesn't jive with reality. Our conscious thinking and determination ARE important, but they don't run the show.

We will get into this in great detail in Chapter 5 Coaching the Connected Mind. The key thing to realize now is that a lot of what is going on inside of me and YOU and inside of your players - in the form of attitudes, beliefs, customs, values, understandings, perspectives and possibilities – came from the culture that we grew up in.

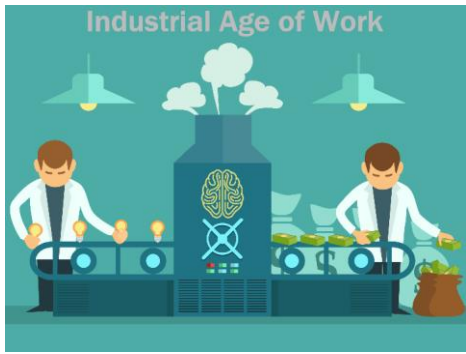
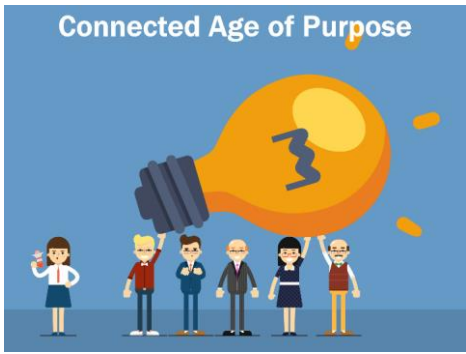
We grew up in the Industrial Age of Work. So a lot of the way we make sense of the world and humanity – our “mindset”; our framework; our paradigm - comes from that Industrial Age perspective. When I think about my experiences growing up in the Industrial Age it really was ALL about work. Everything in life seemed to be oriented around getting an education so we could get a good job so that we could get money to buy the things we needed and wanted. Work – Consume... Work - Consume... Work - Consume. Then when you hit 65 years of age you can retire and live the good life. That was the whole game. What a BORING GAME!!!!

Meanwhile humanity is transforming rapidly into a new age that I call The Connected Age of Purpose.

I have created another chart for us. This time we will compare and contrast these two ages. Because we are in an “in between” time, or a transition time, you will be able to recognize the qualities of both. As we look at the Industrial Age column we can say that it pretty much looks like life today. Yet, when we look at the Connected Age column we can see that these experiences are trending; AND that they are greatly desired by more and more people.

Let's check it out...

### Welcome to the Connected Age!

	Industrial Age of Work	Connected Age of Purpose
		
<b><i>Time frame</i></b>	1880 – ~2030	~2010 - ????
<b><i>Where we learn</i></b>	In School. With desks in neat rows learning the right answers	Online... Life Playing multi-player games learning from the world

	working alone completing tasks preparing for the test	creating, sharing, connecting pursuing the next level
<b><i>Memes</i></b>	Do it right the first time or don't do it at all;  Do your own work (at school) if you help your neighbor you are a cheater	After you fail, play again  Together we play better  Get to the next level
<b><i>You are a</i></b>	Worker	Player
<b><i>You have a</i></b>	Job with a Manager / Boss (enjoyment unlikely)	Purpose with a Coach (enjoyment assumed)
<b><i>What you do</i></b>	Complete tasks Solve problems	Create results Express Super Powers to add value
<b><i>Why?</i></b>	To earn money to buy things	To fulfill a purpose and GROW
<b><i>Success is...</i></b>	Do it right Don't make mistakes	Play big to make a difference Risk failure, learn fast and grow
<b><i>The Power</i></b>	In the "system"	YOUUnique Super Powers of Individual Players
<b><i>Belonging</i></b>	Fit in by being like the others Don't try to be special Mind your own business	Fit in by expressing YOU uniqueness Own your value Life is Performance Art...
<b><i>The Approach</i></b>	Delusion of control – avoid failure Delusion of the "right answer" LOTS of frustration	Possibility for influence Possibility of possibility LOTS of expression
<b><i>Come alive?</i></b>	Where is the coffee?? Thank God it's Friday!!	Rewarding and challenging experiences make every day a fulfilling adventure
<b><i>You are seen as a</i></b>	Consumer	Creator / Investor
<b><i>You buy...</i></b>	Things - More is better Things make you happy  Entertainment to "get away" from meaningless or repetitive work	Things that inspire you and tools for creation;  Experiences that expand your skills and awareness; coaching to unleash your super powers

		to fulfill your purpose
<i>You aim to</i>	Save some money for retirement	Create “You Wealth” by fulfilling your purpose in the world
<i>Doing and Being</i>	You are what you are doing  “What do you do?”	Who you are being – your values – matters as much as what you are doing  “What is your purpose?” What do you care about?”

Next we will walk through each of these transformations and get into the details.

Then I will share with you WHY it is so important for you to understand these transformations as you pursue your life as a Coach.

### *Industrial Age of Work -> Connected Age of Purpose*

My intention here is not to go too far down the rabbit hole of history or economics. Rather, my plan is to give a little perspective and shed a little light from the “Big Picture” on why learning how to coach is such a big opportunity in this moment in time.

The way I describe the global transformation that is happening now is this:

**From: the Industrial Age of Work**

**TO: the Connected Age of Purpose.**

The Industrial Age of Work was all about the introduction of machines into human life. Until this time if a Human wanted something, someone had to make it. The Industrial Age brought in trains and cars and planes. Machines were created to make almost everything for mass production and consumption.

The big shift for humans was two things:

- 1) Instead of making things for each other most people had jobs running the machines that made things,
- 2) We had access to a lot more things.

A byproduct of this shift is that the focus of life became “work” – AKA having a JOB. And with so much attention on the machines, humans basically became an extension of the machine; just a cog in the wheel of production. While we gained access to more possessions, many that made life better, in many ways it was dehumanizing. Creativity and craftsmanship were eliminated from daily life for most people.

In the 1990’s the Industrial Age added a little sidebar often called the “Information Age”. The computer became an integral part of life, but it was all still pretty industrial: it was about the machine and people sitting in cubicles operating the machines. There was a BIG idea back then that

“information is power”. So now all the information from the beginning of recorded time is available to anyone anywhere. This is pretty amazing and it did create an empowering platform for a new age.

Now as we move into the 21<sup>st</sup> Century a new age is dawning: *the Connected Age of Purpose*.

In the Connected Age of Purpose we have the internet and social sites and global communication and computing devices in our hands. Anyone can publish their thoughts and pictures for anyone in the world to see. As a result personal creativity and self-expression are now at a premium again. Some people are making things again. Many are making and sharing ideas. And for many, life itself has become a performance art. We have infinite possibility for co-creating value WITH others and FOR others and living a life of purpose.

While the Industrial Age was dehumanizing the Connected Age is RE-humanizing!

This is exciting because as more and more folks step into life as performance art and see that they can play bigger and better to expand their influence and fulfillment they will want a coach.

## *Time Frames*

The time frame for the Industrial Age is generally described as starting in 1880. Many futurist type folks talk about the Industrial Age continuing long into the future but I don't see it happening that way. While we will certainly continue to have machines and mass production, the Industrial mindset will soon be a thing of the past.

The time frame for the beginning of the Connected Age is a bit arbitrary but it aligns with the proliferation of “smart phones”. By 2010, 35% of adults living in the USA owned a smart phone; meaning they had a global video access super computer in their hands. At this point, the Connected Age was ON!

The Purpose part has been brewing for a while as well. As a Life Coach for 20 years now, I have been supporting and facilitating folks making major life choices based on living into their purpose rather than solely based on economics. This phenomenon has continued to accelerate and is now a cultural movement.

A little anecdote...

I live in New York City near the East Village Neighborhood. I walk around a lot during the day time which means I see a lot of nannies walking babies in strollers. Most of the little 2 year olds have tablets in their hands either watching video or playing games while the nannies walk them around. The other day I saw a little 2 year old child with a tablet engaging with his mother via “Facetime” live video. I was amazed. This child is going to grow up with a very different brain than the brains we have. Yeah, the Connected Age is happening and this small child is already living in it.



## *Where We Learn*

**From:** In School. With desks in neat rows; Learning the right answers; Working alone completing tasks; Preparing for the test

**To:** Online... Life; Playing multi-player games; Learning from the world; creating, sharing, connecting; Pursuing the next level

This may sound a little harsh, AND it is in no way an assessment of the amazing individuals who set out to become school teachers or even the curriculum that they are teaching. But here is the reality: the school system in the USA and in the “industrialized world” has one purpose and one purpose only... to prepare you to work in a factory or a cubicle. The purpose of school, as it is currently organized, is to train you to be a good worker: sit down at your desk or workstation, be quiet, follow the instructions, get the right answers and don’t bother anybody. The Industrial Age concept of life is to go to school, get an education, so that you can get a job and become a productive member of the consumer society.

If you show an ability to get the right answers on tests, you can go to college and get a “white collar” AKA cubicle job. Prove yourself in the cubicle, and you can get an office job one day and manage the workers below you in the hierarchy.

For sure we learned a lot of very useful things in school. But the WAY we learned created a lot of “mentality training” that will NOT serve us well in the Connected Age. In the Industrial Age, work was seen as sacred while play was considered frivolous.

## **The Play Revolution**

Meanwhile, over the last 10 years, online learning and especially online gaming has SLAMMED itself into everyday life. According to a recent study 1.2 Billion people - 17% of the world’s population - are playing games online! WOW! Digital gaming sales in 2015 were \$61 Billion! (Billion with a B!!)

So, why are 1.2 Billion Humans of the world playing these games?

My insight into this phenomenon is twofold.

First, humans are playing because humans are born to play. We LOVE to play.

Second, we are playing online games in pretend worlds because we don’t know – or somehow we forgot – that REAL LIFE is a game that we can play every day. In my opinion, we “unlearned” how to play life in Industrial Age School.

In the Industrial Age you didn’t focus on your own purpose. The group or company told us what the purpose was so we just worked for money while our “play with purpose muscles” got flabby.

So who are 1.2 Billion Humans (17% of our 7 Billion) learning to BE by playing these games?

First a quick point about the games: they are wildly diverse and highly creative. For sure there are a lot of “shooter” games, sports games and puzzle games but there are also adventure and discovery games as well.

There is a point to why I posed the question is WHO rather than what. While learning the skill of shooting zombies is not too useful in the “real” world there is something else happening that is VERY important. WHO we are learning to be in the game environment is the important and fascinating thing and it points to WHY we are playing.

- We learn how to be engaged in the moment.
- We learn how to be resourceful and resilient; to bounce back quickly from failure.
- There is always another level of mastery that you can attain... we can play better and better through focus, determination and creative thinking.
- We learn how to team up with other players and play together with a common purpose. We also learn to respectfully play against other players and learn from them as we play.

In 2010 I did a speaking tour of 20 US Cities talking about play. My main point was that real life is a game you can play two win. (TWO, the misspelling was an intentional play on words about playing together) I was speaking about the gaming phenomenon then. I truly believe that the massive popularity of online gaming is preparing Humanity to play real life as a game in the Connected Age of Purpose. Or thought of from another angle, it is only a matter of time before the way of being

learned in the online gaming environment spills into the way we live our lives. Just like the way of being in a factory/cubicle environment spilled into every aspect of life in the Industrial Age.

As the “play way” of life gets deeper into our mindset, the demand for coaching will go UP!! A key business leadership skill will be crafting business positions that play like a game because this is what people will come to expect in a “job”.

The last line of this transformation really energizes me. Take a moment and think about the huge difference in energy between “preparing for a test” in Industrial School and “pursuing the next level” in the game of life. WOW. I have heard many times the metaphor that life is a school and we are here to learn lessons. I don’t think so. I think life is a game and we are here to keep playing and growing and pursuing the next level of challenges and awesome experiences!

## *Industrial Age Memes -> Connected Age Memes*

### **Memetic Artifacts of the Industrial Age...**

In any environment – but in particular a learning environment – there are two elements to pay close attention to: 1) The content 2) The “way”; or the way of being.



In Industrial School while we were learning the good stuff like reading and writing, we were also absorbing messages about how to be and who to be. These messages are also called “memes”; a meme is an idea that we absorb into our minds (and bodies!) from the environment through repetition; mostly at a non-conscious level. Wherever you go in life, the environment gets into you. That is just how it is.

There are two Industrial Age School memes in particular that have greatly diminished our overall quality of life AND distinctly conflict with what is needed to thrive in the Connected Age of Purpose: isolation and the perfection-trap. The thing that is tricky about these messages is that at surface level you can understand that the original intent had a good purpose. But when you push them too far – as happened in the Industrial Age - they have really bad UNINTENDED consequences.

Here are a few examples:

1. Do your own work. (The intent: self-reliance; the side effect: Isolation)
2. If you help your neighbor you are a cheater (Isolation on steroids)
3. Do it right the first time or don't do it at all. (The intent: focus; the side-effect: Perfection-trap)
4. Failure is not an option (Perfection-trap on steroids)

You have definitely heard these messages MANY times and probably have said them to others many times as well. That's what happens with powerful memes... they spread. And again, while they started with good intent they evolved into very negative consequences.

They led us to live a scaled down, isolated life where what we do or what we are willing to attempt must be completely controllable so that we never make a mistake and never fail. “Failure is not an option” becomes don't try anything where failure is possible. In other words, don't try anything new. Don't do anything unless you are already good at it.

And since it is not OK to ask for help, especially in doing something you should already know how to do, we hide and camouflage our weaknesses and play it safe. Again, it is important to realize that even if you are the rare person who consciously thinks: “oh, I have no problem asking for help”, the “do your own work” meme greatly impacts how you maneuver through life at a non-conscious level.

Why this matters to your pursuit of becoming a coach is this: in areas of life that we typically connect with “work” it is a mindset challenge for most people to even consider having a coach because accepting help or guidance is a BAD thing. This is why in order to start coaching people in domains like business and career, you have to shift their thinking into the play or game mindset where coaching is accepted even expected.

### **People connect playing with having a coach!**

So let's quickly explore a few memes from the online gaming environment:

1. After you fail, play again (keep learning and resilience)

2. Together we play better (connection and support)
3. When you master the game it's time to level up. (Intentionally play bigger; start failing and learning again!)

What we are learning, memetically, by playing these games is that EVERY new game starts with lots of challenges, learning, failure and FUN. It's all part of the experience. Even failure is OK. If you keep playing with the intention to win – to master the game – you will get better and better.

We are also learning that by playing with others – both with and against – we learn FASTER. You watch what they are doing and you expand your awareness and pick up ideas. It is absolutely the norm to lose a game and then ask the winning player: “how did you do that?” AND then it is normal for the winning player to gladly show you how to play better.

And the best part is how we get to a place of mastery in a game and then jump into the next level or a harder game where we start failing again. This “strive for the next level” meme is a juicy one that bodes well for making the world a better place when we learn how to play real life as a game.

As for coaching... one of the major benefits of having a coach as a guide in any game is that you learn and grow faster. You start winning faster. You get to the higher levels of the game... faster. You get to the level where the game is REALLY hard and the challenge is REALLY intense and you REALLY have to expand yourself and dig deep in order to play well... FASTER. You get to the level where you can hold your own with other really great players; where you earn the feeling that you BELONG in this game.

Players love this.

## **Worker -> Player**

Here is the BIG transformation...

**From: A worker in a job with a manager/boss (enjoyment unlikely)**

**TO: A player for a purpose with a Coach (enjoyment assumed)**

*You were born to play BUT you were trained to work*

Here we go... it's time to shake things up a bit!

Here is a BIG truth: You were born to play. ALL humans are born to play. All children play so we know that it is an inborn quality.

*To play means to be creative, resourceful, imaginative,  
exploring, experimenting, learning AND having fun doing it!*

If you realize that these are the qualities that can help anyone become more successful in any endeavor then you are a good candidate for coaching and thriving in the Connected Age!

When we were children we were pretty much playing all the time and loving life, until... as I said before, we went to Industrial Age School where we learned to sit down at a little desk, be quiet, work

in solitude on the worksheets given to us by the teacher / manager. We follow the instructions that the boss gave us so that we can reproduce the right answers and pass the tests. In school, we were trained to be workers. And again!!... no disrespect to the teachers or the curriculum. The environment creates this experience.

And because we have been so indoctrinated into the Industrial Mindset, we WORK on everything! The idea of working got into us so deeply that we turned everything into work.

When we leave the house in the morning... we are going to work. Do you remember the feeling of going out to play? Life can be like that again.

Have you ever heard someone say something like: “I need to WORK on my golf game” or “MY spouse and I are WORKING on our relationship?” HUH? Sadly, yes. I hear this very often. Or at a restaurant enjoying a meal and the waiter asks: “Are you still working on that?” When did enjoying a meal become work? Have you ever heard someone refer to their spouse as “The Boss”?

Everything is work. “What are you working on?” or “Who do you work for?” Everything and everyone has to be “managed”; or in other words, controlled to eliminate mistakes. Success is determined by how much money you are getting paid to do the job. Fulfillment or enjoyment has not been part of the equation for most people.

Even if you have the gumption to start a business... then you get to “work for yourself” or “be your own boss”. Everywhere we go: there are workers with a boss.



So when we talk about business, career and leadership, people put that in a mental category called “work”. Industrial Age people have been trained to think that if something is serious – like business or career - then you work on it. If something is frivolous then you can play with it. Most people don’t think that you can play your business, like you can play basketball. You can! But it requires some mental framework shifting.

### **I envision a very different kind of life...**

If you are setting out to be a great coach in tennis or basketball, or any athletic endeavor the path is clear because everyone already knows that athletes PLAY and have a coach to play better.

The same goes for coaching in the performing arts. People understand that musicians, dancers and actors PLAY and have a coach to play better.

I believe that the MASSIVE popularity and social attention on athletes and artists COMBINED with the massive popularity of games will bring the play mindset and lifestyle to all of our lives over the next 10 years. You may have heard the term “Gamification”. This is a related idea.

I see each individual living as a player and “bringing their talents” to an organization for a period of time for a shared purpose. (basketball fans will get the humor in that) The individual has a purpose... something they want to experience or accomplish and probably some skills they want to acquire at the same time. They will participate within an organization that gives them the best chance to fulfill that purpose – to win that game of life - meanwhile contributing to the fulfillment of the organizations purpose at the same time.

Players join organizations aka Teams with a coach to play FOR something together. And when the purpose is really compelling and the coaching is really good, this will be a magnet for talented players.

For sure there will also be money involved but it is not only about the money. Purpose matters. Growth matters.

*Organizations and players will exchange money for play  
in pursuit of a purpose and profits by creating value for YOUUnique customers.*

Enjoyment is what happens when you bring talented people together with an opportunity to express their talents toward a compelling purpose in an environment with coaching for growth.

No, it won’t always be easy breezy and they won’t always fulfill the purpose they set out for, but they will enjoy the experience most of the time.

### **What is work? And What is play?**

OK, so I have been talking about these ideas with people for about 10 years. And usually at this point it seems intriguing but it is also confusing. Mostly because we have no idea what play looks like in our daily lives.

I am going to offer you a new framework to understand the differences between work and play. This framework shift can transform your life in many ways AND it makes it possible to become a great coach in any endeavor in life! It is important to emphasize that this is a framework, a way of looking at life; it is not THE TRUTH.

OK, here goes...

*Work is when you are doing something that you can control the outcome 99-100% of the time.*

*Play is when you cannot control the outcome, BUT you can INFLUENCE the outcome through skill, energy, creativity, effort, awareness, self-expression and strategy.*

The key distinction is the existence or absence of control.

I will admit here that I am biased toward play. BUT there are plenty of times and places in life where work is required. There are benefits to doing work: there is little or no risk and it requires very little emotional investment; sometimes this is a good thing. Most worthwhile endeavors are a blend of work and play.

Here are a few quick examples:

## **WORK**

You are in a factory on an assembly line connecting two parts together as the in-process products move into your station. With training you should be able to complete this process 400 times per shift with at most 1 mistake. WORK.

You are in a cubicle processing documents on your computer screen. You follow a checklist of activities as you review and complete each document. With training you can complete this task 200 times per day with at most 2 errors. WORK.

You are in a call center taking customer service calls. As each call comes in you follow a script to help the customer resolve the issue. If you are unable to resolve it you pass them along to a “solver” and move on to the next caller. With training you can complete 5-10 calls per hour, maintain a consistent monotonous tone and either solve the problem or pass them on. WORK .

## **PLAY**

You call a potential customer to invite them to lunch. You want them to say “Yes” so you share a compelling reason. You can’t control whether or not they say YES but you can influence them. PLAY.

You think you are a good fit for the newly opened management position in your organization so you meet with your manager to state your case in hopes that she will support the move and supply you with a reference. You cannot control how she will respond. PLAY.

**It could be work or it could be play**

You are a writer and you are assigned an article topic by the boss. Your job is to complete the article for publication by the end of the day. You do the necessary research, pull the ideas together and write the article according to the voice and standard of the publication. You submit the finished article before the deadline each day. WORK. However, if your article includes a request for comments from your readers and your purpose is to write the article in a way that inspires readers to engage with you. PLAY. You can't control the readers but you can influence them.

You are a Human Resources professional. You process employee "situations". The employee fills out a form and books a 30-minute appointment with you. You process 10 such appointments each day. You read the form. The employee comes in and you listen compassionately and ask a set of routine questions. You have to assess whether this is a misunderstanding or a serious issue. If you assess a misunderstanding you help the employee craft a plan and empower them to act on their own behalf to resolve the issue. If you assess it as serious, then you follow the escalation protocol. Mmm this is an example of taking something that should be PLAY but it has been turned into WORK.

### **Lots of grey areas**

The key is to distinguish between control and influence. There are certainly many grey areas in this distinction so we will keep teasing out examples as we go along.

For example you will often see an artist or athlete who has so much mastery – so much influence – that it looks like control.

Or if you think of a musician for example, practicing the scales starts out as play but becomes work as their level of mastery nears 100% accuracy. Performing a piece of music starts out as play but could become work if they reach 100% accuracy in producing the sounds. BUT if the purpose is to perform for – AKA influence - an audience such that each audience member enjoys the music... that is definitely PLAY.

### **This distinction is a REALLY BIG DEAL...**

These are just a few examples to get you thinking. It is important to understand that during the Industrial Age it was a primary success principle to turn every single necessary activity into work. The goal was to make every activity a task that a person with basic training could perform perfectly every time; a person was a replaceable part in the system; an extension of the system / machine.

As I said, understanding this distinction is ESSENTIAL to what it means to be a coach and is possibly the primary distinction in the transformation from the Industrial Age of Work to the Connected Age of Purpose.

*You manage work. You coach play.*

Stay with me; it will become clearer and more illuminating as we move along.

### ***Job -> Purpose***

Just a quick note of clarification here...

In our culture anytime you get paid to do something it is called a “job”.

What I am referring to in this distinction is “just a job”, meaning there is no risk and little or no emotional investment. Whereas a purpose is when you CARE about what happens. You are emotionally invested in the outcome AND most of the time you cannot control it, but you can influence it. Purpose and play usually ride together.

So while almost everyone has a job, what I am seeing is that people are yearning for purpose. They want to engage their energy in something that they care about; both for themselves and for what it will mean in the world. Fewer and fewer people are willing to do something simply for the money unless they are in desperate financial need. People need money AND desire meaning.

As a Coach Approach Leader, if you can create opportunities that include shared purpose AND economic viability you will attract the most talented people.

Let’s tease out a few more distinctions in the chart.



## *Complete Tasks -> Create Results*

**From Complete tasks and solve problems**

**TO: Create results and express Super Powers that add value, to fulfill a purpose**

Remember that the Industrial Age ideal was to create work for people to do where they could follow instructions to complete tasks and solve problems. For sure in just about any endeavor there are some tasks to complete and problems to solve.

The big questions are:

Is there also an opportunity to create results?

Is there an opportunity to express YOUUnique abilities?

Is there an opportunity to add value and contribute in a way that is meaningful for you?

*A result is something that you cannot control  
but you can influence with your energy, ideas and skill.*

Since you can't control it that means you can fail. It also means that your unique way of doing it could make the difference between failure and success. It also means that if you fail, you can learn something that enables you to play for a better result the next time.

### **When to manage; when to coach**

Remember this basic approach to balancing work and play:

For an activity that must be done in a specific way without making mistakes, this is work that you manage.

For an activity where the outcome cannot be controlled and where each individual can find their own unique way to approach it, this is play that you coach.

### **Why?**

**From: To earn money to buy things**

**TO: To fulfill a purpose and GROW**

In many pure work scenarios it is hard to feel the connection between the tasks you are completing and the outcome in the lives of the people being served. And in the Industrial Age this wasn't thought to matter much; the money is all that really mattered. You get paid to do the job. When you get paid you can buy stuff and pay the bills to survive. Survival and acquiring stuff, rather than fulfillment, was the reward for working.

In the Connected Age, it's all about purpose.

*A result is when something happens in the world  
as the effect of your actions.*

So you can see and feel the outcome of your efforts; sometimes it is what you intended, sometimes not, but SOMETHING happened. This is very rewarding when it goes your way and sometimes disappointing when it does not. Especially when you care about the purpose you are playing for; caring means you have an emotional investment in the outcome. But the disappointing experiences are challenges that fuel your desire for growth. And growth is in itself a fulfilling experience.

This points to the value of coaching, A Coach helps you quickly learn from disappointment and use it as fuel for growth. Without a coach, it is easy to be thwarted when you experience a series of disappointing results.

## Success

**From: Do it right; don't make mistakes**

**TO: Play big to make a difference; risk failure, learn fast and GROW**

In the Industrial Age success is pretty blah. The aim of completing tasks is to do them without making mistakes. But since you are expected to do them without making mistakes it is not especially rewarding when you do. This is why the accumulation of things became the picture of success.

*In the Connected Age we play for results:  
results that add value and make a difference  
in the lives of the people being served  
or make the world a better place in some way.*

Playing for results requires more of you than simply showing up and following orders. When you play for results there is risk involved. The reward for the risk is greater meaning and fulfillment. The opportunity to express your talent in pursuit of results puts you into the growth zone. You can see the value of getting better at what you are doing. You WANT to grow. You are willing to do what it takes to grow.

And in some scenarios it can mean greater financial rewards as well; scenarios like running a business or a result-based compensation plan or where career advancement is based on results.

I envision more and more people engaging in these types of economic scenarios in the Connected Age. And the desire for coaching will follow.

## *The Emerging Power of YOU (You matter)*

**From: Power of the system; power of profit**

**To: YOUnique Super Powers of individual players; TEAM**

Where is the power located?

In the Industrial Age it was all about “the system”. The power is in the process. As I said earlier the model for business success was to turn every activity into a sequence of tasks that a person could complete without creative thinking. In his masterwork, “The EMyth” (Entrepreneur Myth), which became the business success bible for many thousands of business owners, Michael Gerber implored entrepreneurs to use the hamburger franchise MacDonald’s as a role model; nobody has to creatively think; everybody just follows instructions and the business makes money. The people employed are human robots doing a job.

While I do believe that there will always be some businesses that can operate successfully this way, I feel strongly that most endeavors are way too complex to be boiled down to a system that can be followed the same way every time... never thinking creatively, never making a mistake.

*I believe that most business ventures that aim to create value will require creative individuals to thoughtfully and resourcefully respond in the moment to what is happening.*

It will be a lot more like playing a game than doing a job.

When this happens, then the power will shift at least somewhat to the individuals... the players and their Super Powers. Most business ventures will be like athletic teams or performing art teams... if you want to win, you will need good players.

AND you will need a great coach to bring out the best in each player AND bring their YOUUnique Super Powers together to play as a team.

At the end of this chapter I will share a few thoughts about the devastating negative impact that the systemization or routinization of daily activity has had on our quality of life and mental health.

## **Belonging**

**From: Fit in by being like the others; Don't try to be special; Mind your own business**

**TO: Fit in by expressing your YOU uniqueness, Own your value; Life is Performance Art**

You are probably pretty familiar with these Industrial Age memes: just try to fit in, don't try to be special and mind your own business. We all heard them at some point, maybe at a lot of points. The main idea here is that the messenger meant well; they were just teaching you the Industrial Age way to "success".

The Connected Age is presenting a very different path and one that feels quite foreign to us Industrial Age folks. First you fit in by being unique; or as I like to say: "YOUUnique". Each of us will be expected to own our value, express ourselves fully and bring our unique set of talents to help our team win in whatever purpose/game we are playing.

We also see how folks are openly sharing about their lives and perspectives on Social Media. This feels very strange to my "mind your own business" Industrial Mind. But I am slowly evolving and sometimes even enjoying it. In 10 years it will just be the way we all live. Our lives will be our art and everyone an artist.

*Each individual will find their tribe of belonging through sharing and connecting on what matters.*

## **The Approach**

**From: Delusion of control – avoid failure; Delusion of right answers; LOTS of frustration**

**TO: Possibility for influence; Possibility of possibility; LOTS of expression**

The thing about the Industrial Age mentality of organizing everyone and everything for control is that it was mostly a delusion. You cannot control people and most endeavors in life involve other people. This leads to a lot of situations where you are supposed to “be in control” but in reality you have NO control which leads to a lot of frustration.

The same is true for the Industrial Mindset that there is a right way and a right answer for everything. Since we are taught this principle in school whenever we set out to do something we assume that there must be a right answer somewhere rather than creating our own answer.

This is where the Connected Age will bring about a much more fruitful and enjoyable way of living. As we release the control delusion and embrace the possibility of influence or the game of influence we can take a more realistic and enjoyable approach to most of life’s situations.

Rather than looking for THE right answer, we will embrace the opportunity to create something from the realm of possibility; to express our YOUnique way of doing something.

Again these shifts lead us right into the Coach Approach.

*Playing for influence and creating a YOUnique approach is personal  
BUT it is not something you have to do alone.*

A Coach guides, collaborates and supports you in the creative self-expression experience. THIS IS AWESOME.

## **Come Alive**

**From: Where is the coffee? Thank God it’s Friday**

**TO: Rewarding and challenging experiences; Make everyday a fulfilling adventure**

I used to be amazed at how much attention was put on drinking coffee. And I was always confused by how everyone was just trying to make it to Friday. Then I eventually figured it out: everyone was not as engaged in what they were doing as I was! Hah! That is an understatement.

In my way of seeing this, the coffee to get through the day and make it to Friday focus is a symptom of two things: work being made routine (and BORING) and the absence of purpose.

In the Connected Age I see more and more people playing life as a game. People may still go for coffee because apparently it stimulates creativity but they won’t need it to stay awake through a boring, frustrating day. When you play life you look forward to every day.

*You don’t have to wait to Friday to come alive because  
you are alive with possibility and adventure every day!*



## *Consumer -> Creator / Investor*

**From: Consumer**

**TO: Investor / Creator**

This is another BIG shift where coaching will play a key role in how we play the game of life.

I remember during the most recent recession every time I listened to a news broadcast the big questions were: What are the consumers going to do? When are they going to start buying again to get the economy going? I remember thinking: “How did we become consumers”? “Is that all that really matters in this life? When am I going to start buying again? You know... I really don’t need anything that I don’t already have.” It seemed really sad to me. There has to be more to life than working at a job so that I can buy more things and entertainment!

When you are oriented around your purpose you become a creator and you use money in a very different way. You become an investor in YOURSELF.

Let’s have a look at what this could mean.

**The transformation in what we buy and WHY we buy it**

**From: More things because things make us happy**

**TO: Tools that facilitate creation and quality things that inspire us**

I am sure that you are already fully aware of the Industrial Age perspective. Many billions of dollars are spent every year in advertising to get you to buy stuff; aiming to convince you that with this stuff you will be happy. (Media Ad spending was \$200 Billion in the US in 2016) Things are the reward for working at your job.

In the Connected Age we are playing for our purpose. So we invest in tools that we can use to create and connect.

Another big shift comes from the idea of creating a winning environment. We will talk about the Environmental Design concept more later in the book because it is essential to coaching, but the idea is that when you are playing for your purpose and being a creator in the world you need to surround yourself with things that inspire you.

I see purpose driven players buying less mass-produced consumer goods and more hand-made or well made things. We want more for our money. We want to invest.

*We don't want human robots serving us.  
We want talented people in a game to WOW us.*

**From: Entertainment to help you get away from meaningless or repetitive work**

**To: Experiences that expand our skills and awareness needed to use our super Powers to fulfill your purpose**

Another truly amazing thing that has happened in the world in the last 20 years or so is the proliferation and emphasis on consuming entertainment. I can see this from two perspectives. I think the main reason is increased frustration with Industrial Life which causes people to seek an escape through entertainment. Since we don't get to play, or we are too afraid to play, we can watch other people play.

Another, perhaps more hopeful trend, is people seeking live entertainment as an opportunity to watch true masters practicing their craft; in this case I would call this more of an experience than entertainment. As we all become more engaged in living our own lives as performance art, watching a compelling performance in art or athletics can fuel our passion for our own creations.

Another shift that has been gaining momentum over the past 20 years is the way people are investing in learning experiences like seminars and training events. This trend will increase as more people look for experiences that can expand their ability to win the game they are playing in life to fulfill their purpose. This trend also paves the way for a BIG opportunity for Professional Coaching in all the great games of life. People will invest in coaching to unleash their Super Powers in pursuit of playing better in the game of life!

We want to be better for each other in the world... as creators, coaches, colleagues and "investor/customers".

*As investor/customers we want to invest in ourselves by buying  
the quality things and experiences made for us by another purposeful creator.*

This is how a new economy comes to life in the Connected Age

## ***YOU Wealth!***

Wealth is the accumulation of value.

In the Industrial Age, it was all about money and possessions and saving up for retirement. For most people this is a very frustrating game. It's not a fun way to live and there never seems to be enough money. There is always a fear of scarcity underlying our lives.

In the Connected Age we have a much more robust perspective on what constitutes wealth in our lives. For sure, money is still a part of the game, BUT we also value:

Purpose,  
Knowledge,  
Talent,  
Experience,  
Character,  
Community,  
Spiritual Connection,  
Health,  
and LOVE.

We value the sweet experiences of life we talked about in Chapter 1.

*As we see our life experiences, our creative abilities  
and our connections to people as part of our "Wealth"  
we will feel more alive and more abundant.*

This is a big promise of life in the Connected Age of Purpose.

Here again we have another major element of great coaching, especially Life Coaching. It is very easy and common to lose sight of – or have a blind spot about – our own value and wealth. A coach has a knowledgeable outside perspective that can help us see the value that we ARE and see the wealth that we have accumulated. And a coach will help us devise a game plan to leverage our wealth in creative ways.

For example as a Life and Business Coach I have guided many individuals in the creation of new business ventures. Often these folks could not see that they had accumulated tremendous assets in experiences and community that they could leverage. Once they saw their wealth, their energy and confidence soared. This inspired bold actions that turned into results that became more wealth!

*When you invest your wealth in your purpose, you accumulate more wealth!*

The beauty in this is that as we see and experience more diverse wealth in our lives, we will feel more enthusiastic about life. When we are more enthusiastic about life, more opportunities to come alive – more juicy experiences – will flow in our direction.

## *The Addiction Situation*

This is a BIG deal. While the Industrial Age did raise the standard of living for many people in terms of physical “stuff” and life expectancy, it was dreadful in terms of meaning and purpose. When you look around you can see SO many forms of addiction woven into everyday life: sugar, caffeine, alcohol, nicotine, shopping, television, pornography, pain killer meds and anti-depressant meds. (and those are just the legal ones!) Anything to numb the “pain” or “stress” of everyday life! Go to work, don’t make any mistakes, go home and drink beer/wine and watch television. (or some version of that)

It’s too much to get into in great detail here and since addiction is a medical diagnosis I am not qualified to talk about cures. But I can share my theory about the Industrial Age causes. There is some great research that shows that one main cause of addiction is when a person feels hopeless about a bad situation that they are in. I believe that feeling economically “stuck” in a meaningless job – even if it is “well paying” – leads to addiction for MANY people.

A related cause is the massive stress that most people feel. A MAJOR cause of stress is when you feel that you need to control something that actually cannot be controlled! This is the reality for almost every person in a “white collar” type of job. This is an unwinnable game that is de-humanizing.

Similarly there are situations where a person is “in charge” of creating results but is not provided the necessary coaching as they play through the learning process where failure is common. This is SUPER stressful.

So when you combine all of this stress with easy access to highly addictive, Industrial produced, numbing or hyping substances and experiences... you have the perfect cocktail for a major addiction situation.

Your mission – should you choose to accept it – is to lead an enterprise (or participate in one) that lights up people’s lives with Purpose and provides the coaching people need to play BIG, so that they are no longer prone to addiction! They don’t need to escape from life because it is so engaging, energizing and fun. Together we can create a world like this. Are you with me?

## *The Alzheimer’s Connection*

Routine is the enemy of your brain! This is the main point of the book “Maximum Brainpower” by Schlomo Breznitz. So much of the Industrial Age approach to life was about minimizing what you do to what you could control; to only do things that you can do without making any mistakes. The idea was to minimize everything to habit and routine. This was the Zero Defects factory mentality of life.

While Zero Defects is a great way to make a car, it is a TERRIBLE way to create your life! And has a hugely negative side effect, it turns out the living your life too much by routine makes your brain more vulnerable to Alzheimer’s disease.

A curious fact about this is that our brain LOVES routine. The reason for this is that our brain expects life to be full of adventure (and danger) so anything that can be made routine is good because

it enables you to be present and attentive to the life that is happening all around you. But when life is not full of adventure and almost EVERYTHING is routine, then your brain starts to disconnect. This can lead to a variety of brain related illnesses such as Alzheimer's disease.

So here is the BIG picture on this: if you organize your enterprise (or your life) as a place of work, where workers come in every day to complete routine tasks, you are potentially contributing to a very troublesome experience later in life. Don't do it! Learn how to design your enterprise (and your life) as a playable, coach-able game worth playing for yourself and everyone involved!

### *Let's do this!*

Here is my vision for life in the Connected Age:

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

You are a Coach - or Coach-Approach leader - for the people on your team: employees, customers, advocates, friends and family; rather than a manager for a group of workers trying to make it to Friday so they can numb out and buy more stuff.

This sounds like an awesome life right! We can create this world.

### **Look around**

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

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

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

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



### **Are you a person of courage?**

Remember at the beginning of this book I asked you if you thought of yourself as a person of courage?

Well this is why I asked you that question.

It is going to take a lot of courage to guide the people you care about out of the safety of the Industrial Age into the aliveness of the Connected Age!

They are clinging to the delusions of control and right answers.

They were trained to fear mistakes; trained to fear their own YOUUnique Super Powers.

They have been convinced that trading aliveness and YOU uniqueness for lots of stuff, anonymity (and alcohol) is a good trade.

YOU must show them the way. They are ready for you, but they are afraid! This is why courage comes in very handy.

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

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

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

2) You will coach your players to “play BIG in the world” to fulfill their purpose.

While they fulfill their purpose they contribute to something larger like your business, organization, community or cause; whatever you are leading.

When you Coach you will guide individuals and teams to play a winnable game worth playing and win on their own terms.

3) To Play BIG in the world means:

To add maximum value to the lives of others

by fully expressing YOUUnique Super Powers

in a way that brings joy, fulfillment and WEALTH

to yourself and your community!

YOU will teach them how to PLAY again. You will guide them as they release the delusion of control, play for influence, risk failure, tap into their natural resilience, resourcefulness and creative potential.

You will empower them to play for MORE of the juicy experiences of life that they are yearning for.

You will show them how to feel abundant as they accumulate REAL Wealth that includes: Purpose, Knowledge, Talent, Experience, Character, Community, (spiritual) Connection, Health, Finance and LOVE.

YOU will be a Game Changer in the Connected Age of Purpose.

And... The best part... People will call you COACH!

Trust me on this one, that is a great feeling!

## **Gratitude**

*For the amazing coaches and pioneers of human potential  
who have illuminated the path to the Connected Age of Purpose!  
We are riding on the shoulders of your courage.*

## Invitations

Starting on the next page is a detailed summary of the complete book in one page per chapter.

Before we get to that I have a few invitations for you...

- 1) **Visit our website at CoachVille.com.** Here you will find our lively blog and podcast including audio to accompany this book.
- 2) **Become a CoachVille member...** It's free! Here you will find amazing resources for coaches AND... mmmm. THE Pursuit of Greatness Game! (hopefully you are already playing!)
- 3) Check out our acclaimed coach training program: **The Center for Coaching Mastery.**

We have complete coach certification programs and a la carte classes for ICF CCEU's and leadership development. The complete certification program takes about a year to complete; but you can take longer if you want or need to.

We start 7 cohorts each year in January, February, April, May, July, September and November. Each group is limited to 30 students and you must speak with a new student advisor before you register.

If you want to explore your coaching possibilities, please call us any time and make an appointment to speak with someone on our team: **866-548-6516**

## **The Whole Book in 15 Chapter Previews**

## **Prelude**

Do you consider yourself to be a courageous person?

### **Here is the BIG TRUTH:**

Nearly every person you know, and every person that you are going to meet, yearns for more of the JUICY moments of life. Truly YEARNS!

More success, more meaning, more contribution, more connection

More creativity, accomplishment, influence, purpose, participation, possibility and self-expression

More acknowledgement, awakening, happiness, enjoyment, friendship, FUN, peace and LOVE

WE ALL WANT MORE.

### **Here is a BIG secret from the world of life coaching...**

To experience more of the juiciness that life has to offer, you must BECOME MORE of the greatness that is waiting inside of you. We yearn to tap into the Super Powers that we were born to express yet for most of us they are like a buried treasure that we have no way to find.

### **To become great... we need a coach**

The game of life is NOT a game of solitaire! To step into greatness and express our Super Powers in any endeavor in life, most of the time, requires a great coach. Why? Because the Human imperative to play safe and stay small – and keep our greatness hidden - is as powerful and reliable as the force of gravity!

*Every human life is a riveting quest with the next moment of choice between smallness and greatness about to unfold.*

### **Here is the grand plan for your life in three broad steps:**

Step 1) Become a Coach Approach Leader

Step 2) Become a Professional Coach

Step 3) Build a Coaching Ecosystem

### **The book and the game... is organized into 5 sections**

Section 1: The Pursuit of Greatness; where will your dreams take you?

Section 2: Strong Connections: WE have a dream

Section 3: The game of YES! : How to create profound belonging

Section 4: ALL IN Coaching; How to coach for results

Section 5: Go Deep; How to coach for awareness

# 01 DREAM – TEAM – COACH

*All great collaborations begin with a convergence of dreams.*

## ***The Story***

You are in a conversation with an awesome person. You want them to say: “YES”. You want them on your team because you share the same dream and you want to coach them in pursuit of greatness.

## ***I believe coaching is:***

*A profound personal relationship wherein the coach guides the player in pursuit of playing better for results through observation and life-changing conversations!*

## **I believe a Super Power is:**

*A natural ability that is practiced and refined until it is capable of BIG impact*

## **All Coaching is Life Coaching.**

ALL coaching is Life coaching because ANY human endeavor approached in earnest can become a path of personal growth and transformation!

## **The 4 Cornerstones of Coaching.**

Coaching backstory: coaching emerged from the fields of athletic performance and performance art. Personal Relationship – Play for Results – Pursuit of Winning – Players Choice

## **WHO should Coach?**

Anyone with a coaching DREAM. There are 3 types of coaching dreams:  
Coach Approach Leader - Professional Coach – Coaching Ecosystem

## **Coach Approach Leadership.**

Business and community leadership are TEAM games. Your DREAM is to do something BIG in the world. You coach the players on your TEAM in pursuit of the purpose you share with them.

Your TEAM: customers, clients, advocates, partners, employees, community, friends and family.

## **Professional Coach.**

Your DREAM is to “LIVE the game”; to guide others in pursuit of playing better. You LOVE the game AND you LOVE the people who play it.

In every meaningful endeavor in life, people will pay you if you can help them get the results and experiences that they seek!

## **Coaching Ecosystem**

You are a thought leader and your DREAM is for “magical moments” when a client lives your message and thrives as a result. A team of coaches will significantly multiply your magical moments.

As your audience grows your organization or business will grow into a team. As you team grows every leader will become a Coach Approach Leader so that EVERYONE has a winnable game and a coach. This is also called a Coaching Culture.

## 02 Why Learn How To Coach?

### **Coaching is like cooking**

Everyone can improve their life by learning how to cook; and by learning how to coach.

### **Your BIG WHY**

It is purpose that fuels your DREAM and energizes talented people to join your TEAM  
WHY is really important because all coaching begins with shared purpose between coach and player.

### **The quest for moments when we are most alive**

“There is a quest in our lives, it is the central search of any person, and the crux of any individual person’s story. It is the search for those moments and situations when we are most alive”.

-Christopher Alexander

Doing something that you love with the spirit of play FOR a purpose that you care deeply about creates the perfect cocktail of conditions for coming alive on a regular basis.

### **Because people hate to be managed but they love to be coached**

If you want to help another person do something better – and all you know is management science– then you will attempt to manage them through command, control and compliance. UGH!

If you need talented people who are using their Super Powers to fulfill your shared purpose then coaching is your best option.

### **Because you love the game and the people who play it**

Playing to win a contest like in business and athletics,

Playing to win hearts like in leadership and arts, and

Playing to win your own heart like in a quest.

You become a coach because it is a calling. You want to go deep; you want to “live the game”.

### **Because it is the best way for BIG ideas to spread**

Information can create the spark of learning but rarely does information alone create transformation. Most people need a coach to bring a new idea into their lives.

### **The Transformation from Management Science to the Coach Approach**

Management Science = command, control, compliance; Don’t make mistakes; zero defects.

Coach Approach = belonging, results, awareness. Play for results; learn from everything.

You have the desire to be a Coach Approach leader but your mind has been thoroughly trained in the principles of Management Science.

*Manage tasks; Coach for results and possibilities*

### **Our BIG WHY at CoachVille (The Coach Approach Manifesto)**

Great coaching will transform our world; Great coaching will transform our organizations

Great coaching will transform our relationships; Great coaching will transform our lives

## 03 Global Transformation from Work to Purpose and Play

The Global Transformation from the Industrial Age of Work to the Connected Age of Purpose is happening. This is a massive transition that will be bumpy but thrilling and “RE-Humanizing”. The Industrial Age of Work was all about the introduction of machines into human life. In the Connected Age of Purpose we have the internet and social sites and global communication. Anyone can publish their thoughts and pictures. Creativity and self-expression are at a premium.

### Where we learn

From: In School. With desks in neat rows; Learning the right answers; Working alone completing tasks; preparing for the test; we “unlearned” how to play life in Industrial Age School.

To: Online... Life; Playing multi-player games; learning from the world; creating, sharing, connecting; pursuing the next level. The Play Revolution is on; 44% world population playing online.

### Industrial Age Memes -> Connected Age Memes

When you live in an environment, the memes get into you at a non-conscious level.

Industrial Meme: Do your own work. (The intent: self-reliance; the side effect: Isolation)

Connected Meme: Together we play better (connection and support)

### From Worker -> Player

From: A worker in a job with a manager/boss (enjoyment unlikely)

TO: A player for a purpose with a Coach (enjoyment assumed)

You were born to play BUT you were trained to work. In the Industrial Age we worked on everything from jobs, to our relationships even eating a meal. To play means to be creative, resourceful, imaginative, exploring, experimenting, learning and having fun doing it.

### What is work? What is play?

Work is when you are doing something that you can control the outcome 99-100% of the time.

Play is when you cannot control the outcome, BUT you can INFLUENCE the outcome through skill, energy, creativity, effort, awareness, self-expression and strategy.

You manage work. You coach play.

**From: Do it right; Don't make mistakes ->**

**TO: Play big to make a difference; Risk failure, learn fast and GROW**

In the Connected Age we play for results; results that add value and make a difference in the lives of the people being served or make the world a better place in some way.

### The Emerging Power of YOU (You matter)

From: Power of the system; power of profit -> To: YOUUnique Super Powers of individual players;

The path to belonging: From fit in by being like the others; TO: fit in by expressing YOU uniqueness.

The approach to success: From the delusion of control and lots of frustration; TO the possibility for influence and lots of expression.

Wealth: From investing in things and entertainment; to investing in creativity tools and experiences.

## 04 HOW Does Coaching Happen?

**Coaches and Players choose each other.**

Coaching ALWAYS begins with the player choosing a coach and the coach choosing a player. Coaching is a profound personal relationship of shared purpose.

### **Play First**

I believe that the Human spirit of play is one of the most profound – and mostly untapped – forces for good in the world! We were all born with the Spirit of Play in our nature. Coaching only happens when someone has the desire to play better and win on their own terms. Be aware of the Industrial Pattern to Work ON tasks rather than Play FOR results.

### **Observation – Conversation Loops**

Coaching happens through the co-creation of **observation-conversation loops**. You observe your player at play and then talk together about what happened, what didn't happen and how to play better. As an outside observer, you can see what they cannot see while they are playing. You provide knowledgeable, judgement-free feedback. You critique. You ask questions to illuminate awareness.

At the same time, your player is watching YOU; observing how you play and how you move through life and asking you questions about your approaches and choices.

In Coach Approach Leadership this is fairly straight forward because you are around your player in the game. For the Professional Coach it is a bit trickier. You have to learn to talk with your player as if you are looking at the game together. AND with the use of recorded audio and video and live video streaming it is more possible than ever to actually WATCH your player in the game.

The existence of the observation-conversation loop is the reason why it is LITERALLY IMPOSSIBLE to coach yourself.

**With Observation – Conversation at the core, coaching also includes all of these activities...**

### **Player Centered Counseling with a Project Management twist (Humanism)**

This is a super powerful skill that is actually quite difficult to master. This is where in a conversation you put your complete focus on the player and guide them in pursuit of seeking their own counsel about choices and finding their own solutions to problems. As the conversation unfolds you make note of specific actions that your player has identified as important.

### **Provocative Personal Feedback and Advice (Coach Approach Mentoring)**

This is where the coach provides judgment-free feedback and guidance to the player about life choices and challenges. Often the coach will raise the bar and challenge the player to see something from different – more illuminated perspective.

As a coach-approach mentor you will also share personal experiences and resources to help the player succeed. The key is to do your best to maintain a co-creation feeling rather than an elder

feeling. AND in a coaching relationship the player can share resources and contacts that help the coach succeed as well!

### **Coach Approach advising**

This is one of the big questions of life coaching... should a Coach give advice when the player specifically asks for it? For example, when your player asks: "What do you think I should do?" how do you answer? It is pretty lame to say: "It's up to you to decide" because they wouldn't ask if they didn't need something from you in that moment. Here is what you do... You say: "OK, let me put myself in your shoes and talk it through WITH you".

### **Personalized teaching concepts and skills (Demonstrate)**

As a coach your player is counting on you to teach them the skills of the game. The key to Coach Approach teaching is to get to know your player really, really well. Then start with what you know as the starting point while customizing it to your players' Super Powers and situation. This requires real awareness on your part as a coach! You need to be ready to quickly detach from something you KNOW when you can see that it is not resonating with your player in the moment. It could be that they are not ready for what you are sharing or it could be that it is just not suitable to them at all based on their natural abilities. Your aim is to help them refine THEIR Super Powers, not learn your super powers.

### **Applying Your Method (Consultative)**

Your player also expects you have an approach to the game; a WAY of playing better or a strategy for winning that they resonate with. This is part of the reason that they were drawn to you as a coach. As with teaching skills you have to walk a tightrope between sticking to your WAY while also adapting to the YOUUnique Super Powers of your player. When you get this balance right it is really powerful.

### **What does your player need in this moment?**

The Coach and Player find a place on the spectrum between **Player-Centered – Directive** that serves the player and the situation in the game.

The Coach and the Player find a place on the spectrum between mentoring and responding to the moment and sticking to the method that serves the player and the situation in the game.

The Coach has to find a place on the spectrum between Presence and Expertise that will serve the player in the moment.

The Coach has to find a place on the spectrum between Support and Challenge that will serve the player in the moment.

The Coach walks with the player to the edge of their comfort zone and into new territory mostly by asking the questions that no one else will ask; or saying the "truth" that no one else will say.

The Coach co-creates a winning environment with the player because the environment always wins.

## 05 Coaching the Connected Mind

### How we “Become” who we are

Life Coaching is very much about guiding your player in the process of becoming the person they want to become so that they can create the results they desire in the world. Humans “BECOME” mostly by adapting to the environment and situations (aka challenges) around them.

### Your Connected Mind

**BIG AHA:** Your body is your non-conscious mind. It is deeply and constantly connected to the environment of people, places, things and ideas; ALWAYS. And your body and Social Brain are intensely connected and adapting to the people of your primary social group.

**MOST** “becoming” occurs at a non-conscious level **HOWEVER** you can consciously guide the process by choosing environments. When you coach someone, you must be highly aware of their environment especially their social group.

In addition, the brain part of your mind is always connected to the Human Super Mind; Thoughts and words are like magnets or a radio tuner for life experiences. So as a Coach you must be highly aware of the thought and word patterns of your player.

### **Born to be -> Learn to be -> Choose to be**

Humans are **BORN** with a unique collection of potential super powers, gifts to share, questions for life, energy channels, natural abilities, desires and areas of influence and vulnerability.

Early in life, humans begin to adapt to their environment and **LEARN** about how to move with and connect with their immediate social group. As a Human begins to express each aspect of their **YOU** uniqueness their environment is either positive, neutral or negative to each. No judgment here: but **MOST** people **LEARN** to be a subset of who they were **BORN** to be; often a small fraction. And many humans learn to **FEAR** their **YOU** uniqueness especially their potential super powers and gifts.

Humans also **LEARN** values and beliefs about life, some of which empower and some of which disempower. They **LEARN** to do many things: some of which create value while others take them on a path of trying to be something that they were **NOT** born to be.

Coaching is about guiding a player to expanded body awareness and illuminating and eliciting **ALL** of who they were **BORN** to **BE** so that they can **CHOOSE** who they want to become by choosing thoughts, words, challenges, “games” and **MOSTLY** environments of people, places, things and ideas.

## 06 Tribes, Trauma and Post Traumatic Growth

Humans are social / tribal creatures. We experience – and often create – a LOT of trauma in the way we interact with each other. These traumas – both big and small - diminish our ability to bring a powerful presence to the game of life. To be a great coach, you must understand this at a deep level.

### **How we respond to trauma**

When a human experiences any kind of trauma, large or small, physical or emotional, our natural response is to dissociate from the situation. We momentarily disconnect from “reality”: this isn’t really happening. We survive it, get over it and just move on. Every time this happens we get a little (or a lot) removed from our FULL connection to life and our experience of belonging weakens.

### **Why trauma matters...**

As we move into the Connected Age our ability to be present and creative is essential to playing the game of life at a high level; belonging is the foundation for this. Meanwhile the experience of any trauma takes us away from presence and belonging. As a result, as coaches, we can’t dissociate from trauma! We can’t pretend it isn’t happening to us or our players. We need to get real about trauma.

### **The back story... Stay with the tribe!**

Even though we don’t think of ourselves as “tribal” anymore through 50,000+ years of evolution a core of our being still THINKS we are living as part of a tribe. The tribal human walked the earth with a small group of other humans; pretty much living every day from our first day to our last within this small group. The bottom line: encoded in your social brain – which operates at a mostly non-conscious level – there is a profound imperative: STAY WITH THE TRIBE OR YOU WILL DIE.

### **The Tribal Trauma of everyday life**

In that past 50 years a LOT has changed in the way we humans live. We no longer walk the earth with one tribe for our entire lives; we gather in temporary tribes of shared geography, shared purpose and shared values. We have become tribally mobile and most of our relationships are transient. Our social brains don’t understand this at all. As a result many things that we take for granted as a “part of everyday life” are actually VERY traumatic for us.

### **All kinds of trauma and the trauma epidemic**

Leaving a project team; Moving from a neighborhood; Being “let go” from a job; Leaving a romantic partnership; a good friend cancels a meetup; we express something that we feel is of value and it is ignored or rejected by our social group. These are all “I am being removed from the tribe” moments to our Social Brain. Add to this the human family tragedies – both real and imagined - that we witness on our screens: MAJOR trauma that creates a disconnection from life and humanity.

### **The possibility of post traumatic growth through coaching!**

The pathway to post traumatic growth is through the co-creation of profound belonging. This is where the coaching relationship begins!

## Prelude #2 Coaching Superpowers Overview

### Coaching Super Powers

These are natural conversational abilities that you can hone and refine until you can use them to have a BIG impact on the lives of others... guiding them to play better and win on their own terms.

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 to create

Awareness is HOW we coach – we guide our player to BECOME the person who gets better results

### Super Powers of Belonging

It is an absolute necessity that a coach creates profound experience of belonging with each player.

**Purpose:** Shared purpose creates a strong foundation for the feeling of belonging together.

**Permission:** A mutual trust for each other that reduces friction and allows for positive influence.

**Presence:** Being together in a state of judgment-free awareness; it opens the way for grace.

### Super Powers for Results

Playing for “results” is what players want to do; their YOUUnique contribution to the world.

**Choose:** Player and Coach choose what to play for and how to play; also expand freedom of choice.

**Co-Create:** All creation is co-creation with other people and “Life” through play!

**Learn:** Reflect on everything that happens and doesn't happen... FAST. Adapt and play better.

### Super Powers of Awareness

Coaching conversations aim to expand the awareness of the player about the game and the coach about the player.

**Curiosity:** Great questions are the juice of awareness building explorations.

**Triplex Listening:** the coach listens to what is said, not said, and the energy.

**Self Trust:** The coach shares observations, inklings, perspectives; often from a barely conscious place.

**Expand Awareness:** There is so much to “see” in any endeavor. See more, play better.

## 07 Enrollment Conversations With Potential Players

You will define what you are looking for in the players that you want to coach. Then you will learn how to engage with someone to discover your shared purpose if you have one. Then you will learn how to generate enrollment by creating the possibility of a quest for the sweet things in life.

### **Coaches are ALWAYS recruiting good players**

The first rule of coaching: you are only a coach when you have players! So you must always be looking for players that you would love to coach AND be visible in your community so that players can find you. The key to success as a coach is to find good players who want to become GREAT.

### **All coaching begins with a convergence of dreams (aka shared purpose)**

You can only coach someone who you REALLY want to win. You cannot halfway coach someone that you kind of support. Coaching is an ALL IN relationship. So you must develop an approach to meeting people and getting to know them that goes beneath the surface and gets to the deeper stuff like dreams, purpose and values. Only then can you KNOW that you want to coach someone.

### **A relationship of choice, trust and energy**

The coaching relationship is always a choice. You choose the player and the player chooses you. So in order to make this choice you both must feel a bond of trust BEFORE you start coaching. Another key to success is the energy exchange between you. This is similar in many ways to a potential romantic partnership: you just feel a strong connection with the person that you can't easily or logically explain. Make sure you feel it before you step into a coaching relationship.

### **Allow yourself to be seen and known**

Since coaching is a mutual choice, you must allow yourself to be seen and known by your potential players. Coaching is not a service that you can just do with anyone who hires you or anyone who joins your team. Coaching is a special bond. So you may need to step up your level of transparency and authenticity in your public persona and personal conversations.

### **Who have you earned the right to coach?**

- 1) They believe that you know the game better than they do.
- 2) They believe that you have that you have the ability to help them play better and win.
- 3) They believe in YOU as a person – they respect you and aspire to be like you in some way.
- 4) They believe that you understand THEM as a person and as a player.
- 5) They believe that coaching with you will fulfill a person in their life right NOW.
- 6) They believe in themselves enough to invest the time, energy (and money) in coaching with you.
- 7) (For Professional Coaches) They believe that their investment in coaching is less than their perceived value of winning.

## 08 Coaching Mastery: Belonging

### **Belonging = a fundamental Human drive**

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.

### **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 your big 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 about what their purpose is and what they believe is possible they can continually tune into the resonance that enables fast growth.

### **Permission**

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 8; but that is a different conversation. The beauty of the coaching relationship is that it begins with this truth rather than the delusion 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 each other.

### **Presence**

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. This is the best place to be when learning something new or in any endeavor where you want to play better which requires exploration, experimentation, risk taking and messes.

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

## 09 The Coach Approach to Everything

When you Coach someone “ALL IN to Win” you will be called upon to do many things. Learn the best way to bring out the best in your player, teach a skill and provide challenging feedback. You will also learn about how to step into your life as a coach including seeing your player as a mirror and stepping into “The Transformation Zone”. Juicy stuff.

### **Coaches do a LOT of things!**

You will play many roles in your players’ life! While guiding them in the pursuit of playing better you will find yourself teaching skills, advising on matters large and small, sharing from your experiences and untold other things! The key is do all of these with a Coach Approach.

### **Maintain awareness of the “Coaching Conundrum”**

Your life experiences, knowledge and skills have enormous value for your players. AND... you need to learn how to share them in the best possible way. Specifically avoiding the “this worked for me, it will work for you” line. Use your ideas as the starting point of the exploration NOT the end point.

### **Observation Techniques**

Coaching occurs through observation and conversation. So as a coach you need to find creative ways to observe your players “in the game”. You can’t watch them play life all day but you can watch key moments either in person, or via audio or video. You can also learn how to talk with your players as they share about situations they are in in a way that feels like you are watching the game together.

### **Role Play**

Since most of the games of life occur in conversations doing a role play where you simulate upcoming conversations is one of the best coaching tools ever. As you Coach you play the role of the person your player will talk with and you can observe how they play and offer feedback.

### **Life Coaching is the most rigorous personal growth program ever invented.**

Every person you coach is a mirror into your soul. Get used to it. You will learn new things about yourself with every person you coach. Often when you are coaching you will say something to your player and think: “Oh! I need to do this too.” When you are coaching you are living in a deeply connected way with other people, so you will experience life coming at you pretty fast. It will be intense at first, but once you get used to it you will see the benefit. Every person you coach amplifies your awareness of life and makes you a better coach for your next players!

### **You have to stay in the Transformation Zone**

To be a great coach you do not have to be perfect. But... you do have to be willing to transform every mistake or “epic fail” into learning that you can share with others. You have to stay on a growth edge in some area of your life most of the time. If you are not out of your comfort zone in some way, it is almost impossible to coach others to play BIG. It is not enough to think: “Oh, in the past I played BIG and was out of my comfort zone.” To be a great coach, you need the credibility of NOW!

# 10 How to Play and Coach the Games of Life

## The Spirit of Play!

You have to play life before you can coach life. Play evokes beautiful human qualities like creativity, resourcefulness, resilience, risk taking, self-expression, self-awareness, body awareness, environmental awareness, emotional awareness and strategic thinking.

## Three ways to play life

**Life as a game** like business and basketball: objective to win contests

**Life as a creative expression** like leadership and singing: objective to win hearts.

**Life as a quest** like vibrant health or run a marathon: objective to win your own heart.

The fundamental activity of life games is relating. It is like kicking the ball is to the game of soccer.

## Four fundamentals elements of every life game

**Know yourself:** What are the YOUUnique qualities you can express in the game? Super Powers!

**Be yourself:** Express yourself. Bring all that you are to the fulfillment of your purpose.

**Build relationships:** Connect with others in and around the game for mutual benefit.

**Add value:** Contribute to the lives of others and experience of the game. Make it better.

## The RACE Coaching Model

Using this model you can transform any endeavor into a playable and coach-able game.

**Results:** Recurring results are what you are playing for as you engage in the game

**Actions:** This is what you do while in pursuit of the desired results. Practice leads to skill.

**Challenges:** This is what makes the game worth playing; overcoming challenges creates the fun.

**Evaluation:** What do you look at to determine how well you are playing? Everything is feedback.

Game design is a core ability of great life coaching! You must be able to see games and create games.

# 11 Coaching Mastery: 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.

## **Coaching Super Power: Choose**

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.

## **Coaching Super Power: Co-Create**

In the play framework this means finding the game actions that will create the results that adds value to others. 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. As a Coach you guide your player through the creative process to find the best way for THEM based on their current abilities, circumstances and preferences. This includes experiments, explorations, experiences, messes, euphoric discoveries and epic failures ... REAL LIVING!

## **Coaching Super Power: 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?

# 12 Coaching Your Players Super Powers

## **Every Purpose has a Purpose**

When a person has a purpose that calls for them to play something better there is always some quality within them that is yearning to be expressed. When you are coaching your player it is YOUR PURPOSE to see and illuminate their superpowers.

## **Observe your player at play through the lens of the Connected Mind!**

When people are at play in life you will see many things come to light that you did not see in conversation; the thought patterns, values, capabilities, doubts and fears. A few things to observe...

- Look for moments when your player avoids doing something they want to do.
- Look for moments when your player does something with less ability than they seem to have.
- Look for moments when your player makes a choice that doesn't seem to serve their interests.
- Look for moments when they are struggling, you will often find them trying to be something that is not natural to them; trying to be something that they are not.
- Look for moments when they experience FEAR, it could be a hidden gift that wants to emerge.
- Look for urges that seem to be thwarted by their environment, most players current environment is designed for their comfort zone, NOT their growth zone.
- Look for moments when they come alive, you will find a gift there.
- Look for moments when your player does something amazing that you or they did not expect.

## **Your Super Powers are not THEIR Super Powers; that is why your way may not be effective for them.**

This is something that all coaches have to “wake up” to over and over again. Your player is not just like you. They can't do the same things you can do. They don't see the same things you see. In some cases you can show them what you see and teach them how to do the things you can do and it will create positive growth. In other cases it won't. The key is to share freely and be observant.

## **An overview of Human Qualities that can become Super Powers**

Through the ages many wise humans have developed systems to understand the unique and wondrous qualities of Human expression. Being aware of the qualities described in these systems can prepare you to observe and coach them in your players.

# 13 Life-Changing Conversations

**Abera Ca Dabera** = “I create as I speak” – Aramaic Saying

Every conversation you have with a player holds the possibility to be life changing.

**We see people as “creative, resourceful and whole”... except when they are not**

There is a fundamental tenet to Life Coaching that says: we see people as creative, resourceful and whole. This is important to emphasize, especially in Life Coaching, because coaching is NOT an intervention for people with problems. At the same time, it is naïve to say that people are always creative, resourceful and whole because much of the time they are not (WE are not); especially in the ever present experiences of fear, overwhelm and every day trauma. To be a great coach you must be able to hold complex realities like this together.

**Enter New Territories**

Players seek a coach because they want to play a new game or a better game and often they don't know how to do that! It is up to the Coach to expand the player's thinking by weaving in new concepts, principles and distinctions during the coaching conversation, and also by inviting the player to experiment with new models, ways of doing things, and even to identify new goals or outcomes.

These explorations often lead to the life changing opportunity to walk with them where they would not dare to walk alone.

**Expand the comfort zone and play with FEAR using body awareness**

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

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

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

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

**We have to talk about the trauma of everyday life**

While we used to reserve the word trauma for situations of extreme pain or loss, there are many “everyday” situations in our lives that are also traumatic and significantly impact our ability to play

big in life; especially important is the cumulative effect of trauma. As humans we are incredibly resilient in the face of these situations and we are able to survive a lot. But coaching is not about just surviving! It is about playing BIG and co-creating joyful moments of aliveness. As such, a coach must be tuned in to these every day traumas with your player and provide a safe space for exploration.

### **Design Winning Environments**

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

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

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

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

# 14 Coaching Mastery: Awareness

## **Awareness = Your “YOUUnique” view of the world**

The 4 Super Powers of awareness are called “The Power Cycle”. It is a conversation flow used to expand awareness that leads to “becoming” a better player.

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.

## **Coaching Super Power: Curiosity**

Curiosity is the first step in the Coaching Power Cycle that leads to expanded awareness for your player. 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.

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 while you spark their curiosity about the game. You aim to share in their experience AND share what you know BUT only when and how they need to know it.

## **Coaching Super Power: Triplex Listening**

After you ask curious questions, 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.

## **Coaching Super Power: Self-Trust**

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.

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: Observations, Feedback, How-to Suggestions, Experience, Problem solving, Inkings 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.

### **Coaching Super Power: 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 results they are playing for?

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, needs, 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; it is the deeper source of what they are doing and the results they are creating.

# 15 The End of the Season

## **The worst game is the game that never ends**

One of the beneficial qualities of athletic coaching is the timing of the season and the schedule of games or contests are clearly defined. Everyone knows when the season begins and ends; when the off-season begins and ends. Even a highly inspired endeavor will go flat if there is no time for rejuvenation.

As a coach in any non-athletic endeavor it is important to bring these qualities into your relationship by co-creating them with your player. On a periodic basis make a plan for a season of intense focus on something followed by a time period for rest; or at least a different focus.

## **Evaluation and co-creation**

Remember that one of the unique qualities of playing and coaching is the recurring nature of the endeavor. For example in business you are playing for customer success over and over again. It is not like a project that is managed from beginning to completion. Coaching endeavors are best when they have a clearly established beginning and ending so it is important to create a structure of “seasons” with each player.

When a season is evaluated there is much to consider starting with the results that were created and the personal growth that was experienced.

## **The Start of the Next Season!**

Then at the end of the season both coach and player can evaluate the experience and choose to play a new season together or not.

If your player signs on for a new season together, then it is time to co-create a new big picture dream.

# **Bonus Chapter**

## **16 Life Success Principles Every Coach Needs to Know**

### **Life Coaching Fundamentals**

In the coaching we have described so far we have put some attention on desires, goals, developing super powers, fears and environments. A LOT. There are several more fundamentals to explore.

### **Gratitude**

You really can't underestimate the power of a gratitude practice when it comes to living a great life and thriving in living into our dreams! Gratitude for people, places, things and experiences paves the way for greater fulfillment. Gratitude for challenges accelerates growth and learning. Good stuff.

### **Needs**

Each person has a unique set of personal needs, beyond basic survival needs, that must be met in order to express who they really are and lead a fulfilling life. As important as personal needs are, very few people spend the time to discover them and determine how to get them met in ways that are fruitful. If we are not aware of these needs, we tend to meet them non-consciously in ways that are detrimental and potentially counterproductive to leading a great life. This often shows up as patterns, behaviors and attitudes that we know don't create the results we want, yet we continually repeat them.

### **Values**

Values run extremely deep within us. In fact, they run so deep that sometimes they act more like turtles, hiding themselves whenever danger is sensed. Values are easily squashed by needs, shoulds, and problems because they represent who we are in our essence. Identifying our core values and aligning ourselves with our values strengthens and supports our integrity backbone resulting in a deeper, more meaningful approach to life.

### **Perspectives and Beliefs**

What experiences, influencers, ideas, beliefs, attitudes, opinions and paradigms shape you as a person? Are you holding on to beliefs that no longer serve you? We have been building our frameworks over the course of our life and there can be a lot to it. How has this shaped who you are today? Are there paradigms that no longer serve your big game? In a hike, when you reach the top of a trail and look down to where you've been it's important to have that awareness of the journey accomplished so far. Life's experiences have a way of leaving their mark on us. Learning from the marks and using the knowledge for the future is where the magic is.