

Play Two Win Method – CoachVille Certified Trainer Leader Guide

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Includes the complete Playbook Introduction

Followed by session by session dialogue guides which begin on page 30

Play-Two-Win Method™ Playbook

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

The BIG IDEA...

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

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

Are you READY TO Play BIG AND Become a GREAT Coach?

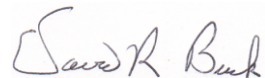
We will explore our fundamental coaching theory: **ANY endeavor in life can be designed as a playable, coachable and winnable game worth playing.**

The emphasis is on PLAYING and adopting a "GAME framework" in your personal, business and career life. This is a potentially transformational shift and we invite you to PLAY along with us.

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

Finally, with our accreditation with the International Coach Federation (ICF) the 30 hours of the program qualify for Continuing Coach Education Units! (CCEU's) This is very exciting.

Enjoy the program and... Play BIG!



Coach Dave Buck and the CV Team!

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0) Introduction

0.1) How to use this Play Book

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

Pre Class Action Plan

- 1) Read Section 0 of the Play Book
- 2) Prepare your "game" as a player
- 3) Set up / Update your CoachVille Profile
- 4) Print 3 copies of the Play Two Win Method form
- 5) Read Section 1 of this Play Book
- 6) Read the "Dyad Guide" (found in the syllabus)

You are READY for the first class!

0.2) Program Description

Play Two Win Method Coaching

Pursue Human Greatness

12 2.5 hour sessions; 30 hours total

Learn a powerful nine step coaching method where you elicit the human spirit of play by guiding your player to design a winnable game, play better and win on their own terms. You will learn how to combine your personal experience with the method to provide what every player wants from their coach: confidence that you can help them win through game planning, skills practice, inner freedom and a winning environment. You will learn how to provide the right balance between support and challenge that leads to human greatness. Your confidence as a coach will soar as you master this method.

(Included in Center for Coaching Mastery Level 1)

*This course qualifies for 30 ICF CCEU's

3 Key Points

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

The Purpose of Coaching:

Guiding an individual or team to PLAY BETTER and win on their own terms

If you are a coach/manager You will achieve much better performance from EVERYONE around you with less stress and more fun by designing a winnable game and focusing on playing better each day.

Our theory is that any endeavor in life can be played as a winnable game worth playing. If a game is worth playing then it is also worth playing better which means it is coach-able! In this program you will learn how to create a winnable game and use it as the foundation of every coaching relationship - with every player you coach. You will also learn how to spot an unwinnable game and correct it before it leads to frustration for your player.

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

2) The Heart of what people expect from a Coach

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

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

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

Your players / clients trust you to have a way of doing things that is reliable, consistent and grounded in experience. They expect you to have solid knowledge of the game and a clear method for guiding them to the results they desire.

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

We will help you put this together in this program.

3) The value of a method

This is a method-based course. You will learn how to do each part of the method step- by- step, then add your wisdom and expertise to make it your own. While you are at it, you will also learn how to be a player and experience coming alive in a winnable game.

If you are a professional coach in practice or in training this program will provide you with something of extreme value: a METHOD. While excellent coaching relies on communication, intuition and other "soft skills", a method is your gateway to consistent and predictable results.

The purpose of the method is to create a framework to guide you toward helping people play better and win. You supply the knowledge of the game based on your experience and the basic coaching skills such as asking powerful questions, active listening and direct communication. The method does the rest.

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

The 9 Steps of the Play Two Win Method™

- 1) Define the object of the game
- 2) Design the winnable game
- 3) Play the game
- 4) Respond to challenges
- 5) Evaluate results
- 6) Game plan
- 7) Practice skills

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- 8) Expand Inner Freedom
- 9) Design Winning Personal Environments

The Themes of the Course

The Play Two Win Method gets to the heart of what most people expect from a coach: Solid knowledge of the game and the ability to help them play better consistently and get sustainable results.

- 1) Create a compelling action-oriented, result-focused game for your player to play and master. (and the transformation from work to play)
- 2) What makes a game winnable
- 3) What makes a game unwinnable
- 4) How to PLAY at anything in life
- 5) Evaluate progress based on results - celebrate successes and learn from failure
- 6) Understand the flow of a coaching session by weaving together the elements of the Play Two Win Method
- 7) Understand that the fundamental component of most life games is communication
- 8) Understand the important distinction between focus on outcomes vs. focus on mastery and how to organize practices and projects into a game worth playing and avoid the DEADLY task list trap
- 9) How to talk like a coach with the Spirit of Play
- 10) Support and challenge and the Pursuit of Human Greatness

The GAME!

In each class you will...

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

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

- 1) Answering questions about what you have learned
- 2) Completing exercises that help you become a better player and coach
- 3) Playing BIG in your own life
- 4) Conducting coaching sessions
- 5) Acquiring feedback letters from your players
- 6) Staying in contact with your player/coach
- 7) Supporting your team mates
- 8) Making a BIG WIN happen in your life

Center for Coaching Mastery Students need a minimum number of 500 points to pass the class.

How this program will make you a better coach

- 1) You will dramatically increase your confidence because you have a reliable method that gets results.
- 2) You will develop the ability to help your player craft an effective personalized game plan.

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- 3) You will develop the ability to teach your player how to play the game better by practicing and refining the skills of the game
- 4) You will develop the ability to expand inner freedom through playing and facing challenges
- 5) You will develop the ability to create environments for sustainable results.
- 6) You will learn the powerful distinctions between work and play - and you will discover how to PLAY in the serious games of life: like business, career, family and romance.
- 7) You will learn how to elicit greatness using play pattern language - the natural language of the coaching craft
- 8) You will learn how to determine if the game your player wants to play is winnable or not
- 9) You will learn how to outline the activities of any life or business game and identify the game plans, skills, sources of inner resistance and environments for each one.
- 10) You will learn the ONE BIG QUESTION that you MUST ASK EVERY NEW CLIENT

Peer Reviews

June M. Porter

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

Melissa Wheeler

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

Amy Magyar

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

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

Detailed review of the Play Two Win Method™

Step #1: Define the object of the game

Clarify focus on the BIG game

Coaching always begins with the players' desire to play a winnable game. In this part of the process the coach and player identify what the game is, why the game is being played and the object of the game.

The main ingredient is to make it a game worth playing; A game that is connected to what the player truly wants out of life; A game that touches the heart of the player in some way.

Step #2: Design the winnable game

Identify the recurring actions, anticipated challenges and desired results

Designing a fun and winnable game is a highly creative process. Learning how to do this well is truly a transformational opportunity for individuals and organizations of all kinds.

There are five essential ingredients to this step.

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- 1) Scan the players' situation for anything that will affect their ability to play well. Coaching is always personal. As a coach you need to know about anything in the players' life that will impact the player in the game. The games of life cannot be compartmentalized. Everything impacts everything else.
- 2) Identify the recurring actions of the game. Every game has actions that happen over and over again as the game is played; like shooting the ball toward the basket in basketball.
- 3) Identify the anticipated challenges that the player will face in the game. Any game worth playing is full of interesting challenges; some anticipated, some unexpected! The key for the player and coach is to find the sweet spot between easy and hard. If the game is too easy it is not inspiring. If it is too hard (not winnable) then apathy sets in. The coach must continually expand the game so that the player grows in ability by stepping into bigger and bigger challenges.
- 4) Identify the desired results of the activities. Creating results in the world is what makes the games of life so exhilarating. The results are what happen when you perform the action with skill; in basketball you shoot the ball and it goes IN the basket! The desired results are the standard by which the players' ability and determination are measured. And in a good game, desired results achieved on a regular basis build up to the overall object of the game for the player.
- 5) Make sure the game is winnable and make adjustments if it is not. The player and coach must take a good look at the situation, current skill level in the actions, challenges and desired results to make sure that the objectives are achievable. If they are not something must be adjusted because a player and coach should NEVER set out to play a game that is UNWINNABLE! It is better to make the object of game VERY achievable and then make it bigger because success builds success while defeat can start a downward spiral.

Step #3: Play for Results

Give your heart, soul and energy

AND enjoy it! Have fun.

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

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

Step #4: Respond to Challenges

Get the best result possible from the situation

When the game is on, there are surprises and things you don't expect. These are opportunities to make the most of situations; to make adjustments to your plan or push through difficulties in pursuit of the desired result: winning the game. Often the game can pull the player through challenges where they would normally stop.

The way your player responds to challenges will tell you a LOT about them. And it will give you a lot of important clues that you can use to help them become a better player.

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

Step #5: Evaluate Results

Learn and grow from judgment-free awareness

Playing any game well requires an ongoing process of evaluation and refinement. The coach must keep one eye on how the player is playing now, and another on where the player is going. Often the player will not see that what they are doing is not working! Celebrating wins and transforming loses into learning opportunities are at the very essence of coaching. Enjoy, celebrate and leverage

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victories. Debrief and quickly learn from losses by practicing judgment- free awareness. This is how coaches create long term player improvement and growth.

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

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

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

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

Step #6: Game Plan

Teach the strategies of the game

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

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

What is the desired result?

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

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

What assets and resources can we utilize?

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

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

Step #7: Practice skills

Create a personalized learning plan for your player

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

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

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

Step #8: Expand Inner Freedom

Inner Freedom IS the game

Inner Freedom effects every decision your player makes and nearly every action they take. Decisions and actions are what create winning and losing in every game. The key to inner freedom coaching is to understand the fundamental influence of values, thoughts, beliefs, feelings, emotions and motivations to help your player achieve peak performance.

A typical way of thinking about this is to use the term blind spots. It is the nature of patterns that they become invisible to us. As a coach you are a highly informed outside observer that can see the patterns that the player has become blind too and then expand the self- awareness of the player.

The end result of all of this is a state of flow; ease and grace while playing the game. This is sort of deep and lasting growth that people play games for in the first place.

Step #9: Design Winning Personal Environments

The environment always wins

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

The essential ingredient here is to realize that environmental design is the key to sustainable success in life and in coaching! The environment must be redesigned for the game the player is playing now. For most people the environment is a reflection of the 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.

Conclusion

The method is a framework to guide the coaching process.

Use everything YOU have to help your players win.

The Key Themes in Greater Detail

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

Most people have been trained to WORK on things that matter and that play is only acceptable when the object is frivolous. As a Coach you have to turn this around and show people that they can PLAY at

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the things that matter most. By playing you will unleash their creativity, self-expression, resourcefulness, personal values AND focus on results.

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

2) What makes a game winnable

"I have been coaching for a long time and I have been a student of life for just as long. And in the last 14 years I have coached over 1,000 people one-to-one and in small groups. There is nothing more inspiring than a person PLAYING BIG - fully engaged in a challenging AND winnable game."

-Coach Dave Buck

- 1) It has a desired outcome that focuses your energy, attention and imagination
- 2) It has activities that are fun and challenging.
- 3) It has basic rules and boundaries that establish respect and fair play
- 4) It has a score card so you can evaluate how well you are playing on a regular basis; note to managers: this is major upgrade from the generally useless annual performance appraisal
- 5) It has skills that you can practice to expand your capacities AND if you really get into the game you can pursue mastery.
- 6) In a game you can notice and feel yourself improving over a period of time.
- 7) It has a variety of possible strategies and game plans that spark your creativity.
- 8) It is full of surprises that test your resilience and resourcefulness
- 9) AND above all it has OTHER PEOPLE PLAYING so that you feel like you are a part of something. You build relationships through shared experiences.
- 10) A winnable game is something you PLAY for enjoyment, for a purpose. A winnable game will bring you to life.

Now, let me tell you something here: playing a winnable game does not mean life is always easy or fun! NO.

Sometimes you get into a really challenging game and it is tough. And sometimes you LOSE and it is heart breaking. All of these things are part of playing games. But when you REALLY play, you feel that reward that only comes from giving it your all no matter what happens.

3) What makes a game unwinnable

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

Here are a few thoughts about the unwinnable game:

Most people today are trapped in an unwinnable game, OR a game that is not worth playing.

And it is the reason this whole concept is so transformational and so important - NOW more than ever.

...in their careers, businesses, relationships, finances, health - most people are playing a game they cannot win OR a game that is not worth winning because it has no real purpose for them. And they are suffering as a result; even if they put up a good front and say that everything is GREAT. It's almost like they have gotten accustomed to it. UGH!

The unwinnable game...

Dampens the human spirit,

Thwarts creativity and

Suppresses self-expression

Causes overwhelm, frustration, isolation and apathy

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AND it shows! EVERYWHERE.

... in stress, anxiety, over-consumption, low-grade frustration and a whole host of other cultural phenomenon.

One explanation of these symptoms is the INCREASING degree to which people are playing unwinnable games in life. Keep reading, I think you will find it quite liberating.

An unwinnable game has many causes. But here are a few of the most common:

- 1) Playing a game that requires skills that you have not fully developed AND you do not have a coach teaching you those skills
- 2) Playing a game based on a goal with an unrealistic time frame (have you heard of this one?)
- 3) Playing a game with an environment that is not set up for winning. The environment is the world of people, places, things and ideas. There are resources that are needed to win that you just do not have, or obstacles that are constantly in the way.
- 4) Playing someone else's game - it has no real meaning for you personally
- 5) Playing a game where there are escalated expectations for performance - or where it is expected that you can play at a high level 24/7/365 - you can't!

4) How to PLAY well at anything in life

- 1) Go into the game with eager anticipation; have a clear idea about what you want to do
- 2) Play with enthusiasm. Have fun. Enjoy being IN THE GAME. Lose yourself in the moments of the game.
- 3) Be aware of what is happening in the game. Stay awake; Be present. Let the game guide you and pull you forward.
- 4) Respond to challenges and setbacks with grace and resourcefulness
- 5) Don't get bogged down in self-judgment or critical thinking. Avoid making assessments about how you are playing while the game is on, there will be time for that AFTER the game.
- 6) While the game is on, keep playing. Always looking for a way to win.
- 7) Maintain respect for everyone in the game, the rules of the game AND yourself.
- 8) When the game is over, IT IS OVER. Be grateful for the opportunity to play. Have the experience of feeling satisfied with your effort whether you win or lose.
- 9) When you win, enjoy a little celebration. (Yeah!)
- 10) Be prepared to review the game with your coach. Learn from what happened and did not happen. Inquire with intensity: what can I do to play better next time?

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

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

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

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

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

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

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

Growing up as workers in the Industrial Economy we have been trained to be task and outcome oriented. There is nothing wrong with working toward outcomes but it is only half of the picture. To truly thrive in life you also have to play toward mastery. The benefit of mastery is that it is fulfilling and it continues to build over a life time; while the joy of reaching an outcome tends to be fleeting.

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

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

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

10) Support and challenge and the Pursuit of Human Greatness

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

0.3) Fundamental Coaching Theory

Coaching is the craft of guiding an individual or team to play better and win on their own terms. And **NOW**, more than ever before, there is a strong demand for coaches in many of the most important games that people play:

Play-Two-Win Method™ Playbook

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

Our theory is that any endeavor in life can be played as a winnable game worth playing. If you have played a game in life and won on your own terms then YOU can learn to coach that game as a professional coach.

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

We will show you how.

Coaching Is. . .

Here are a few definitions of coaching...

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

Fundamental Coaching Theory

1. All humans are born with the Spirit of Play
2. Any endeavor in life or business can be played as a winnable game worth playing.
3. The purpose of coaching is to play better; to guide an individual or team to play the game better and win on their own terms.
4. Masterful coaching is possible ONLY when the coach truly knows the game the player is playing.
5. One of the 3 core pursuits of Coaching is the Pursuit of Human Greatness. Playing BIG is the gateway to Human Greatness.
6. Playing BIG is expressing your talents and gifts in a way that adds value to the lives of other s and brings joy and creates wealth for you. True wealth is the accumulation of what YOU value.

Why do people play worthwhile games?

- To express their talents, energy and creativity
- To enjoy the company of people likewise engaged
- To grow their skills and capabilities

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- To change the world in some way

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

No More Woo Woo

If you have heard about coaching and / or life coaching before it may have stuck you as a bit “soft” or “woo woo”. I can understand that because, well, it WAS! For the first time ever with the Play-Two-Win Method™, coaching is explained and delivered in a way that is pragmatic, makes sense to results-oriented people AND uses the best of the soft skills that life coaching is famous for like building trust and expressing your creativity.

The Play-Two-Win Method™ Coaching

1) Takes the mystery out of coaching.

We have developed an open-architecture, yet highly focused way to coach virtually any player in any game.

2) Combine the method with your knowledge of the game

The purpose of the method is to create a framework to guide you toward helping people play better. You supply the knowledge of the game based on your experience and the basic coaching skills such as asking powerful questions, active listening and direct communication. The method does the rest.

3) The method has a natural flow, but it is not linear.

A method is a predictable process designed to produce consistent results. While there is a natural flow to the nine distinct steps in the process they are not necessarily linear. Typically defining the game comes first and designing the game comes next. But from there any of the steps can be used in any order depending on the situation.

The Language of Coaching

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

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

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

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

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

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

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

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

Why Coaching is SO Important NOW

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

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

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

So YOU are in the perfect place at the perfect time.

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

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

You will be the true expression of the word: COACH!

0.4) What to do in a Coaching Session

In this program you will learn how to conduct a powerful coaching session every time by following the Play Two Win Method™. Using the Play Two Win Method form (next page) as a guide will make it easy to use the method while you are learning. Experienced coaches often use the form during their first 5-10 sessions with a new player as a way to capture the essential elements of the player's game on one page.

While in the program, use the form during each session with your coaching partner and fill it in as we go through the 9 steps of the method one per week.

Play-Two-Win Method™ Playbook

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

Player's Name _____ Date _____ Coach _____

1 DEFINE THE GAME

PURPOSE OF THE GAME

--	--

OBJECTIVES OF THE GAME

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

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

Current Situation			

3 PLAY THE GAME

RECURRING ACTIVITIES

Activity	Frequency

4 RESPOND TO CHALLENGES

5 EVALUATE RESULTS

6 GAME PLAN

Strengths & Talents	Big Idea - Strategy
6a) Projects	

7 PRACTICE SKILLS

Repetition	Role Plays

8 EXPAND INNER FREEDOM

Thoughts, Feelings, Emotions	

9 DESIGN PERSONAL ENVIRONMENTS

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

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How to use the Play Two Win Method Form

1) Define the Object of the Game

In the first box write the name of the game

Then identify the 2 BIGGEST reasons that your player is playing this game in the Purpose Box

Next identify the objectives of the game in three categories: Tangible Achievements, Skills to Improve and Character Traits to build.

The time frame for the objectives is chosen by the coach and player but typically 3 months is a good place to start.

2) Design the winnable game

First you identify any elements of your players current situation that will affect their ability to play and win the game. Here you have to get personal!

Then you talk with your player about the activities of the game, the challenges of the game and the desired results of the game.

By pulling these elements together you can then address a MOST important question: Is this a winnable game?

3) Recurring Activities – In the Circle!

Here you will note the activities and frequency of playing the game focusing on the specific activities that your player wants do better.

4) Challenges

Every game has challenges! Here you note the challenges that your player anticipates will occur while playing. Then as you get into the game over time you will add to this from your new experiences.

5) Results

This is BIG. This is what your player is playing for in the activities they pursue. Here you will note the specific results that your player desires on a weekly basis. While LOTS of things will happen while playing a game, there are specific results that will build toward the desired 3-month objectives.

6-9) The Four Steps to Playing Better

This part of the play sheet is used as you get into the game and identify specifically what your player needs to focus on how to play better and get more consistent results.

Here is a quick review

6) Game Plan

Here you will describe how your player will approach the game. This is the thinking part of the game.

First note the strengths and talents that your player can leverage to win and also talents that they want to enhance while playing.

Next, what is the BIG idea about how they will approach the recurring activities in a way that gets the desired results. How will an accumulation of results add up to the 3 month objective?

7) Practice Skills

In the repetition box make notes about specific daily practices that your player will do to master the skills of the game. In the Role Plays box make note of critical conversations that should be practiced.

8) Expand Inner Freedom

Here you will make note of any obvious blocks to the flow of thoughts, feelings and emotions. This is also known as the inner game. These blocks are often revealed in the way your player responds to challenges.

9) Design Personal Environments

Here you will make note of specific environmental changes that are needed to create sustainable results. Often environmental blocks will be revealed as your player goes for the key results of the game. Also, it may become obvious that certain resources that are needed are missing.

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0.5) Finding 5 “Practice Players”

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

If you are already in one of our other programs then you probably already have 5 or more practice players and in this case you are set. You don't need 5 more. Although, when it comes to practicing coaching “the more the merrier!”

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

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

Here is what you need to do:

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

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

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

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

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

Don't wait!

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

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

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

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

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

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

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

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

- 5) Let them know how much you will charge for each session or if it will be pro bono.
- 6) Tell them that you will provide them with a simple agreement form to document this arrangement.
- 7) If you want, you can invite them to do what we call a "Play BIG" exploratory session. It will take just 20-30 minutes and will be fun AND valuable. The outline for this session is below.

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

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

Book time in the calendar.

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

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

"OK. Let's go.

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

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

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

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

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

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

6) How could you bring the spirit of play into it?
Get creative here.
Ways to approach it. Have them think of one important activity in the game.

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

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

I am putting together a team of players to launch my coaching career. I am offering...
Before you start doing these sessions, choose one of these two options for your primary offer:

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Either:

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

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

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

if not...

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

Will you send me a quick letter to this effect for my reference file?

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

0.6) Sample Coaching Agreement

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

Coach Dave Buck – When Playing BIG is your ONLY Option!

PLAYER COACHING AGREEMENT

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

PLAYER FEE POLICIES AND PROCEDURES

FEE: The fee per month is \$500 – payable by credit card. Your credit card will be charged at the beginning of each month. The charge on your credit card statement will read “CoachVille LLC”

DEFINITION OF SERVICE

a) CALLS: Our agreement includes 2 45-50 minute conversations each month. We will “book” 60 minutes in the calendar in the event that we need a little extra time.

b) Check in calls during the weeks in between our coaching sessions. These calls will be 5-10 minutes.

c) Email: I am available by email for questions and “sharing”: news, insights, challenges, and accomplishments. I will typically reply to these communications within 24 hours, though if my travel schedule has me out of the office for an extended period it may be a few days longer.

LENGTH OF AGREEMENT

Our agreement is open ended / month to month – I recommend at least 6 months.

PROCEDURE

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

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CHANGES

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

PROBLEMS

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

CONFIDENTIALITY

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

THE NATURE OF THE RELATIONSHIP

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

The MOST IMPORTANT THING

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

_____	_____	_____	_____
David R Buck, Coach	Date	Name, Player	Date

David R. Buck, Coach | PO Box 904 Hopatcong, NJ 07843 | 973-601-9444

0.7) Understanding “The Inspiration Economy”

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

In the Industrial Economy work was seen as sacred and play as frivolous.

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

Purpose:

To transform your life and /or organization
From a place of work

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To a winnable game worth playing;

Coaching in the Inspiration Economy...

- 1) You are a coach with a team of players.
- 2) You will coach your players to "play BIG in the world"
- 3) To Play BIG in the world means:
*To add MAXIMUM value to the lives of others
 by fully EXPRESSING your talents and gifts
 in a way that BRINGS joy, fulfillment and WEALTH
 to yourself and your community!*

The Inspiration Economy

- 1:** Understand that YOU have been trained to WORK ON TASKS, FOCUS ON PROBLEMS and CONSUME; Here you will learn how to Play with Purpose, Add Value and Create Possibility

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

- 3:** KNOW that WEALTH is the accumulation of VALUE. There are at least 9 kinds of "YOU Wealth": Knowledge, Talent, Experience, Character, Community, Connection (spiritual), Health, Finance, Love. While you play you will create wealth for yourself and others based on what YOU VALUE:

Welcome to the Inspiration Economy!

You can LEAD the way.

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

The Manager - The Coach

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	The Manager	The Coach
You have	Workers	Players
They are	Cogs in the wheel; serving the purpose of the organization	Creative individuals serving their own purpose in life
What they do	Complete tasks; Fix Problems	Play for results; Create Value
Mentality	Get it done by the deadline or you are in trouble	Play to win and get results; Evaluate how to play better
Approach	Control Do what you are told to do	Collaborate Make plays based on the game plan; respond to challenges
Your focus	Make sure they get it done	Help them play better every day

The reason to make this leap...

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

0.8) Your Game as a Player

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

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

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

- 1) Choose something that you are DEFINITELY doing in your life right now. Do not choose something that you may not have time for on a given week.
- 2) Choose something that you have a desire to do better; to get better results. Do NOT choose something that you are doing but wish you were not doing. Your coachable topic should NOT be whatever is bothering you that day!
- 3) If you are definitely going to invest the time each week to pursue coaching players for your new business, then that can be an excellent game to choose.
- 4) Your partner Coach can help you refine the idea for your game, but remember, they are a new coach! So it is better if you come in with a pretty clear idea.
- 5) Remember also that this program is 12 fast weeks. So your game should be something that you know you are doing over this time frame. Again, it can be something you are already doing; it does not have to be a new thing.

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6) Game Ideas include:

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

What are your game ideas?

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Your Game #2

Examples: Create a loving partnership; Build a financial reserve; Enjoy vibrant health

What is the name of the game?

What is the object of the game? Over the next 3 months

What is the purpose of this game for you in your life? Or Why do you want to play this game? Big Picture

What are the activities of the game? What are you doing while you are playing?

Session 1 – What a player expects from a Coach

Instructor Outline:

- 0-15: Welcome – What intrigues you about this class? – how we do classes
- 15-25: What a player expects from a Coach
- 25-35: Understanding Methodology
- 35-50: The Power of Play Language
- 50-60: How to talk with a potential player about coaching with you
- 60-95: Coaching Demonstration & Debrief
- 95-100: How to do a great coaching practice session in class
- 100-130: Dyad – 15 minutes each
- 130-150: Debrief and Highlights from the session

0-05: 1.1) Welcome!

Welcome to the Center for Coaching Mastery!

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

- 1) Our programs are based on dialogue-based learning. So we expect you to jump in and participate in the conversations. Be BOLD! Share your thoughts and questions; Your voice is a contribution to everyone else in the program.
- 2) You will coach in every class. It is likely that you have little coaching experience and possible that you have never conducted a coaching conversation before. So be easy on yourself! Don't expect to be a masterful coach on day #1. Coaching in class is your opportunity to experiment and try things that you have not done before. Enjoy the opportunity to stretch and learn.
- 3) I am your head coach in this program
My purpose is to help you PLAY better

On our calls together we will explore BIG - Life Changing ideas - from the perspective of YOUR games in life.

My game is to help you play better and get great results

Instructor: What intrigues you about this class?

have several people share and weave in key points about the program

05-20: 1.2) What a player expects from a Coach

Instructor: At the heart of it, what do you think most people expect from a coach?:

weave in:

- 1) Find the game in every activity
- 2) The ability to teach them how to play the game better
by helping them learn, practice and refine the skills of the game AND
- 3) Help them WIN on their own terms.
- 4) The ability to guide them with an effective personalized game plan.
- 5) The ability to debrief the game to facilitate development and learning.
- 6) You must be able to celebrate successes in a way that expands awareness and
- 7) Debrief losses in a way that promotes growth and restores their desire to get back into the game.

Play-Two-Win Method™ Playbook

8) Solid knowledge of the game and a clear method for guiding them to the results they desire.

9) Your players trust you to have a way of doing things that is reliable, consistent and grounded in experience.

IMPORTANT NOTE:

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

We will help you put this together in this program.

20-30: 1.3) The Power of Play Language

Instructor: will START a BIG conversation about language and using Play Pattern Language as a coach. We cannot underestimate the power of language in our lives and especially in the profession of coaching. You have heard the phrase *Abera Ca Dabera*.

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

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

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

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

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

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

What does "Play Language" mean to you?

weave in:

- it takes time to get comfortable with Play Language
- in Industrial Economy we were taught to focus on work - play was frivolous; the irony is that we get better results with more joy when we play than when we work
- Serious Play is a concept that can bridge the gap
- People often confuse play with sports; sports are just one kind of game
- common myth that Women don't like games (it is only appealing to men because of sports)
- Work is problem and task focused; work is managed -> we turn everything into a task list
- Play is possibility and result focused; play is coached - play inspires creativity and joy
- A BIG reason to use Play Language is because it is absolutely unique to the coaching profession. You will never be confused with a consultant, counselor, manager or therapist if you are using play language!

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

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

30-60: 1.4) Coaching Demonstration & Debrief

Instructor: Next the Coach will conduct a 20 minute coaching demonstration with a player.

Followed by a 10 minute debrief with the other students.

Instruct the students...Look at page 32 in your playbook!

Follow along with the dialogue

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

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

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

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

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

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

6) How could you bring the spirit of play into it?
Get creative here.

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

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

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

I am putting together a team of players to launch my coaching career. I am offering...
Before you start doing these sessions, choose one of these two options for your primary offer:

Either:

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

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

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

if not...

Do you think I should be a professional coach? why?
Will you send me a quick letter to this effect for my reference file?

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

60-65: 1.5) How to do a great coaching practice session in class

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

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

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

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

Focus on getting to know your player and their game.

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

Tipping is for waiters and waitresses - NOT coaches

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

"Did you ever try..."

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

65-95: Coaching DYAD (only 15 minutes each in session #1)

95-105: Debrief DYAD

105-115: 1.6) Review the Game for the Week

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

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

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

To access your game card for game #1:

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

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115-120 : 1.7) Share Highlights from the session

Supplemental Content (extra Audio on Game Card)

1.8) Understanding Methodology

Instructor: This is a method-based course. You will learn how to do each part of the method step- by- step, then add your wisdom and expertise to make it your own.

Coach Dave always jokes that he wants to convert everyone into a Methodist!

Instructor: What is the benefit of having a method?

weave in:

- A method is your gateway to consistent and predictable results.
- You use your coaching skills while using the method
- The purpose of the method is to create a framework to guide you toward helping people play better and win.
- You supply the knowledge of the game based on your experience and the basic coaching skills such as asking powerful questions, active listening and direct communication.
- The method has a natural flow, but is not always linear. A method is a predictable process designed to produce consistent results. While there is a natural flow to the nine distinct steps in the process they are not necessarily linear.
- Once you are really coaching the steps of the method can be used in any order depending on the situation.

1.9) How to talk with a potential player about coaching with you

Your instructor will guide a quick brainstorming session about who to approach about your new coaching service and how to approach them. Then he/she will give a demonstration of the Play BIG coaching conversation.

Instructor: Who should you approach about your new career as a coach?

Weave in:

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

Oh, they would never hire a coach, or

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

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

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

Don't wait!

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

Book time in the calendar

Don't wait! For additional ideas read section 0.5) Finding 5 Practice Players.

Session 2 – Step #1) Define the Game Purpose and Objectives

Instructor Outline:

00-05: Welcome back! Celebrations and Challenges – ask players who received You Inspire Me?
05-20: Coaching Theory: Any endeavor can be played as a game
20-30: Play Two Win Step #1) Define the Game Purpose and Objectives
30-60: Coaching Demonstration & Debrief
60-95: Dyad – 15 minutes each
95-115: Debrief and expanded exploration of Step #1
115-120: Highlights from the session
Supplemental Material...
What is the Spirit of Play? (Supplemental Audio)
Define the Object of the Game Additional Notes

0-05 : 2.1) Welcome back! Celebrations and Challenges

Come to class prepared to share!

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

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

Who received a You Inspire Me point from someone? How did that feel?

Pre Class Preparation...

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

05-20: 2.2) Coaching Theory: Any endeavor can be played as a game

Instructor: ANY endeavor can be played as a winnable game worth playing!

Instructor Question: What are your ideas about pursuits in your life that could be played as a game?

weave in:

Business
Career
Romance
Family
... (more)

Instructor Question: What does winnable mean to you?

weave in:

in the sweet spot of challenge;
requires you to perform well in order to get the result you desire.

sparks your creativity / resourcefulness

What if the game is too easy? does not engage

What if the game is too hard? quickly leads to frustration

Instructor Question: What makes a game "Worth Playing"?

weave in:

taps into a purpose

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it comes out of a strong desire

it is something you MUST do, so why not play at it?

Instructor: If time in the class...

I would love to have a few people share an example: What is something that you have "worked on" that you could now "play with"

20-30: 2.3) Play Two Win Step #1) Define the Object of the Game

Instructor: Walk through the Left side of the Play Two Win Playsheet with the students

Explain each part with an example and answer questions

Name Your Game

something simple and fun

YOUR purpose in the game

why is playing this game important to you?
how will it serve your life?

Your Objectives (3X3)

Tangible Outcomes
Skills Expanded
Character Traits (Becoming Bigger)

Your current situation

Anything going on in the players life that affects your players ability to play their game
(to make sure the game is winnable)

(Remember: Coaching is PERSONAL!!)

The Activities of the Game

Name the activity, the intended results for each activity and the potential challenges.

Instructor: Share this example...

See how the tangible outcomes require the skills;
See how the skills require the character traits

e.g..

tangible = 5 new players

skill = Enrollment (getting people to say: "YES")

character = Courage (to go for YES)

Instructor: Share with the player about the Play Two Win Play sheet:

How to use the "Play Two Win Method" Play Sheet

The Define a Winnable Game Play Sheet is set up to guide you through each part of the conversation with your player and provide you with a place to record your notes. Please print a copy of the play sheet and have it in front of you as you read this part of the learning guide.

When to use it:

Most of the time, this play sheet is used during your first 8-12 sessions with a new player. Many coaches use it during their complimentary or exploratory session; some use it during a new player intake session(s). After that you would use it anytime you and your player agree to start something new.

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30-60 : 2.4) Coaching Demonstration Debrief

The “Define the object of the game” Conversation

In the step-by-step explanation below you will learn how to use the first section of the play sheet and some sample questions you can use. This may come as a surprise, but simply engaging in a conversation by following these questions will be extremely illuminating and valuable.

Name the Game

SAY: Welcome to our coaching session! In this session we are going to focus on defining the object of your game.

Say: Let's get started by coming up with a fun name for your Game.

ASK: How would you describe your game?

Talk together and capture the basic idea.

As the conversation unfolds the name of the game may change.

The Object of the Game - Definition of Winning

On the play sheet, move down to the Objectives of the Game box.

Here is a good opportunity to transition into game language if you haven't done so already.

Say: “I think your game sounds like a LOT of fun. As a coach, my job is to help you play better.

Say: “since we are looking at it as a game, what does winning look like for you in the Big Picture?”

OR

Say: “If you play really well and win over the next year or two, what will that look like?”

Talk together to capture the players' BIG VISION or big dream. Make notes of specifics that come up.

Nine specific 3-month objectives

Say: OK, now we want to get a more specific about what you want to accomplish over the next 3 months. We will look at 3 areas: Tangible objectives, New skills, and character traits to build

Recap the objectives that you have already identified.

Ask: What are the tangible objectives that you want to play for in the next 3 months?

Is there anything that you are thinking you REALLY want to accomplish?

Fill in the primary tangible objectives.

Next we want to move onto skills to improve

SAY: What are 3 skills that are important to your BIG game that you want to practice or improve?:

Use any knowledge of the game your player is playing here to identify skills that are really important to this game.

Fill in the skill area

Next we want to move onto the character area.

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SAY: Let's identify a few character traits to build.
Who do you want to become as a result of playing this game?

Specific experiences will come up here.

This is a confusing question for some people. So you can offer a few examples

Examples could include:

- I want to be more loving, caring, thoughtful or connected with my family or friends
- I want to be more peaceful
- I want to have more time for myself
- I want to be more joyful or reflective

The Purpose of the Game in Your Life – a Game Worth Playing

Now we will move up to the top of the page and fill in the purpose section.

SAY: Great these objectives are pretty clear and we can refine them later. Now, let's talk about your purpose.

Say: Tell me a little bit about WHY (emphasis) you want to do this? What is the purpose of this game for you?"

Here you really need to probe!

You have to get them to express what this really means to them on a personal level.

You may have to dig deeper.

Ask some of these questions:

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

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

ASK: "What is the real opportunity for you here?"

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

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

Share together about desire and commitment.

Coach, ASK YOURSELF: Do I feel that they are committed to this?

If yes: **SAY:** Great, I can really feel that you are serious about playing this game. Great I love that!

If no: **SAY:** OK, this is a good start. Let's leave this conversation alone for now and revisit it another time.

How to Wrap Up your Define the Game Conversation

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

Here is an example of what you will do:

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

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Say: "My challenge for you between now and then is to clarify your 9 specific objectives to play for in the next three months. And consider the deeper purpose you have for playing this game."

Say: "Can you do that?"

Wait for them to say: "YES!"

How to Wrap Up the Session

It is essential to wrap up the session with an acknowledgement of expanded awareness.

Say: "This was a great session. Give me a 30 second wrap up of what you learned today".

Listen carefully to the reply. This will give you a lot of information about your player.

Say: "GREAT! I look forward to next time."

60-95: Coaching Practice DYAD (15-17 minutes each)

95-115: Debrief DYAD and Continue Exploration on how to Define the Game.

ASK: What did you learn about Defining the Game by practicing with your partner?

115-120: Highlights from the session

Supplemental Audio

2.5) The Spirit of Play

Instructor Question: What does the spirit of play mean to you?

weave in:

- The spirit of play is within you - you were born with it.
- it is creative, resourceful, resilient, fully engaged, with a great desire to enjoy playing AND to become more masterful in the game.
- Fun; curiosity, wonder, connecting with others.
- Workers just want to get the job done
- Players go for results AND mastery AND enjoyment
- a natural aliveness
- freedom, exuberance, creativity

Instructor Question: What are your thoughts about the Transformation from Work -> Play

- Transform
from a worker completing tasks
to a player in a game -> going for results + mastery + Joy

- listen to a few thoughts.

Instructor Mini Lecture

Understanding WHY we are oriented around work and not play

- You grew up in the Industrial Age. The focus of the Industrial Age was WORK
- You are a product of the industrial economy. You get a job, earn money and consume.
- You have to understand that you have been programmed to work - to get the job done.

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- You were taught that play was frivolous; When the work is done - then you can play.
- In this program you will begin your transformation from worker to player.
- Workers just want to get the job done - complete the task.
- Players go for results AND mastery AND enjoyment;
- Players wake up excited to get into the game of the day.

2.6) Defining the Object of the Game – Additional Notes

Notes from the Play Book

Clarify focus on the BIG game

Coaching always begins with the players' desire to play a winnable game. In this part of the process the coach and player identify what the game is, why the game is being played and the object of the game.

The main ingredient is to make it a game worth playing; A game that is connected to what the player truly wants out of life; A game that touches the heart of the player in some way.

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

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

Clarify Focus – why it is so important?

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

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

The purpose of Defining the Object of the Game

- 1) Clarify the name and purpose of the game
- 2) Define the object of the game – what winning looks like
- 3) Get a feel for your players desire to play this game
- 4) MAKE SURE that this game is truly worth playing, worth playing better and worthy of coaching.

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

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

Why is this so important to you? **Because you want to coach people who are going to succeed / WIN!** You don't earn a great reputation as an effective coach by coaching people who don't make

Play-Two-Win Method™ Playbook

it; or who give up before they reach the objective. Yes, some will and some won't, but it is important to have a strong feeling about your player before you go too far.

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

1. To accomplish specific things
2. To become a better player
3. To become a BIGGER person
4. To enjoy the game

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

One final point about Defining the Game

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

As we have discussed, most people in the Western Culture at least, are work-centric. We work at everything from career, to business, to community and we even work at our relationships and our golf game. Often the work-centric life is disconnected and joyless.

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

The key is the use of Play language. As children, we play naturally. As we age, however, we must transition from free-form play to what we call SERIOUS PLAY. To engage in serious play, you need a basic language – as we get older, the activities we have language for are the ones we participate in.

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

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

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

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

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

Trainer: This section is included here so that you are aware of the back ground information your student should have read BEFORE class. You don't cover this specifically in class.

A walk through the "Define the Object of the Game" dialogue

Coach: Read these notes so that you have a more robust understanding about defining the Object of the Game.

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The next section in the Play book – The Coaching Dialogue – is better to use as a guide when you are actually coaching someone.

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

1. The Name of the Game
2. The Purpose of the Game; The BIG WHY:
3. The Objectives of the game; The Definition of Winning

In the step-by-step explanation below you will learn how to use the first section of the play sheet and some sample questions you can use. This may come as a surprise, but simply engaging in a conversation by following these questions will be extremely illuminating and valuable.

Name the Game

Say: Let's get started by coming up with a fun name for your Game

At the start of the conversation you just want to capture the basic idea. As the conversation unfolds the name of the game may change.

Sometimes, as you dig into the purpose of the game, the player will realize that the game is something completely different than they first imagined.

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

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

The Purpose of the Game

In the right column on the play sheet there are two lines for the purpose.

Most people are more comfortable with the "What" of the game than the "why". So we will ask them about the objectives next and then come back up to the purpose lines.

The Object of the Game - Definition of Winning

On the play sheet, move down to the Objectives of the Game box.

Here is a good opportunity to transition into game language if you haven't done so already.

Say: "I think your game sounds like a LOT of fun. As a coach, my job is to help you play better. So let's explore the idea of looking at this as a game that you can play and win."

Say: "If it was a game, what does winning look like for you in the Big Picture?"

OR

Say: "If you play really well and win over the next year or two, what will that look like?"

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

While you talk about this you will hear things that will help you hone in on the specific objectives that you will define next. Make notes on another sheet of paper.

Nine specific 3-month objectives

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Often when your player is sharing about what the game and the BIG picture of winning they will start to refer to specific objectives. So you may already have some material for this part of the conversation.

Say: OK, now we want to get a more specific about what you want to accomplish over the next 3 months. We will look at 3 areas: Tangible objectives, New skills, and character traits to build

They may not know exactly what is possible in three months but it is important to ask because here you get a sense of the players' experience.

Here you will guide them through a dialogue to identify 3 PLAYING objectives. Some people are better at this than others and you will learn a lot about your player in the conversation.

Recap the objectives that you have already identified.

Ask: What are the tangible objectives that you want to play for in the next 3 months? Is there anything that you are thinking you REALLY want to accomplish?

You will get a feeling for how much they understand what they are getting themselves into by the way they make the BIG dream more tangible.

Listen and highlight on the play sheet the three things they select.

Numbers are easy to identify as tangible outcomes.

Examples:

\$4,000/ month in income

500 new subscribers to my newsletter

100 people attend my four workshops

Body weight less than 175 pounds

Often specific projects will be identified here.

Examples:

I want to have my new job

I want to have my website up

I want to have my folks moved into their new home

I want to have the first draft of my book complete

Listen for action-based items.

Examples:

Exercise 3X per week

Read 3 books per month

Meditate every morning

These go in the skills to improve area. Or you can convert them into a tangible outcome

Ask: "That is a great activity. What will be the outcome when you do it consistently for 3 months?"

Next we want to move onto skills to improve

SAY: What are 3 skills that are important to your BIG game that you want to practice or improve?: Use any knowledge of the game your player is playing here to identify skills that are really important to this game.

Examples:

I want to get better at talking to potential customers

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I want to improve my ability to handle conflict

I want to improve my writing skills

SAY: Let's identify a few character traits to build. Who do you want to become as a result of playing this game.

Specific experiences will come up here. Examples:

I want to have a much better relationship with my spouse/child/boss/colleague = I want to be more loving, caring, thoughtful or connected

I want to feel more relaxed at the end of the day = I want to be more peaceful

I want to have more time for myself = I want to be more joyful or reflective

The Purpose of the Game in Your Life – a Game Worth Playing

Now we will move up to the top of the page and fill in the purpose section.

Often this conversation is wide ranging and you may find yourself writing notes all over the page and then condensing what you learn onto the two lines on the play sheet.

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

Say: Tell me a little bit about WHY (emphasis) you want to do this? What is the purpose of this game for you?"

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

You can dig deeper. For example, **say:**

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

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

"What is the real opportunity for you here?"

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

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

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

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

If it is creating struggle in the conversation, back off and make a note to yourself on the play sheet. This will come up later because folks you struggle with defining personal value often have inner conflicts with winning and accomplishing.

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

How to Wrap Up your Define the Game Conversation

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

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Here is an example of what you will do:

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

Say: "My challenge for you between now and then is to clarify your 9 specific objectives to play for in the next three months. And consider the deeper purpose you have for playing this game."

Say: "Can you do that?"

Wait for them to say: "YES!"

How to Wrap Up the Session

It is essential to wrap up the session with an acknowledgement of expanded awareness.

Say: "This was a great session. Give me a 30 second wrap up of what you learned today".

Listen carefully to the reply. This will give you a lot of information about your player.

Say: "GREAT! I look forward to next time."

End every session with a specific challenge.

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

The importance of giving a challenge

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

Creating an appropriate challenge for your player takes creativity and gets easier with experience. You will learn more about this as we go through the Play-Two-Win method.

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Session 3 – Step #2) Design the winnable game

00-05 : 3.1) Welcome back! Celebrations and Challenges

05-15: 3.3) The winnable / Unwinnable game

Instructor. OK last week we started exploring the winnable game idea. Now we will go a little deeper.

Instructor Question: What makes a game winnable?

Points to weave in:

in the sweet spot of challenge;

not too easy <-> not almost impossible

Your skills are close to what is needed to get the results you want.

it requires you to perform well in order to get the result you desire.

sparks your creativity / resourcefulness

"The rest of your life" supports you playing this game fairly well.

Instructor Question: What makes a game unwinnable?

weave in:

Objectives too aggressive given your current situation.

e.g. I want to coach world leaders

Objectives too challenging given your players current skill level

Objectives that are ignorant of other demands on players time/ energy

Lack of clarity about what it really takes to win

Players' environment is has too many obstacles

Conclusion of a winnable game:

You have the desire to take the actions

You have the basic skills - or are ready to learn and practice them

Your life situation is not too distracting

Your environment is not too full of obstacles

Instructor: True confession time!

In what way are YOU MOST likely to create an unwinnable game for yourself??

give a few people a chance to share and call on a few quiet ones.

15-30: 3.4) Play Two Win Step #2) Design the Winnable Game

Instructor say this: to design a winnable game we will:

1) Define the purpose & objectives (last week step one)

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2) get a picture of the players current situation.

3) we will transform the objectives into the recurring actions, challenges and results of the game.

4) We will formulate a picture and determine if the game is winnable.

Instructor Question: What aspects of the players' situation should we be aware before we get them into the game?

weave in:

Commitments

Challenges - family, health

Anything taking up personal bandwidth?

Can any of these things be woven into the game?

Instructor Question: Why is the current situation important to be aware of?

weave in:

Determine the time and energy available to play the game.

Establish Current Reality without getting lost in the story

Money, Health, Relationships... Too Personal? and Values & Dreams; NO!

remember - it is life coaching

It helps if the coach knows the game

HUGE!!! How to talk like a Coach; Play pattern language vs. Friend / Task manager

Instructor: Next we will transform Objectives in to a PLAY-able game

Instructor Say:

The fundamental elements of ANY game are:

Take actions - go for results - face challenges in pursuit of those results

This is different than making a task list or project plan.

Enjoy the actions

Enjoy the challenges that create growth

Identify Rules and Boundaries

Set a Time Frame (most games)

Instructor: Let's look at a typical solo business game to better understand these distinctions:

Instructor Question: What are examples of recurring actions of the game - what are the results you want - what are the challenges that are faced?

weave in:

see what kind of examples people come up with.

Action = Talking to a potential player : Desired result = they hire you : challenge = they don't have time right now

action = Write a facebook post about your new coaching business : Desired result = several people contact you : challenge = no one contacts you

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BIG POINT - the most essential activity of MOST life games is communication.
Each unique form of communication or type of conversation is a different game action.

Instructor say: IMPORTANT: When you are getting to know a new player, for each game action ask them to rate themselves on a scale of 1 - 5; 1 is total novice, 5 is master. make a note of this on the playsheet. then as the game unfolds you can see if their self-assessment is accurate.

Instructor: Is the game winnable??

Say: When you look at the current situation and the 3-month objectives and the layout of actions, challenges and desired results.

You have to ASK the player AND ask yourself...

Is this a winnable game for you right now?

or should we scale back these objectives?

Is their current situation favorable or full of distractions?

Do they have the needed skills to get results right away, or will it take time?

You have to use your coaching wisdom and any knowledge of the game to assess the situation.

and if needed make a recommendation to make the game a little easier.

It is better for it to be a little too easy and then make it bigger than to start too big and have to scale back later.

30-60 : 3.5) Coaching Demonstration & Debrief

Here is a sample dialogue with questions you can ask to guide you in doing this step.

Always begin a session by 1) establishing agreement and 2) checking in on the challenge that was discussed in the last session.

Say: Welcome back! It's great to be with you again. Today we will move forward and get into the details of designing your winnable game. Does that sound good to you?

Wait for the "yes".

Say: At the end of last session I challenged you to clarify you 9 objectives in the three different categories. What did you come up with?

Listen and make notes on your Play Sheet.

Moving on to parts 3, 4 and 5 of the Play Sheet

Step 3: the recurring actions of the game...

Say: "OK, Now this is going to get a little more exciting! Next we want to identify the activities of the game.

ASK: What are the actions that you take while you are playing this game?

SAY: These may be similar to the skills we identified in your objectives.

Listen to what they come up with as you fill in the play sheet section 3.

Ask clarifying questions and share observations.

Ask yourself: are they missing or avoiding anything important?

If you have inklings in this direction, ask them!

ASK: are we missing anything important?

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Level of detail

You can stay at a high level of detail here OR delve into more detail based on your players understanding.

So your player might identify "Sales" as an activity.

You might Say: "OK that is an important activity in the game. Are you talking about sales in general, or are you talking about something specific like getting potential prospects to say "Yes" to your offers.

Based on what they say you will know how much they know about sales at this time. This is the beginning of getting to know them and figuring out where you will need to begin with helping them to play better.

Ask them to rate themselves on each activity

Say: "OK, let's go over these activities and see what your current capabilities are.

Say: For XX (say what the first activity is) how would you rate yourself on a scale of 1-5; 1 being total beginner and 5 being masterful?

Do this for every activity on the list.

Define the desired results

SAY: Next we have to define the results that you are playing for when you do the activities of the game.

ASK: When you do the activity well, what is the result that should happen?

Do this for each of the major activities of the game.

Write them down in the results box.

The anticipated challenges

Say: – Now, if the desired results happened every time no matter what, it would be a boring game. Obviously we don't have that problem! So let's talk about the challenges that you face as you take these actions in pursuit of results.

ASK: What are the challenges you expect or have experienced so far?

Tease out a variety of challenges. Sometimes they are obvious like: the people don't do what I want them to do! Or they may have challenges like doubt or fear.

Write them down in the challenges box.

Say: Next, let's talk a little bit about your life right now. I need to get an understanding of what is going on in your life so that we can create a winnable game.

Ask: What are a few of your major commitments right now, things that take up your time and energy?

Listen and take notes.

Keep probing: What else? Is there anything else?

You will be surprised at how many times the fourth or fifth thing they mention is a HUGE item in their life, but they didn't want to bring it up. (aka face reality).

A BIG REALITY FACING QUESTION

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Ask: When you look at your commitments, what is a realistic amount of time EACH WEEK that you can dedicate to playing this game right now?

Listen. Challenge their answer if you feel that it might be unrealistic.

Remember: most people tend to create an unwinnable game when they start something new.

Next you will find out what your player considers to be the challenges that they are facing. These are overall life challenges and may or may not be related to the game specifically.

Ask: What are some of the life challenges that you are facing right now?; Things that are taking up your energy and thoughts. It could be a recurring problem that you haven't been able to solve; or something that you think might get in the way of playing your new game? Just give me the high level version.

Listen and take notes.

IMPORTANT: just get the picture WITHOUT going into the GORY details or the WHOLE STORY.

Again...

Keep probing: What else? Is there anything else?

REMEMBER: be objective, listen without getting lost in the story.

This is good because your player gets the sense that you care about the details; that you are not just going to accept surface level conversation.

"Is this game winnable?" The BIG question.

YOU MUST ASK YOUR PLAYER THIS QUESTION.

Ask: "So based on everything we have discussed, do you think this game is winnable for you over the next 3 months? If so, tell me why?"

DIALOGUE TOGETHER: Talk about the win-ability of the game as you see it as well. Offer your comments and perspective on the situation.

Listen: write down a few things about what they say on the bottom of the Play Sheet. There isn't a specific spot for this.

IMPORTANT: If you think the game is unwinnable but your player feels that it is, here is what you do.

Say: OK. If you feel confident, that is the most important thing. Let's agree to re-evaluate the game after a few weeks and if it turns out that it is a little aggressive, we will make the needed adjustments. Fair enough?

When the conversation is complete, here is what you do.

REMEMBER: You have to end the session with a challenge.

Here is one way to approach this:

Say: Of all of the activities that we identified for your game, which one would you like to focus on this week for practice?

Wait for their answer.

If they seem uncertain as to what to do, you can decide which one is best for them to practice and give them the challenge.

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Say: “that sounds good. How many times will you do it?”

Again, wait for the answer.

Say: “Perfect.” OR if it is too high or low in your opinion, make an adjustment.

Say: “OK, what I want you to do is keep a journal as you go through the week and write down a few thoughts about your experience each time you practice doing the activity.”

Say: “Can you do that?”

Wait for them to answer “YES”.

Say: “Great. We have a game plan for the week.”

Wrap Up The Session

It is essential to wrap up the session with an acknowledgement of expanded awareness.

Say: “This was a great session. Give me a 30 second wrap up of what you learned today”.

Listen carefully to the reply. This will give you a lot of information about your player.

Make note of what they say on the play sheet in an appropriate place.

Say: “GREAT! I look forward to next time.”

60-95 : Dyad (17 Minutes each)

95-115: Debrief & further explore of Designing the Game

ASK: What did you learn about designing the game from practicing with your partner?

115-120 : Highlights

Supplemental Notes

Play book Additional Notes on the topic of Winnable...

What makes a game winnable?

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

1) **The time frames seem realistic**

given – and here is the tricky part – the players’ whole life. The primary factor that makes a game unwinnable is an unrealistic time frame.

2) **Focused desire**

We have talked about this already but it can’t be overstated. Your player really needs to know WHY they are doing this in order to overcome all of the challenges that are likely to occur. And if your player has MANY different desires that they want to fulfill at the same time, this can make a game unwinnable too.

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3) **Basic Skills**

Your player will most likely need to develop new skills and build on some existing skills to accomplish their objectives. But you want to know that they have a foundation that you can build on.

4) **Suitable Environment**

For sure you will have to work with your player to transform their environment from suitable to supportive to “winning” in order to create sustainable results. The bottom line here is that most people are not playing in an environment that is totally set up for them to win, so you can expect to need some improvement here. At the same time, it can’t be so full of obstacles that they can’t even get started.

Examples that would make an unsuitable environment include: dire financial environment, unstable relationships or family life, a major health crisis, something that is creating a major and unavoidable demand on their time – like an ailing parent that lives in their home for example.

5) **Intended results that are specific and in the “challenge sweet spot”.**

This means that they are not too hard and not too easy either.

Keep in mind that these five areas are things that you will keep an eye on while you are talking with your player (or potential player) about their game. You won’t know all there is to know about their situation until you get into a bit further.

At this point, you are looking and exploring to make sure that it feels right.

It is also a VERY good idea to let your player know that if you both come to the conclusion along the way that the game is unwinnable as it is currently defined – you can redefine it at that time.

Additional Notes from Playbook your students should read BEFORE class.

From the Program Introduction

Identify the recurring actions, anticipated challenges and desired results

Designing a fun and winnable game is a highly creative process. Learning how to do this well is truly a transformational opportunity for individuals and organizations of all kinds.

There are five essential ingredients to this step.

1) Scan the players’ situation for anything that will affect their ability to play well. Coaching is always personal. As a coach you need to know about anything in the players’ life that will impact the player in the game. The games of life cannot be compartmentalized. Everything impacts everything else.

2) Identify the recurring actions of the game. Every game has actions that happen over and over again as the game is played; like shooting the ball toward the basket in basketball.

3) Identify the anticipated challenges that the player will face in the game. Any game worth playing is full of interesting challenges; some anticipated, some unexpected! The key for the player and coach is to find the sweet spot between easy and hard. If the game is too easy it is not inspiring. If it is too hard (not winnable) then apathy sets in. The coach must continually expand the game so that the player grows in ability by stepping into bigger and bigger challenges.

4) Identify the desired results of the activities. Creating results in the world is what makes the games of life so exhilarating. The results are what happen when you perform the action with skill; in basketball you shoot the ball and it goes IN the basket! The desired results are the standard by which the players’ ability and determination are measured. And in a good game, desired results achieved on a regular basis build up to the overall object of the game for the player.

5) Make sure the game is winnable and make adjustments if it is not. The player and coach must take a good look at the situation, current skill level in the actions, challenges and desired results to make

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sure that the objectives are achievable. If they are not something must be adjusted because a player and coach should NEVER set out to play a game that is UNWINNABLE! It is better to make the object of game VERY achievable and then make it bigger because success builds success while defeat can start a downward spiral.

Here we help our player make the BIG shift to WIN-Ability. Most people – for reasons that are difficult to explain – set themselves up to fail in the important areas of life like career, business, community, romance and family

A BIG job for you as a coach – and the purpose of step #2 – is to find the sweet spot between too easy (not worth playing) and too hard (unwinnable).

To do this, you really have to understand your player and their situation. You have to understand specifically:

- 1) What do they MOST want to accomplish in the next 3 months
- 2) What are their current situations; their commitments and life challenges
- 3) What are the activities of the game; what is their current skill level in these activities? Skill is determined by their ability to face challenges and get desired results consistently.
- 4) Their level of confidence that they can win

With this picture you will guide them toward designing short term objectives that are right in the sweet spot. And then you will keep raising the bar gradually to keep them in that growth zone without tipping the scale into unwinnable. It is a delicate process that will test your skill as a coach.

We will continue with the Play Two Win Play Sheet, this time in section #2 where we will make notes about their current situation.

In this conversation we will:

- 1) Identify the current commitments that your player has and specifically establish how much time they have to dedicate to this game on a weekly basis.
- 2) Identify the current life challenges that your player is dealing with.

When you first start coaching a new player you have to find out what is going on in his/her life. Without this information it is impossible to figure out if what they want to do is possible or not.

The only way to find out is to ask. Often players don't want to talk about these things because they don't want to be bound by their current circumstances. But this is just more of the common unhealthy habit of playing an unwinnable game.

Then using sections 3, 4 and 4 on the Play Sheet we will explore the

- Recurring actions and current skill level rating 1-5
- Game Challenges
- Desired Results

Even though we are using sections 3, 4 and 5 on the Play Sheet we are still doing step #2.

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Here we make our first step in the conversation about playing. This can be a bit tricky for some folks to grasp at first so you may have to help them see it. *Every game is made up of recurring activities.* These are the things you do while you are playing the game. Your player may or may not know what the activities of the game are so you may have to guide them in this part of the conversation.

It is also important here that you ask them to assess their current level of skill. This is a major factor in determining if the game is winnable or not. Also, it gives you an opportunity to find out how your player perceives themselves.

Is there something they are missing or avoiding?

If you know the game

hopefully you will most of the time – then you know what to listen for and you can guide the conversation with your observations and questions.

An example

You might say: “So this is a business game and I notice you haven’t mentioned any selling activities yet. What about that part of the game?”

As you talk about the activities you will get a MUCH better picture of your players’ current level of experience of the game.

If you don’t know the game too well -

and this will happen more often in your early days as a coach - you will use your common sense by looking at the objectives and figuring what it will take to get there. You will also have to trust your players’ current level of knowledge.

And if neither of you know, then you will both learn as you take your best first stab at it.

Do some research!

Another BIG idea is this: after session 1 when you identify the game and the basic objectives, if you don’t know this game, find someone who does and ask them these essential questions before your next session with this player!! This is a big part of the early days of coaching, learning a LOT about the different games of life.

Ask them to rate themselves on each activity

Your players’ current level of skill is a key factor in determining if the 3-month objectives will be a winnable game or not.

You will get a sense of your players’ level of skill by the detail they use in describing the activities and how they want to get better at them. But we will go a step further by asking them about it.

After you have identified the 3 or more key activities for the game you will ask them to rate themselves on each activity.

Again, here you will take your players word on their assessment. You will soon find out how good they really are as you get into the game.

Listen and fill in the play sheet.

This is not an exact science. Your purpose is to get a picture of how the player feels about themselves in the key skills of the game.

The Play Cycle: Activity – Challenge – Result – The heartbeat of coaching.

This is the essence of play: you take actions and face challenges in the pursuit of desired results.

A few examples:

In basketball you dribble, pass and shoot the ball – the desired result is getting the ball in the basket.

In business you meet people, engage with them and make offers – the desired result is a paying client.

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In romance you talk with your mate, do things with them, do things for them – the desired result is loving experiences.

Now, if the desired result happened every time you took the action, it wouldn't be much of a game would it? NO. Part of what makes a game worth playing is the challenges you face in the pursuit of the desired results.

In basket ball, the other team will attempt to block your shot.

In business, the prospect may say "no" to your offer and/or "Yes" to another companies offer.

In romance, your mate may not appreciate what you are doing with them or for them.

This is where coaching comes in! To PLAY better, you focus on what you are doing and how you might do it better and face the challenges more effectively to get the desired result from the activities more often.

The accumulation of results is what leads to your player reaching his/her objectives.

When you get your arms (and thoughts) around these ideas, you will understand the true nature of coaching.

"Is this game winnable?" The BIG question.

The entire dialogue between you and your player up to this point has been leading up to this key moment. Based on what you have identified as the three 3-month objectives and your players complete situation, is the game winnable as it is currently described?

Or in other words, can they meet the three month objectives if they play well?

You should have your own assessment at this point and you will now get your player to share what they see about the game and discern if it is winnable for not.

Based on your detailed questions, the player will have a much more robust understanding of the game and of themselves. This is great because expanding awareness is an essential coaching skill.

They may see that the game IS winnable and be really excited about getting into it.

Or they may see that the 3-month objectives should be scaled back somewhat. Perhaps what they were thinking of for three months may be better as a one year or longer objective.

Remember, the number one thing that makes a game unwinnable is unrealistic time frames.

It is possible too that some players may see that they were playing too small in their 3 month objectives. For them, you will make it bigger or make the time frame shorter.

DIALOGUE TOGETHER: Talk about the win-ability of the game as you see it as well. Offer your comments and perspective on the situation.

What the Coach needs to know...

About ongoing conversation

As the weeks unfold and you learn more about the player and their situation you will revisit your six month objective from time to time to assess if it is still winnable. It is OK if it looks like a BIG

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challenge as you get closer to the end date for the objective. IT is NOT OK if it looks to be impossible. Impossible games are not fun!

As we move into Step 3 of the Play-Two-Win Method™ (Play the Game) we will break things down even further into a new game each week or 2 weeks or month. (based on the frequency of your sessions)

Here is a very simple example to pull this together.

BIG Game: Build a thriving solo business
(sound familiar?)

3-month objectives:

Tangible

- 1) Get to an average of \$2,500/month in income while playing 32 hours / week.
- 2) Maintain freedom to attend my children's after school activities
- 3) Meet 60 potential players

Skills to Improve

- 1) Get better and finding potential customers
- 2) Get better at talking about what I do
- 3) Get better and offering my services and getting: "YES"

Character Traits

- 1) More confident as a business person
- 2) Take better care of myself
- 3) More "present" during family activities

Recurring ACTIONS

- > Practice talking about what I do with at least 1 potential prospect each day
- > Make at least 5 offers for exploratory coaching sessions every week
- > Conduct 3 exploratory coaching sessions each week and conclude each one with an offer to coach (unless it is clearly not a good fit)

WEEKLY RESULTS

- > At least 3 offers for an exploratory session will be accepted and schedule an appointment
- > At least 1 exploratory session will sign up as a paying client at \$200/month for 3 months minimum

CHALLENGES

- > I don't have enough people to talk to about my coaching service
- > People don't have time to schedule their exploratory session with me
- > I often fail to make the offer at the end

You can get the idea (with a little math) from this example how the big game becomes a winnable (realistic) 3-month objective. And then how this objective can be achieved by playing well in a series of weekly games.

If your player manages to get the desired weekly result or better in 10 of the 12 weeks they will reach their objective.

Much like an athletic season it begins with the big picture game to become a better player as an individual and to help the team win as many games as possible.

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There is a weekly “game” to prepare for and play. As an individual you practice and prepare to play your best game and help the team win. No matter what happens in that game, there will be another game to play next week until the season (12 weeks) is over.

In the games of life, you create a new game for each week. As you complete the weekly games you will keep an eye on moving your player toward the objectives and experiences they set here in steps 1 and 2.

Refresh the game every 3-6 months

At the three month mark it is a good time to take a time out and re-assess the game and make changes if necessary either making it bigger or scaling back.

You might say the “season” is over; If the player is satisfied with their progress – whether they accomplish all of their objectives or not – you clear the decks and start a new game. If they are not satisfied they may not retain you as their coach! If they are satisfied, it is very likely that they will retain you for another “season”.

It is VERY important to declare the game/season over at the originally planned time frame of 3 months. Then create a fresh start toward a new game by doing a full session using these two steps to define a new winnable game with new 3 month objectives.

This is important because most people have a bad habit of creating losing seasons that never end.

By declaring the season complete as it was originally defined you honor the integrity of the game and season. You create an opportunity for reflection and celebration.

Session 4 – Step #3) Play for Results

0-05 : 4.1) Welcome back! Celebrations and Challenges

Instructor Ask: Who would like to share a celebration or a challenge from last weeks' game?

Highlight a student game card or ask: Who can share what you wrote from exercise #2: Describe the primary action – result plan for your game

Highlight a student game card or ask: What does winnable mean to you?

05-15: 4.2) Play for Results vs. Work on Tasks

Note to Instructor: You are going to read this part. Practice saying it so that it sounds like your words!

Instructor Say: The distinction between Playing for Results and Working on tasks is one of THE most important concepts in coaching.

Here is the difference...

To Work on a task means you take action with the intention to get something done and doing it the right way. Completing a task is something that you can control.

Use management when you have workers with tasks.

To Play for results means you take action with the intention for something to happen in the world around you. Like in a game of basketball you throw the ball with the intention that it goes in the basket.

In the game of business you talk to a prospect with the intention that they say "YES" to your offer. When you play for results you don't have control.

This is important. BUT you do have influence! The more you expand your influence, the more often you get the results you want. This is what it means to become a better player in a game. You have more influence over results.

Use Coaching when you have players going for results.

So...

Let's talk about examples from YOUR life over the past week.

ASK: Give me 2 examples...

An example where you worked on a task?

An example where you played for results?

Instructor: Listen to examples to make sure they get the distinction.

Gently correct them if they give a wrong example. It takes a few examples for everyone to understand this.

15-30: 4.3) Play Two Win Step #3) Play for Results

Instructor Say: OK. Now we will use some of your examples to explore the next step of the Coaching Method: Play for Results.

The basic structure of any game is this: You take actions, you face challenges in your effort to get results. You evaluate what you learned from playing. You play again!

Every game has recurring actions that you do over and over again when you play.

We use the Acronym: ACRE: Action – Challenge – Results - Evaluate

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Say: Let's explore a few of the game actions you spoke about.

What is the recurring action?

What is the intended result?

What are the challenges you face trying to get that result?

Who can share an example?

Instructor: go through 2 examples with your students.

Instructor Ask: Finding the right recurring activities, how does this help you coach better?

WEAVE:

- This is a way to organize thoughts around how to play the game.
- It creates a compelling way to talk about what you do as a coach.
- Creates a structure for how to think about anything as a game
- Clarity is improved which boosts effectiveness and confidence.

Instructor Ask: When you are discussing action plans with your player, how do you determine if something is a one-time project action or a recurring action?

Instructor: Listen to a few ideas, then Weave in this KEY POINT:

If it is useful to get really good at the action, then it is a Recurring action –

If it is NOT something you want to get really good at, then it is a one-time task

Instructor ASK: What is it like to play FOR results?

Listen to the players share.

weave in a few of these ideas...

IMPORTANT: you don't need to say all of these.

- 1) Play with enthusiasm. **Have fun.** Enjoy being IN THE GAME. Lose yourself in the moments of the game.
- 2) It can be confronting! That is part of the risk of playing
- 3) Go into the game with eager anticipation; have a clear idea about what you want to do
- 4) Be aware of what is happening in the game. Stay awake; Be present. Let the game guide you and pull you forward.
- 5) Respond to challenges and setbacks with grace and resourcefulness
- 6) Don't get bogged down in self-judgment or critical thinking. Avoid making assessments about how you are playing while the game is on, there will be time for that AFTER the game.
- 7) While the game is on, keep playing. Always looking for a way to win.
- 8) Maintain respect for everyone in the game, the rules of the game AND yourself.
- 9) When the game is over, IT IS OVER. Be grateful for the opportunity to play. Have the experience of feeling satisfied with your effort whether you win or lose.
- 10) When you win, enjoy a little celebration. (Yeah!)

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11) Be prepared to evaluate the game with your coach. Learn from what happened and did not happen. Inquire with intensity: what can I do to play better next time?

30 – 50 : 4.4) Coaching Demonstration & Debrief

Say: Welcome back! In our last session we made a lot of progress in designing your winnable game. In this session we want to move into REALLY playing the game and going for results.

Say: Our first thing we must accomplish today is to look at your objectives, look at the actions and results we identified and make sure that we have really honed in on the most important 3-5 actions that we can pursue to reach your objectives.

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

Dialogue on this topic

Ask: For each activity, how many times will you do it each day/week?

Listen and write. If you think that their intention is too much or too little, say so.

Identify the desired results from the activities

Ask: What are the results that you are playing for by doing this activity? What is going to happen?

Listen and write the desired results in the Play Sheet

Identify the potential challenges

Ask: As you do this activity, what are some of the challenges you expect to face? Listen and write. If you think they are missing something obvious say so.

Complete the session

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

Document the game

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

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

Ask: Please give me your 1 minute highlight from today’s coaching session...

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

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

50 – 60 : Coaching Session Debrief

Ask: What did you learn about the Action- Challenge – Result – Evaluate sequence?

Listen – this will help you hone in of the value they are receiving from coaching

Say: “GREAT! I look forward to next time.”

60 – 95 : 4.5) Coaching Practice Dyad (17 minutes each)

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95-115: Debrief & further explore of Designing the Game

ASK: What did you learn about playing the game from practicing with your partner?

Go into more detailed exploration of A-C-R-E

Ask the students to share more about their games.

115-120 : Highlights

ASK: What is your 30 second highlight from today's coach training session?

Remember to update your game card!

See you next week!!

Supplemental Content for Session #4

4.6) The Components of Life Games

**** From the playbook ** Dialogue notes below ****

When you are looking at a player's objectives and you need to find the best recurring actions to "Make it a game", there are four fundamental components to consider.

Just about any game you can think of will have these 4 components:
Business, Romance, Career

1) **Visibility** – introduction to strangers

- Be seen
- Be Known
- Connect for a shared purpose

2) **Enrollment** - get someone to say: "YES"

- Engage – deepen your awareness of shared purpose
- create win-win scenarios
- make a promise,
- make a request,
- make an offer
- get a response

3) **Fulfillment** - fulfill the promise AND fulfill your purpose

- show up,
- do what you promised to do
- enjoy doing it;

4) **Orchestration** - harmonizing the energy of multiple players toward a common vision

- who is going to do what,
- when and where;

Play-Two-Win Method™ Playbook

- follow up

Here are examples for these 4 components for 3 common games: business, career and romance

visibility actions - for the Business Game?

people will say networking, facebook etc..

YES. each is a unique skill; don't try to do them all; pick 1 or 2

visibility actions - for the Romance Game?

match.com, dating services, singles events

visibility actions - for the career Game?

Career fairs - Networking - volunteer for company events

Enrollment actions - for the Business Game

talk to potential customers; meet for lunch; offer your services

Enrollment actions - for the romance game

ask for a date; ask for another date

Enrollment actions - for the career game

go on interviews; meet with boss and ask for new opportunity

fulfillment actions - for the Business Game?

Provide the service you promised to your new customer; enjoy the process

fulfillment actions - for the Romance Game?

Show up and go on the dates. enjoy the connection

fulfillment actions - for the career Game?

Show up for the meeting, deliver what you promised

orchestration actions - for the Business Game?

Meet with strategic partners and organize what each will do

orchestration actions - for the Romance Game?

Plan logistics for doing things together

orchestration actions - for the career Game?

Meet with team mates to plan for coordinated action

The KEY point is that you only need to be good at one approach in each area in order to be successful. NOT 100!

4.x Additional ideas about Playing for Results

**** From the Playbook; There is a A LOT of detail here ** Dialogue Notes Below**

From the program introduction...

Give your heart, soul and energy

AND enjoy it! Have fun.

Play-Two-Win Method™ Playbook

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

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

The joy, the fun, the self-expression, the growth, they all happen in the experience of PLAY! And remember: your purpose as a coach is to guide your player to PLAY BETTER.

This step is possibly the most creative in the entire process. Here you will use everything you know about the game and combine it with what you have learned about your player and their situation to continue to craft the activities of a game for them to play over a specific time frame – like a week or two weeks. You will get your player into action – playing – and going for the results of the game.

A-C-R-E vs 123456789,10,11,12,13,14,15...1,302...8,745...

A-C-R-D stands for Action – Challenge – Result – Evaluate

It is a cycle that you repeat over and over again. It is what playing a game every day is all about.

This is very different than the industrial approach that we were taught – make a long list of tasks and keep checking them off the list. Add new tasks to the bottom of the list. Keep checking off items until the project is complete.

To create a winnable game you have to learn how to select – with your player – the 3-5 essential activities that will create the most important results that will lead to the objectives. Play and practice; play and practice; keep going, do it again and again... in pursuit of excellence. This is the way to reach our most cherished objectives.

And you have to understand how to integrate necessary projects (lists of tasks) into the game and make them as game-like as possible.

Important distinction:

Coaches help players get better results from actions, master the game and enjoy the game

Managers cajole workers to complete their tasks on time

Mastery = the pursuit of excellence

Here you will help your player develop their **master-ability**; the pursuit of excellence in playing the game. Your player will become more masterful NOT by focusing on the objectives but rather by focusing on the recurring daily and weekly activities of the game and the desired results from those activities.

To play better, you have to focus on what you are doing right now (the activity and the desired result)– in the present moment – not on what is supposed to happen in the future (the objectives).

This can be challenging for many people because we have become so fixated on the objectives – just get it done - and lost focus on how to be fully present to the current moment on the game.

I often tell my players: “You cannot play the game well while looking at the scoreboard!”

Do 3-5 things consistently well vs. A task list of 1,000 things

One of the BIG challenges of life today is the feeling that we have 1,000 things to do. There are so many items competing for our attention! And because of our task-list orientation we tend to put all of these things on a big list we feel we have to do.

Play-Two-Win Method™ Playbook

This often creates an underlying feeling of frustration and the experience of an unwinnable game.

As a Coach, you MUST focus your player on 3-5 essential activities that lead to results. Stay focused on these 3-5 things rather than trying to check items off of an endless list.

In other words... **Focus on the recurring activities and results**

While it is a challenge, it is also a relief

Focusing your player on 3-5 recurring actions and results and taking away the bottomless task list will be a BIG relief to most people because it reduces overwhelm by "simplifying the game".

It also makes it easier to BE a Coach rather than a Task Manager. You can help them get better and better at 3-5 important activities (coaching) rather than holding them accountable for the next item on their task list (managing)

And it gives you a clear way to talk about what you do as a Coach with a potential player. Anything that reduces overwhelm will sound pretty compelling to most people.

A lot of time people are NOT present to what they are doing because they are so overwhelmed by having so many things to do. Slowing down and being present is a gift (play on words intended) that they will be grateful for.

The distinction between recurring actions and one-time exercises / projects

While we shift our focus from the task list to the recurring actions, there are still things to do.

Any task that happens often should be converted into an action in the game.

But a task that is only done once or once in a great while should remain a task.

The key question: Is this activity something that you want to get good at?

If yes, then make it part of playing the game somehow.

If not, then keep it on a task list and get it done as fast as possible.

Three types of projects coaches need to be aware of

There are two basic categories of projects and tasks: game plan projects and environmental design projects. We will cover game plans and personal environments later in the program but here is some basic information.

A game plan project is one that has a positive impact on your ability to perform the recurring activities of the game.

Business examples include:

- build a website - makes it easier to establish credibility
- develop a workshop - makes it easier to create visibility AND credibility
- Write a Book - to hone your message makes it easier to talk to people about what you do and you become more media desirable
- Getting Business Cards – helps you with follow through from networking events

Note: on the Play Two Win Play sheet in section 6A), there is a place to write in important game plan projects or tasks

Play-Two-Win Method™ Playbook

An Environmental Design project is anything that upgrades the people, places and things needed to play your game.

The F/C rules:

Fix / Complete something that is draining your energy

Find/create something that is missing

Business examples Include:

- Go to a conference to meet new people and upgrade your network
- Organize a local mastermind group to build deeper professional relationships
- Get a new office to improve your playing conditions
- Research and buy a new laptop to give yourself a better tool for communication

Note: on the Play Two Win Play sheet in section 9A), there is a place to write in important environmental design projects or tasks

Unfortunately Necessary Projects

There are always things that just have to get done even though they don't seem to add value to the game in any way. An example from the business game might be doing the book keeping or paying the bills. It is important though because the numbers are the scoreboard of the business game.

As a coach you don't want to get too involved in how your player approaches these projects other than encouraging them to find a way to have someone else do it. Remember: everything that must be done in the world is a fun game for someone!

Our Social Game System

In our Social Game System we have the 3 elements: **Power Up exercises, recurring game actions, results to play for (aka Big Wins).**

Power Up Exercise:

An task that makes it easier to play the game well.

Sometimes exercises are projects - something you have to get done. OR want to get done.

For example reflecting on a question about the spirit of play is an exercise that will help you be more effective when you talk with potential players for your coaching business.

A project of writing your coaching agreement is something you just have to get done. It makes it easier to start with a new player which is an important recurring action of the game.

Game Actions:

recurring activities that constitute playing the game - this is how you play

Big Win Results:

the intended outcome of the action

Playing Seasons - Projects Off-season

Whenever possible it is a great idea to schedule a period of project time between playing seasons.

There are certain times of the year that are great for doing this.

August and December are a great time for projects.

Play-Two-Win Method™ Playbook

Play Language is the essential difference

When you start talking about "doing", it is easy to fall into the familiar pattern of task lists and deadlines. Watch out! There will always be things to do on time, but keep the game focus on the recurring actions and results.

Make the focus of your day (your players day) your essential 3-5 actions and carve out a little time for tasks; Rather than making your whole day about tasks and maybe squeezing in a few minutes for your 3-5 essential actions!

Special Case: When the game really IS a project

An example is writing a book which is a project of many tasks – each section of the book is a task to complete.

But wait!

Can you re Design the project to make it game-like?

You can make it a daily recurring action to write.

You can focus on "becoming a writer" vs. "writing a book"

You can transform most things that are traditionally approached as project into a game by looking for the mastery within the project.

Remember: Focus on what you want to get very good at doing.

The game is in there somewhere.

** Detailed Coaching Dialogue with notes**

This part of the method is difficult to script but here are the basic concepts that you want to discuss with your player.

Say: Welcome back! In our last session we made a lot of progress in designing your winnable game. In this session we want to move into REALLY playing the game and going for results.

Say: Our first thing we must accomplish today is to look at your objectives, look at the actions and results we identified and make sure that we have really honed in on the most important 3-5 actions that we can pursue to reach your objectives.

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

Dialogue on this topic

Coach, here you weave together what your player knows about the game and wants to do with what you know about the game. If you think your player is missing or avoiding something obvious share that. Don't hold back. Make sure that the recurring actions and results will add up to the objectives being reached. Players often have blind spots.

At the same time, don't push too hard! Trust your player. You can add things to the game later.

Note the most important recurring activities on the play sheet.

Ask: For each activity, how many times will you do it each day/week?

Listen and write. If you think that their intention is too much or too little, say so.

Play-Two-Win Method™ Playbook

Update the Play Sheet with the frequency

Identify the potential challenges

Ask: As you do this activity, what are some of the challenges you expect to face? Listen and write. If you think they are missing something obvious say so.

Sometimes players are unrealistic at first and they imagine that they won't face any challenges as they do the activities. You can either share a few thoughts with them OR let them experience the challenges for themselves as they play.

Identify the desired results from the activities

Ask: What are the results that you are playing for by doing this activity? What is going to happen?

Listen and write the desired results in the Play Sheet

Again, use your best judgment but mostly trust your player. YOU are the sanity check. Say something, if you think the results they expect are too high or too low. But most of the time, let your player define the game. The intended results for the week should be in the sweet spot between too easy and too hard.

You will learn a lot about your player by what happens (and doesn't happen) next.

Complete the session

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

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

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

Document the game

It is a good idea in the early days with a new player to document your understanding of the game.

There are two ways to do this:

1) Ask them to write up exactly what they are going to do and what results they are playing for.

Or

2) You can send them your version of the game plan; this can be a nice value adding follow through that your player will appreciate.

Option 1 is probably better, but you can choose which feels best for you.

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

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

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

Don't let tasks stop the actions

As you are talking about the recurring actions, challenges and results, for sure, your player will mention project tasks that must be done.

Note them on the Play Sheet.

And often they will make these contingencies like: I can't go to networking events until I have my business cards printed. And I can't get my cards until I have my logo. And I can't have my logo until my graphics person gets back from her 6 month vacation etc. etc. etc.

Play-Two-Win Method™ Playbook

Here is where you do two things:

- 1) Find a creative way to get the task done fast; don't wait for perfection
- 2) Insist that the recurring actions – visibility, enrollment, fulfillment, orchestration – can all be done before any tasks are completed. Completing certain tasks may make the actions easier or better. But it is possible and important that they start playing right away!

Using the play sheets over time

Many coaches start a new Play Sheet each month and keep the prior play sheets in a three-ring binder with a tab for each of my players. Some will use the play sheet to track progress from week to week.

Each week the game will get a little more robust and you will be able to observe this development by looking at your forms over time.

Most coaches will record notes at the end of each session as well. We'll talk about that when we cover Step 5: Evaluate Results.

Play-Two-Win Method™ Playbook

Session 5 – Step #4) Respond to Challenges

0-05: 5.1) Welcome back! Celebrations and Challenges

Instructor Ask: What are your highlights from coaching or playing?

Instructor: share and ask for comments; a clear example from game card item about “Action - Challenge – Result” sequence

05-15 : 5.2) The Triple Play – Results – Mastery – Joy

SAY: Next we will talk about the Triple Play of Players.

Industrial workers just want to get the job done and do it right so they don’t get in trouble.

Inspirational players are in a bigger game!

- 1) Play for results - something happens in the world
- 2) Pursue Mastery - Become a better player = learn
- 3) Enjoy the game

Results + Mastery + Joy is the Triple Play!

Instructor Ask: How will you weave the triple play into your game?

Instructor: if needed, you can share this example from the playbook:

Writing an article

An Industrial worker: Gets it written and posted somewhere = checks the task as complete

An Inspirational Player:

- Writes the article to engage participation with readers;
- Tracks participation on the blog,
- Jump into the online conversation,
- Makes connections with readers,
- Makes offers to talk on the phone,
- Gets a few appointments.

Because the desired result of the article was to engage readers and get appointments

15-25 : 5.3) Judgment-Free Awareness

Instructor Ask: What is Judgment-Free Awareness?

Weave in these points that are in the playbook.

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

Play-Two-Win Method™ Playbook

- ***) Instructor say:** This distinction was created by Timothy Gallway in the "Inner Game of Tennis" an original coaching manifesto. The idea that every person has inside of them a "pure player" which loves to play and **uses curiosity** to play better and better. But they also have inside of them "The Judge" that never plays but always finds fault in the mistakes of the player.
- Often when we are performing an action there is an internal dialogue between the inner judge who acts as if they know how to do everything perfectly and the "player" who is often screwing things up.
- Be aware of the urge to criticize the "player".
- Look at everything from a place of pure observation and curiosity. Learn from everything. Hold your vision of how you want to do things and move toward that with ease rather than with angst.
- Look at the challenge with open eyes; Rather than judging that something is wrong with you, or the situation or the game.
- Embrace the challenge and dive into it.
- The bottom line is we get better faster if we just let the player play and learn from each moment.
- With Judgment-free awareness you are: more creative, open to possibility, more resilient, more resourceful

Instructor: True confessions time again. Who has a challenge with maintaining judgment-free awareness?

How can you bring judgment-free awareness into your playing?

25-35 : 5.4) Play Two Win Step #4) Respond to Challenges

ASK: Why do games have challenges?

- if there is no challenge then it is not a worthwhile game
- the challenge is what makes the game compelling
- competition: there may be others who are trying to accomplish the same thing you are and trying to do it better

SAY: Notice 3 types of challenges:

- 1) the challenges that are part of the game
- 2) Inner challenges
(conflicting thoughts, feelings and actions)
and
- 3) Environmental challenges
(obstacles or missing resources).

ASK: What is your experience of facing challenges?

Lots of sharing.

Points to weave in...

Play-Two-Win Method™ Playbook

- **Resist vs. Respond**
- Workers resist challenges because they delay getting to the result.
- Players embrace challenges because they serve them to become a better player.
- The challenges are the FUN part of the game -> they make the game worth playing.
- The movie: Pleasantville; every kid makes every shot -> BORING

Instructor SAY: It is important to Check in with your players during the game

Industrial worker mind set - a weakness to get help; have to do it perfect

Inspirational Player mind set - connect with team mates; Together we play better

35-55: 5.5) Coaching Demonstration

COACH! Very important. This sequence of questions is not linear. You have to be prepared to dance with your player based on what they are saying.

Part 1: Find out how the game went...

Say: Welcome back! In our last session we really got into the actions of your game. In this session we want to explore the challenges you faced while going for results.

ASK: Let's get right into it, what happened? And what didn't happen?.

Note to Coach: THERE are 4 basic scenarios...

Listen and ask clarifying questions.

1) For actions with all positive results

ASK: That went well, what can you learn from it?

ASK: Did you just get lucky this time or was there a method?

2) For actions with some positive results

ASK: Great that you got some positive results. What do you think was the difference between the times when X happened and the times when X didn't happen?

3) For actions with no positive results

SAY: OK, it is important that you don't get frustrated! Learning something new takes courage and determination. We will figure this out together.

ASK: What have you learned so far?

Listen...

Then Ask: What can you do differently next time? Remember, keep your mind open and think of this as an experiment rather than something you think you should already be good at!

4) For actions that were avoided

ASK: OK. What do you think got in the way? Was there some fear or uncertainty involved with holding you back?

Listen carefully! You will get clues about how self-aware your player is.

Ask: Do you want to go for it again this week?

Play-Two-Win Method™ Playbook

Note put the most important challenges and revised action plans on the play sheet.

Next... Review various challenges together.

Note to Coach: Here are some questions you can ask:

Ask: Were you expecting this challenge? How did you respond to it?

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

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

Ask: Have you faced a challenge like this before? What did you do then?

Ask: What is your typical approach to challenging situations? Is this something you want to change?

Next, step into the challenge

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

Say: I do have some ideas that may help you which I will share with you in due time. For now, as strange as it may seem, I really want to you come up with a new approach on your own and then I will share some possible solutions with you.

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

Say: This is a great challenge. We will take it on together. Your next step is to find resources – people you know who play this game, books and articles, anything who can provide ideas for how to step up to this challenge.

Ask: Do you have any immediate thoughts about where you can find these resources?

Finally, Update the game plan for the next week

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

Listen and write the desired results in the Play Sheet

Again, use your best judgment but mostly trust your player. YOU are the sanity check. Say something, if you think the results they expect are too high or too low. But most of the time, let your player define the game. The intended results for the week should be in the sweet spot between too easy and too hard.

Complete the session

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

Ask: Please give me your 1 minute highlight from today's session...

Listen – you will learn where they get the most value from your coaching

Document the game

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

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

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

SAY: Great!

Play-Two-Win Method™ Playbook

Instructor Debrief & Prep for Dyad

- 1) Focus on recurring actions that lead to results
- 2) End every session with a clear recurring action - challenge - result
- 3) How to talk like a coach - using play language patterns

vs. talk like a friend; talk like a boss (task manager)

Weave this throughout the entire program - every week we discuss it

Post-Dyad Debrief

Question: What action, challenge, result sequence did you create?

55 – 60 : Debrief Coaching Demonstration

Say: Quick debrief today. What did you learn about how to coach your player's challenges?

WEAVE IN: it is important to notice that I did not jump in with a solution to every challenge!

60 – 95 : 5.5) Coaching Practice Dyad (17 minutes each)

95-115: Debrief & further explore of Designing the Game

ASK: What did you learn about responding to challenges from practicing with your partner?

Go into more detailed exploration of the Challenge part of A-C-R-E

Ask the students to share about how well they AVOIDED jumping in to solve the challenge!!

Ask the students to share about viewing challenges as fun rather than a "problem"

115-120 : Highlights

ASK: What is your 30 second highlight from today's coach training session?

Remember to update your game card!

See you next week!!

Supplemental Content for Session #5

Instructor Note: there is a lot of information here from the playbook. the Dialogue notes are below.

From the program introduction

Get the best result possible from the situation

When the game is on, there are surprises and things you don't expect. These are opportunities to make the most of situations; to make adjustments to your plan or push through difficulties in pursuit of the desired result: winning the game. Often the game can pull the player through challenges where they would normally stop.

The way your player responds to challenges will tell you a LOT about them. And it will give you a lot of important clues that you can use to help them become a better player.

Play-Two-Win Method™ Playbook

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

Every game has challenges!

Every game has unique challenges; that is part of what makes it so interesting. As a coach you want to help your player become resilient and resourceful. And sometimes, you need to be there to lend a hand.

In athletic games the coach has time outs and half time to do this. In life games the Coach isn't on the side lines watching so you have to find creative ways to stay involved and contribute: via quick check-in calls, email, text, tweets, carrier pigeon. Whatever it takes!

Why games have challenges

- if there is no challenge then it is not a worthwhile game
- the challenge is what makes the game compelling
- competition: there may be others who are trying to accomplish the same thing you are and trying to do it better

Notice 3 types of challenges:

1) the challenges that are part of the game

2) Inner resistance challenges
(conflicting thoughts, feelings and actions)
and

3) Environmental challenges
(obstacles or missing resources).

Here is a major point about the difference between Work and Play

When you are work on something, the object is to get it done. When you are at play with something the object is to get a result AND get better at doing it AND enjoy it.

When you are at play with something you know that sometimes your result will happen and sometimes it will not. (eg. When you shoot the ball toward the basket, you know that it won't go in every time) So if the game is to contact 5 potential customers and invite them to use your service, you know that some will say "yes" and some will say "no" AND the challenge is to get "YES" more often, to enjoy it even when they say "no" and to figure out ways to improve what you are doing.

If you approach the action as a "worker", either you will talk to 5 people just to check it off of your list – not paying attention to what the results are, OR you will approach it as your task is to get the "YES". When someone says "No" it is a big frustration because it is delaying completing your task and now you won't make your deadline and then you can't get to the next item on your important list and this is bad because you are supposed to get this done right the first time and it spirals into trouble.

Remember too that we learned to be "workers" in school. We were all put into the "Perfection Trap". There is a right way and wrong way to do everything. Get it right the first time. The goal is to get a perfect score with no mistakes.

Players Embrace Challenges – Workers generally do not

Workers resist challenges because they delay completing the task

Workers do like reach out for support because it is a sign of weakness – they don't want anyone to know that they did not do it perfectly

Players embrace challenges because they make the game interesting; even fun!

Players connect with teammates and their coach to step up to the challenge – together we play better.

Coaches Check In

Play-Two-Win Method™ Playbook

It is important to be available to check in with your player while the game is going. This would be like a time-out or half time. As your player is responding to the challenges of the game they will benefit from a quick conversation with you. Remember, your player is probably infected with worker mindset, so when challenges happen it will greatly disturb them at first. Your input will help them shift into play mode and step up to the challenge.

Things to do while checking in.

- 1) Brain storm ways to respond to a challenge
- 2) Revise the game plan
- 3) Celebrate progress
- 4) Add perspective to a big decision
- 5) Provide short term accountability for an important commitment
- 6) Make sure your player knows that they are supported
- 7) Challenge your player to keep going even when the going is tough

How to do it

How you manage the “check in” part of coaching is up to you. Here are a few ideas:

- 1) Make sure your player knows that you are available and how to reach you
- 2) Request a check in call in between sessions
- 3) Keep check-in calls to around 5 minutes.
- 4) Most players will respect your time; they are busy too! However, if a player does begin to request or expect too much extra time, simply be firm about the duration.
- 5) eMail is a great way to stay in communication in between sessions. Many players find it valuable to send a daily update with results and unique challenges.

What the Coach Should KNOW

Coaching is MORE than an hourly service conducted at specific times by appointment!

Coaching is a relationship. You become an integral part of your players’ life. It is meant to be timely and hands on more than stand-offish or impersonal. The feeling that you are with them every step of the way REALLY matters.

** Preview of the Coaching Dialogue **

This dialogue focuses on responding to challenges with brief entries for the other parts of the method.

Welcome

Say: Welcome back! In our last session we really got into the actions of your game. In this session we want to explore the challenges you faced while going for results.

ASK: Let’s get right into it, what happened? And what didn’t happen?.

Listen and ask clarifying questions.

Play-Two-Win Method™ Playbook

This question will generally open up a BIG conversation.

Here is what you are listening for:

Actions that they avoided all together – Acknowledge this with judgment-free awareness

Actions that they did take – Champion them for doing it.

For the actions that they took – what results happened and what results didn't happen

Your objective as a coach is to turn every experience into learning:

- 1) The player learning how to play the game.
- 2) You learning about your players' capabilities.

For actions with all positive results

ASK: That went well, what can you learn from it?

ASK: Did you just get lucky this time or was there a method?

For actions with some positive results

ASK: Great that you got some positive results. What do you think was the difference between the times when X happened and the times when X didn't happen?

For actions with no positive results

SAY: OK, it is important that you don't get frustrated! Learning something new takes courage and determination. We will figure this out together.

ASK: What have you learned so far?

Listen...

Then Ask: What can you do differently next time? Remember, keep your mind open and think of this as an experiment rather than something you think you should already be good at!

For actions that were avoided

ASK: OK. What do you think got in the way? Was there some fear or uncertainty involved with holding you back?

Listen carefully! You will get clues about how self-aware your player is.

Ask: Do you want to go for it again this week?

Note the most important challenges and revised action plans on the play sheet.

Next...

Review various challenges together.

This is a back and forth dialogue that can't really be scripted.

Begin to use your intuition to ask questions and explore the game with your player.

Here are some questions you can ask:

Were you expecting this challenge? How did you respond to it?

How can this challenge make you a better player?

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

Play-Two-Win Method™ Playbook

Have you faced a challenge like this before? What did you do then?

What is your typical approach to challenging situations? Is this something you want to change?

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

Say: I do have some ideas that may help you which I will share with you in due time. For now, as strange as it may seem, I really want to you come up with a new approach on your own and then I will share some possible solutions with you.

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

Say: This is a great challenge. We will take it on together. Your next step is to find resources – people you know who play this game, books and articles, anything who can provide ideas for how to step up to this challenge.

Ask: Do you have any immediate thoughts about where you can find these resources?

Update the desired results from the activities

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

Listen and write the desired results in the Play Sheet

Again, use your best judgment but mostly trust your player. YOU are the sanity check. Say something, if you think the results they expect are too high or too low. But most of the time, let your player define the game. The intended results for the week should be in the sweet spot between too easy and too hard.

Complete the session

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

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

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

Document the game

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

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

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

What the Coach Needs to Know

One of the hardest things for a new coach is learning to curtail your advice when your player is not getting results. There is a time for showing your player what to do, but most coaches go there WAY too soon. It is better if you guide your player into figuring it out for themselves and THEN show them. This way it is much more collaborative – two people figuring it out together – and less pure teaching. Also, the more you observe your player the more personalized your teaching will be when you get to that point.

As we move through the method together, you will learn the 4 ways to help your player play better: game plan, teach skills, inner freedom and design personal environments. In the next session, Evaluate Results, we will talk about how to move from observing into teaching. Teaching IS an essential part of coaching; however it is important to do it in a “coach-like” way.

When you have all of the steps available to you, you can weave them into your coaching sessions with a player whenever you think its best. You may start teaching new skills right away in session #2 if it seems like the right thing to do. But for now, waiting it out while YOU are learning is a good experience for you.

5.x) Playing for results vs. Working to Get tasks done (revisited)

Let's talk about the distinction between playing for results and "getting it done"

What did you learn about playing for results this week?

A few points to weave in that are in the Play Book

- enjoy the feeling of taking action
- avoid looking at your game actions as a glorified task list
- avoid task obsession - getting it done at all costs - remember to enjoy the game AND your life
- avoid the job mentality - I HAVE to do this - it is not fun
- be sensitive to the level of the game you can play right now while keeping your vision on the great player you desire to be
- **keep your sights on the desired results of the game!**

***** does this go here? *****

Did you get into your actions?

Did you produce your desired results?

There are several reasons why you might experience a strong inner resistance to playing your BIG game.

- 1) You were trained to work NOT play; so playing can kick up a lot of conflicting thought patterns
- 2) You had a bad experience of playing when you were young and this game is triggering a subconscious memory
- 3) You have a strong aversion to making mistakes or failing or not being perfect (probably also from earlier experiences in your life)

What to do???

Recognize that you have many internal triggers that will kick up resistance. We will explore these in another session. for now, just recognize the thoughts

Judgment-free awareness is essential

Session 6 – Step #5) Evaluate Results

0-5 : 6.1) Welcome back! Celebrations and Challenges

Come to class prepared to share!

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

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

05-10 : 6.2) The Paradox of Play

Instructor say: we will explore the Paradox of Play:

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

Instructor Ask: What does this mean to you?

Weave in:

weave in...

- the game has to be challenging in order to engage your mind
the game has to have a purpose in your life to engage your heart
- The possibility of losing creates the edge. the mystery
- When you Fully engage (really play)
no matter what the results are you win because:
- you learn something that will help you play better the next time;
- you experience the joy of playing;
- Theory: From PLAY perspective
There IS NO FAILURE - there is only results.
- There are only two options: Win or Learn

Bruce Lee Quote.

To be successful in any endeavor, you have to learn how to care the right amount.

if you care too much you get stressed while you are playing

if you don't care enough you don't prepare or tap into your deep creativity

10-15: 6.4) The Flow of a Coaching Session

Instructor: Say this quickly:

"Before we get into the next step of the method – Evaluate Results – I will give you an easy to remember five point "Flow of a Coaching Session".

1) Quick life check in

Always open every coaching session by finding out if there is anything noteworthy happening in your players life. Your players need to know that you care about them as an individual.

2) Evaluate Results

Talk about what happened and didn't happen in the game. Your players need to know that you care about results. This is your springboard into everything else you talk about in the session.

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3) Respond to Challenges

No matter what the results are, you always learn the most from debriefing on the challenges of the game.

4) Figure out what to do to play better

Here you will determine which steps of the coaching method will best serve your player in this moment: game plan, practice skills, expand inner freedom, design personal environments.

You may end up doing one or more.

NOTE: we will start exploring this in detail in our next session.

5) Create a new game for the next time period

ALWAYS conclude the session with your player KNOWING what the game is and what results they are playing for.

15-30: 6.5) Play Two Win Step #5) Evaluate Results

ASK: Quick Recap... who can tell me the differences between completing a task and playing for a result?

Listen...Key points you are looking for:

1) Completing a task is taking an action that is within your control. Playing for a result is using your influence to make something happen in the world that is NOT in your control.

2) When you play for results you may win... get the desired result; you may lose... not get the desired result.

Say: So when you are playing for results, you win some and you lose some. This can be a difficult reality for those of us used to working on tasks where everything is within our control AND you are supposed to do everything perfectly every time!

Say: When evaluating results with a player, there are three key distinctions:

- 1) "judgment-free awareness" and
- 2) navigating via curiosity (a coaching proficiency)
- 3) **FEEDBACK IS THE BREAKFAST OF CHAMPIONS.**

Great players in any game are the ones who seek challenges and feedback.

ASK: Feedback is the breakfast of champions! What does this mean to you?

Listen...

ASK: Last week we spoke about judgment-free awareness. What is it in your own words? Why is it so important in evaluating results?

Key points to listen for and weave in...

1) You simply notice what happened without judging; you can ease the frustration of losing and prevent arrogance of winning. Everything that happens is **feedback**.

2) You learn faster AND you have more fun when you **navigate via curiosity**: I wonder what happened there? This is great for both winning AND losing.

3) It helps when you have a vision of what excellence looks like and then you keep moving toward it with ease rather than self-defeating struggle.

4) If your player gets the desired results, have a little celebration! THEN use curiosity to explore HOW they did it; you can still explore how to do better the next time.

5) Not getting results is bad enough as it is, you don't need to add judgment and feeling bad on top of it.

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6) The bottom line is we get better faster if we just let the player play and learn from each moment.

7) If your player is self-judging – almost everyone is – you need to help them lighten up on themselves WHILE at the same time channel that energy into desire to **CURIOSITY** about how to play better.

ASK: In situations where your player does NOT get the desired results, what is the difference between Judgment-Free Awareness and the typical assessment: “there is something wrong here OR something wrong with the player”?

Key points to weave in... (

- Starts inside the coach, and then the player not judging. Looking objectively at the quality of effort, level of skill and results.
- Looking at results requires a delicate balance: You CARE about the results or lack of results, BUT the results are not more important than the person going for the results. You have to learn to care the right amount.
- Most of us have had the experience of a demeaning debrief or poorly given feedback, so it is important for the coach to set the tone for judgment-free feedback AND curiosity about what can be done differently the next time.
- Reality is: sometimes you give a great effort and don't get the results, sometimes you give a poor effort and get the results anyway... **THERE IS SUCH A THING AS LUCK!**
- Judgment-free DOES NOT MEAN that you think everything is good BUT it means you keep a light, curious perspective on how to learn and move forward.
- Judgment-free DOES NOT MEAN that you don't care when results don't happen or actions are done poorly – YOU DO CARE - BUT that you separate how you feel about the results from how you feel about the person.
- If you do judge, what can you do? Start with Facts. As a coach distinguish facts from Interpretation; from Emotional responses. Facts are judgment free, then have a coaching conversation to interpret facts, focus on what are the lessons, and celebrate what was learned.
- Sometimes your player / partner is not giving a great effort. It's is natural as the coach to be disappointed. It is best to keep a light touch here MOST of the time. Look deeper into why the player is not putting the effort in. If low effort continues over time, as a last resort, challenge the notion that they truly want to play this game better.

Question: How do you facilitate the transformation from loser to learner?

Here are some points to weave in...

- 1) This is an essential transformation that is unique to playing with a coach.
- 2) REMEMBER we ALL hate to lose so the normal response is to avoid talking about it. But this is where a coach can make a HUGE difference.
- 3) Most people quit when they lose because they are playing without a coach
- 4) Shift into “curiosity mode” as quickly as possible.
- 5) Channel frustration into desire to learn and play better in the next “game”.

30 – 60: 6.6) Coaching Demonstration & Practice

1) Quick Life / Situation Check in

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

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If there is something going on...

Ask: can you give me the fast version of what happened (is happening?)
Ask them to tell you about it. BUT!!! Keep it to 3 minutes or less. Just get the picture so that you know how to connect with them appropriately in this conversation.

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

If there isn't anything out of the ordinary happening...

Go right into talking about the game.

2) Evaluate Results of the game

Ask: So, how did the game go? What were the results?

How to talk about success

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

Listen.

A few questions to weave into the conversation...(choose 1 or 2)

Ask: What did you learn about yourself while playing this week?

Ask: What did you do that worked well?

Ask: What were some of the challenges that you had to overcome?

Ask: What did you do for a little celebration? Take a few moments to enjoy this.

Ask: Was there anything that happened that made the game more difficult than it needed to be that we can improve upon.

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

How to talk about failure

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

Ask a few of these questions.

Ask: so what do you think happened?

Ask: What did you learn from the experience

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

Ask: was there anything about the game that worked well?

3) Respond to challenges together.

ASK: What were the challenges that you faced?

Listen...

Here are some follow up questions you can ask:

Ask: Were you expecting this challenge? How did you respond to it?

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

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

Ask: Have you faced a challenge like this before? What did you do then?

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Ask: What is your typical approach to challenging situations? Is this something you want to change?

4) Figure out what to do next to play better

SAY: OK, now let's talk about how to play better.

ASK: What are your thoughts?

Listen...

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

ASK I have a few ideas for how you can do this better. May I share them with you?

Share what you know in the most concise way possible. Present as "an option" NOT "You MUST do this".

Make sure that they resonate with your approach

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

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

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

Ask: Do you have any ideas about who you can talk to or where you can find some answers?

Brainstorm with your player! Offer any resource ideas you have available without attachment to them wanting to try them.

Be persistent in the conversation to find something different to do next.

5) Create a new game for the upcoming time period

Update the desired results from the activities

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

Listen... and write the desired results in the Play Sheet

Say something, if you think the results they expect are too high or too low.

Complete the session

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

Ask: Please give me your 1 minute recap on the session...

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

Document the game

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

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

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

55 – 60 : Debrief Coaching Demonstration

Say: Quick debrief today. What did you learn about how to evaluate results?

WEAVE IN: it is important to notice that I open and curious about everything that happened and didn't happen!

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60 – 95 : 5.5) Coaching Practice Dyad (17 minutes each)

95-115: Debrief & further explore Evaluate Results

ASK: What did you learn about evaluating results

Go into more detailed exploration of the judgment-free awareness

Ask the students to share about how well they maintained curiosity??

Ask the students to share about viewing challenges as fun rather than a “problem”

115-120 : Highlights

ASK: What is your 30 second highlight from today's coach training session?

Remember to update your game card!

See you next week!!

Supplemental Material

Instructor: This is from the Play Book for your understanding:

Learn and grow with judgment-free awareness

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

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

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

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

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

Evaluating results is a big part of what makes coaching a unique service. The ultimate purpose for evaluating results is to transform EVERY experience your player has into something that helps them play better in the next game. If you do this step well, you will see incredibly fast growth in everyone you Coach. However, it takes courage because in order to do it well you must be able to stare failure in the face without blinking. OK, that is a bit metaphorical, let's get into what it means.

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Key Ideas for Evaluate Results

1) Evaluate results is the way you will begin EVERY coaching session after the first one or two. It is one of the recurring patterns for YOU as the Coach.

2) The basic coaching rule is END every session with your player knowing exactly what results they are playing for in the upcoming period of time. Evaluate results is where you find out what actually happened learn from it before figuring out what to do next. YOU MUST ask your player: what happened?; in a curious way. This shows that you care; that you are paying attention; that results matter. **IMPORTANT: the more clear and specific you are in defining the results the player is going for, the more you will learn when you evaluate results.**

3) If your player was successful in getting the results they desired, then it is time to celebrate and champion your player. Take stock of expanded capacities and experiences that can be leveraged for the next game.

4) If your player was NOT successful in getting the desired results then you have to find out what happened and get ready for some major transformation: the transformation from losing to learning. Failure is an essential part of playing big games in life. For most people, the opportunity to fail is the number one reason they don't play, especially the meaningful games in life where failure really hurts: like business, career, romance and family.

5) There are a few key steps to guiding your player from an experience of failure to one of learning. These are outlined in the coaching practice notes.

6) It is essential that you maintain judgment-free awareness. This means that when you look at the situation, whatever happened or didn't happen can be used to play better the next time. This does NOT mean that you don't care, or are aloof. You care AND you maintain a big-picture perspective. This is BIG because most players hate to talk about failure and they hate to disappoint their Coach. This is a fine line to walk. You want to maintain a great desire for winning and getting results while at the same time not getting dragged down by disappointment. As you do this, you will teach your players to live this way as well. When they learn this, they are REALLY free to play.

7) Remember the paradox of games: If you can't lose, it is not worth playing. When you really play, then you always win.

8) No great achievement is ever achieved without LOTS of failures along the way that are successfully used for course correction. Your job as a Coach is to maintain this perspective and guide your player to the insights that are available with every failure. This is key because it is the rare individual who is able to see these things from self-reflection alone.

9) The path to mastery in any endeavor includes LOTS of mistakes and messes. It is part of the process. The Coaches job is to speed up the recovery and clean up time so that the player becomes a fast learner. This is a MAJOR benefit of having a Coach.

10) Looking at weakness requires courage. It takes a big heart to go for something important not knowing if you will get it or not. And then face the moments when it doesn't happen. AND THEN bounce back and learn from everything and go for it again.

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6.X) Going deeper into Play – action, challenge, practice, results

Note to Instructor: This is a free flowing conversation to really make several key distinctions for about play and fun. The important thing is to tease out the experiences of the students. you don't have to ask all of these questions in order. This is just a framework.

Instructor Say: The first 4 steps of the Play Two Win Method are about getting into the game. Step 5 is the turning point where we evaluate results. Then Steps 6-9 are about how to play better.

We have been exploring Play for the past 5 weeks. In this conversation we will share together about what we have learned by going deeper into the experience of Play, Results, Mastery and Practice

Instructor ask: Question - What makes action fun?

The key is to tease out the idea of the pure joy of the action itself. Most people will start to talk about the results rather than the pure action.

Instructor ask: Question - What makes challenges fun?

the key is that the industrial mind does not like challenges. But the player mind LOVES challenges

Instructor ask: Question - What makes results fun?

This often comes up when you ask about action.

Instructor ask: Question - What makes practice fun?

Instructor Ask: Question: What is the relationship between actions, practice, results and reaching your objectives?

**** Preview of the Coaching Dialogue ****

1) Quick Life / Situation Check in

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

This is an important coaching question. You ask it to see if there is any new event or change in their overall situation.

If there is something going on...

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

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

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

If there isn't anything out of the ordinary happening,

they will probably go right into talking about the game.

If they don't, you do it!

2) Evaluate Results of the game

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

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

Play-Two-Win Method™ Playbook

How to talk about success

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

Listen.

A few questions to weave into the conversation...

You don't ask all of these questions! Choose one or two that seem to fit best in the situation.

Ask: What did you learn about yourself while playing this week?

Ask: What did you do that worked well?

Ask: What were some of the challenges that you had to overcome?

Ask: What did you do for a little celebration? Take a few moments to enjoy this.

Ask: Was there anything that happened that made the game more difficult than it needed to be that we can improve upon.

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

Your player may have a specific idea of how they want to leverage the results they just created. Or you may have a plan for what they need to do next. The key is to move from success into a new challenge.

How to talk about failure

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

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

Ask: so what do you think happened?

Ask: What did you learn from the experience

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

Ask: was there anything about the game that worked well?

3) Respond to challenges together.

Here are some questions you can ask:

Ask: Were you expecting this challenge? How did you respond to it?

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

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

Ask: Have you faced a challenge like this before? What did you do then?

Ask: What is your typical approach to challenging situations? Is this something you want to change?

4) Figure out what to do next to play better

From this conversation you must determine where to go next.

Is it a game plan problem? Come up with a new approach. (see step #6)

Is it a skill problem? Practice. (see step #7)

Is it an inner resistance problem? (are conflicting thoughts, feelings or emotions getting in the way?) (see step #8)

Is it an environmental problem? (Too many obstacles or missing resources) (see step #9)

At this moment, you probably don't know how to do these steps. So here is what you do...

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

ASK I have a few ideas for how you can do this better. May I share them with you?

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Share what you know in the most concise way possible. Present as “an option” NOT “You MUST do this”.

Make sure that they resonate with your approach

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

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

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

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

Brainstorm with your player! Offer any resource ideas you have available without attachment to them wanting to try them.

Be persistent in the conversation to find something different to do next.

Coach... Do some research!

This came up earlier in this playbook. When you are coaching a player in a game that you do not know very well, expect to take on some research time to learn the game yourself. Every new player is an opportunity to expand your capabilities as a coach. We always say: coach the games you know. But sometimes you have the opportunity to coach a game you do not know and it can be VERY challenging and valuable for you to jump into it.

5) Create a new game for the upcoming time period

Update the desired results from the activities

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

Listen and write the desired results in the Play Sheet

Again, use your best judgment but mostly trust your player. YOU are the sanity check. Say something, if you think the results they expect are too high or too low. But most of the time, let your player define the game. The intended results for the week should be in the sweet spot between too easy and too hard.

Complete the session

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

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

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

Document the game

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

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

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

What the Coach Needs to know

People don't like to talk about losing or failure. Encourage them with judgment-free awareness and conversation. Remind them that failure is a natural part of playing big.

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Your players will sometimes create distractions to avoid talking about the results. Listen to what they want to talk about. Then ask about the results.

Sometimes your player will not see the difference between results and a good excuse. An excuse is very different than learning.

Sometimes your player will not see that what they are doing is not working – they have a blind spot and will keep repeating the same mistakes until you bring it out.

Session 7 – Step #6) Game Plan

0-05 : 7.1) Welcome back! Celebrations and Challenges

05-10 : 7.2) Midseason Review: Is your game winnable?

Instructor: Before we delve into game planning, let's do a midseason check in on YOUR game as a player.

ASK: What have you learned about playing a win-able game?

Listen to a few quick shares

ASK: "Are you on track to reach your objectives? Or Do you want to adjust your objectives to make your game win-able

Listen to a few quick shares

Say: Let's do a quick poll.
use raising hands in person. OR in maestro:
If you think your game is too easy press a 1
If you think your game is just right press a 3
If you think your game is too hard press a 5

Instructor: Share the results.

10-15: 7.3) The 4 steps to Play any game better

Instructor Mini Lecture:

Say: Today we start to explore the ways to play a game better.
There is a great recording on the game card that explains all of this and we will do a quick review.

To play a game better means to get the results you desire more often.

A big part of your role as a coach is to help your player to play better and to know which step to use next.

Game Plan: This is where you come with a plan for HOW you will get results by formulating a theory and a method that utilizes your players' strengths and assets.

Practice Skills: This is HOW to do a particular activity better. Use this when your player is new to a skill and needs to build confidence.

Inner Freedom: Play with FEAR. This is where you help your player figure out where they are stuck in resistance because of doubts and fears and then help them get unstuck. You use Inner Freedom when your player is frustrated.

Design the Environments: Shift from Willpower to World Power. This is when your player has unnecessary obstacles or is missing important resources that make it hard to play and win.

15-20: 7.4) Play to your strengths – but what are they?

Instructor Note: This is a rapid fire 5 minutes. Keep it moving.

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Instructor: SAY: there are 2 major components to a game plan

- 1) Playing to your strengths
- 2) Having an approach to the game that leads to excellence in results

First we will discuss strengths

Question: is it better to maximize your strengths or overcome your weaknesses?

weave in:

- This is an old coaching question. The answer is Both!
- But strengths are more important.

Question: Why are we prone to focusing on our weaknesses and hiding our strengths?

weave in:

- when we are young we learn that expressing our strengths is a little bit dangerous.
- we are trained to hide out - don't stand out; try to fit in
- we learn in school that it is good to be well-rounded. To improve our weaknesses.

Question: How do you assess your players' strengths?

weave in...

- the best way: you challenge them to take action and watch what they do
- also there are many assessment tools: Recommend: Strength Finder Assessment
- challenge them to ask others what they see as their strengths

20-30: 7.5) Play Two Win Step #6) Game Plan

Instructor ASK: What is a game plan?

10 points; weave in a few:

1) An approach to getting positive results on a consistent basis.

2) A game plan is best done as a collaborative process between player and coach.

3) The coach has experience about what they know can be effective.

4) the coach may have a realistic view about the strengths of the player or players.

NOTE: often players will over estimate some abilities while underestimating or even ignoring others.

5) A game plan begins with an idea about how to do something better

6) The player may have a creative idea about how they can do something in a new way.

7) Creating a great game plan is an evolutionary process.

8) You start with your best idea and your current awareness of strengths and assets.

9) Think of your game plan as an experiment. You try it in the upcoming game (week). Watch what happens.

10) Plan to revise and tweak your game plan each week based on results, circumstances and the accumulation of skills and other assets.

Instructor Mini-Lecture;

SAY: These are questions to develop a game plan

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- 1) What are the key recurring results of the game that will lead to your objectives?
- 2) What is your Theory (BIG IDEA) about how to get these results in the game?
- 3) What is your step-by-step method of recurring actions based on that theory.
in other words how will you approach the recurring actions you need to get your results?
- 4) What are your personal strengths and how can they best be applied to your game plan?
also...be aware of the players' weaknesses to overcome or work-around
- 5) What other assets or resources can you use to get the desired results?
e.g. something in their environment - like a strong partner or great network.

It is important to remember that your game plan with a player is something that evolves over time!

Instructor Mini Lecture continues

Say: Here are two EXAMPLES Of a Game Plan for a business game:

Example 1

Key Result: frequent connections with perfect potential customers

Theory: The best way to build a business is through personal relationships

Method: Attend networking events and build a referral network

Strengths – the player is energetic – has personal charisma and great follow through

Environment - Live in an area with active business networks

Here is another example of the same game with a different game plan...

Example 2

Key Result: frequent connections with perfect potential customers

Theory: The best way to build a business is through thought leadership

Method: Write articles and lead events that establish your expertise.

Strengths - great writer and/or event leader; great resume of accomplishments that establish credibility

Environment - A few influential colleagues who recommend the player for speaking events.

SAY: In the coaching demo you will do this with your player

It is important to clarify examples of theory (BIG IDEA) and method (Approach).

Often people get these confused.

What is your BIG idea? or Why are you doing it that way?

A game plan starts with an idea about how to do something better.

Key word is IDEA!

Any part of a game can become a highly creative process in the pursuit of excellence.

At the same time, often we do something in a particular way because we never really thought about HOW to do it the best way.

Or we never stop and re-evaluate how we do something after we get to a basic competence.

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Or we never stop to challenge the ways that we learned from others when we first started playing the game

Strategy:

Combines your IDEA about the best way to get results + make use your strengths and other assets in your APPROACH

*** End Mini Lecture ***

30-55: 7.6) Coaching Demonstration & Practice

1) 1 minute Situation Check in

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

Listen...

BUT DON'T TRY TO DO ANYTHING ABOUT IT! JUST BE AWARE.

2) 1 minute Results check in

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

LISTEN! and maintain judgment-free awareness

3) Game Plan to Play Better

SAY: OK. Today we are going to focus on your game plan!

ASK: 1) From what you have explored so far, what do you think are the key recurring results of the game that will lead to your objectives?

Listen.

Then, add in anything you think is missing.

ASK: 2) What is your Theory – your BIG IDEA - about how to get these results in the game?

Listen.

Then, add in anything you think is missing.

ASK: 3) What is your Step-by-step method of recurring actions – Your APPROACH - based on that theory?

in other words how will you approach the recurring actions you need to do to get your results?

Listen.

Then, add in anything you think is missing.

ASK: 4) What are your personal strengths and how can they best be applied to your game plan?

also... let's be aware of your weaknesses that we need to overcome or work- around

Listen.

Then, add in anything you think is missing.

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ASK: 5) What other assets or resources can you use to get the desired results?

e.g. something in your environment - like a strong partner or great network.

Listen.

Then, add in anything you think is missing.

4) Create a new game for the upcoming time period

Update the desired results from the activities

Ask: Based on what we just spoke about, what results do you want to play for this week?

Listen and write the desired results in the Play Sheet

5) Complete the session

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

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

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

6) Document the game

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

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

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

55 – 60 : Debrief Coaching Demonstration

Say: Quick debrief today. What did you learn about crafting a game plan?

WEAVE IN: it is important to notice that I let the player share their ideas more than I told them how to do it!

60 – 95 : Coaching Practice Dyad (17 minutes each)

95-115: Debrief & further explore Evaluate Results

ASK: What did you learn about crafting a game plan?

Go into more detailed exploration of developing a theory and method

What did you learn about identifying your players' strengths and weaknesses?

115-120 : Highlights

ASK: What is your 30 second highlight from today's coach training session?

Remember to update your game card!

See you next week!!

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Supplemental Material

The 4 steps to Play any game better – Dialogue

PLUS: how to know which step to use...

Instructor : we will engage you in a conversation about how to play any game better.

ASK: When people don't do what they said they were going to do, what reasons do they usually give?

Weave in:

- not enough time
- some unexpected things came up
- don't know how
- blame
- obstacles

ASK: When people don't get the results they are playing for, what reasons do they usually give?

Weave in:

- typically people don't even tune into the fact that they took action and didn't get results
- or if they do, it is usually something about the circumstances that explains what didn't happen.

**Instructor: Say: These reasons point us toward the 4 ways to help people play better!!
But it is CRITICAL to approach this with judgment-free awareness!**

We have to gradually get our players to see that if they don't take action it is because they don't know how to do it! Or because they are afraid!

We have to gradually get our players to see that they didn't get the results because they didn't play well enough... AND they can play better.

Even if a player DOES get good results you can help them play with greater ease

After assessing results and clarifying the victory or the learning, it's time to move into step 6, 7, 8, or 9.

This is most often the bulk of the coaching session.

That's

#6 game planning (strategizing, setting the game for the next week)

#7 practicing skills, ,

#8 inner freedom

#9 personal environments

NOTE to Instructor:

You may not have time to go into all of these in detail.

It may have already come up in the conversation.

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How do you determine one to focus on?

ASK:

Instructor: How do you know when to clarify the game plan?

Weave in

- a) If your player is not sure WHY they are trying to do something
- b) if your player is not sure of the best way to go about doing it
- c) if your player is trying to do too many different things

Instructor: How do you know when to practice skills

weave in:

- a) if your player is not totally confident in HOW to do something: practice the skills / role play the conversation
- b) if your player is taking action and not getting the desired results.

Instructor: how do you know when to expand inner freedom?

weave in:

- a) if your player is pushing through a lot of inner resistance / FEAR,
- b) if your player seems stuck or,
- c) if your player taking the actions without getting the desired results after you have practiced the skills several times

Instructor: How do you know when to design the player's personal environments?

weave in:

- a) If your player seems to be missing key resources or
- b) if your player has obvious blocks or obstacles in the world around them

Instructor FYI - From the program introduction

Teach the strategies of the game

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

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

What is the desired result?

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

Play-Two-Win Method™ Playbook

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

What assets and resources can we utilize?

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

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

A game plan is an approach to the activities of the game that is strategic. A game plan should make the best possible use of the players' skills and resources in pursuit of the results of the game.

The purpose of a game plan is make sure your player knows what to do next, why they are doing it and how they are going to do it.

There are many levels of game planning from crafting a basic action plan to complex strategic analysis. We will focus here on a few basic yet powerful concepts.

What is your IDEA?

Game planning begins with an idea; an approach to playing and winning the game. Or said another way: Game planning begins with knowing the desired results and knowing what actions to take to get those results.

As a coach you have to assess your players' level of understanding about how to get the desired results of the game and the various approaches that can be taken to get those results.

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

KEY POINT – Recurring Activities

While project planners look at an objective and plan a long sequence of tasks to reach it, coaches have a much different approach.

A Coach looks at the objective and will then collaborate with the player to determine a few recurring activities and results that will lead to the objectives.

So the first step of your game plan is to identify the most crucial daily results and the best way for your player to get those results given their current capabilities and resources.

In the early stages of a coaching relationship – especially with a player who is new to a game – the coach has to take the lead in providing the ideas and directing the game plan. As a player grows in experience, the game planning process becomes more collaborative.

A few examples...

- If the game is business, the crucial daily result is signing clients or selling products. So, the player must have a sound fundamental idea and necessary skills to do this.

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- If the game is leadership, the crucial daily result is inspired followers taking actions to reach the shared vision. So, the player must have an idea about the actions required to enroll and inspire team members.

Make the best use of skills and assets

In step seven of the Play-Two-Win Method you will practice with your player to develop the skills needed to get results from the recurring actions. When developing a game plan for the short term you will become aware of the skills that are needed.

This process requires thoughtful consideration on the part of the coach. For example, if the player is really new at something you may not want to base your entire game plan on doing that one thing. Some creativity may be required to make use of other skills and assets so that they don't get discouraged while they are learning.

Another element of game planning is being aware of all of the players' assets and resources and making good use of them. Part of the process of getting to know your player is finding out what their current resources are. Often players are not aware of what their resources are or they are not aware of how to use them in the new game.

In most life games, the resources are in the form of people and ideas.

A few examples...

- People: Who do you know who can introduce you to potential clients for your business?
- Ideas: Do you have some information that others will find valuable that can be offered to add value and build relationships

(Note: In step 9 – Design a Winning Environment, we work on how to develop assets and resources for sustainable results.)

Knowing what to do next

The value of knowing what to do next cannot be underestimated. Making choices among seemingly infinite options can be quite overwhelming especially for a new player of the game. Breaking the options down to short term and long term plans can give the player the confidence to move forward knowing what they are doing and how it builds long term success.

**** Preview of the Coaching Dialogue ****

Sample Game Plan Conversation

Say: "OK, we need to put together your basic game plan. Looking at your objective and what we have tried so far, what do you think is the most crucial daily result that will lead to success?"

Listen carefully! This is where you will find out a lot about your players current level of awareness. This is a dialogue opportunity. Challenge them and or offer suggestions if you think they are not honed in on the MOST important thing.

Say: "In our previous session we started playing with some game activities. What activities do you need to do every day to get these results?"

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Listen again. Continue the dialogue with questions like these:

Say: "What strengths do you have right now that we can use to get the best possible results every day?"

Say: "What people assets do you have that we can leverage to get these results?"

Say: "What ideas do you have about how to do this in the most effective way possible?"

You will also want to explore how they can free up time and space for practice and play.

Say: "Is there any way we can free up some time for you to get into the game? Is there anything that you can stop doing or do less of? Anything you can let go of?"

Confirm the current game plan...

Say: "OK, this is good! Give me your current view of the objective and your daily game plan for getting results and playing better."

LISTEN! Help them clarify if they get stuck or don't remember everything. Having them SAY IT – even if it sounds obvious - is very affirming and will help have more confidence in the plan and in themselves.

Say: "Great. I would like you to write up a one-page maximum game plan of your 3-month objective and the approach we are going to take to reach it. Can you do that??"

Make sure you get a commitment from them.

COACH: During or after the session, be sure to make a note of the game plan ideas on the Play-Two-Win Play Sheet.

Session 8 – Step #7) Practice Skills

00-05 : 8.1) Welcome back! Celebrations and Challenges

05-15 : 8.2) The Power of Practice

Instructor Say:

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

ASK: What is the value of practice for adults?

WEAVE IN

- Adults often have a mistaken belief that they have to know how to do everything already
- And they feel vulnerable when they don't know how to do something - so they just try to fake it.
- On a great team, players practice key skills with each other all the time - they are not shy about asking each other for support in practicing skills and getting feedback
- Practice is the pathway to mastery
- The essential actions become "natural"
- You have to allow yourself to "NOT KNOW"
- Players: pursue mastery.
Workers: struggle along / quit / make excuses BECAUSE they were trained that everything has to be done perfectly every time.
- Practice is a way of getting feedback - most adults have learned to avoid feedback!
- Feedback is the "Breakfast of Champions!"
- judgment-free awareness
- safe space to try new things and fail
- Marshal Thurber – one of Coach Dave’s Mentors said: anything worth doing, is worth doing poorly; at least for a little while.

SAY: The big shift:

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

Getting good at something – from a coaches perspective - means when you do it, you get results.

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

Just get it done	Get good at it
Write an article	Your articles attract comments on your blog
Make a video	Your videos get "likes" on Facebook & Youtube
30 minutes on Facebook	Your time on Facebook leads to 3 connections for an exploratory session

Instructor ASK: Why do we have our players Play BEFORE we get into practice?

Listen...

weave in

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You have to observe your player in action before you can personalize the learning through practice.

15-30 : 8.3) Play Two Win Step #7) Practice Skills

Say: There are an infinite number of actions in the games of life. However, in MOST games the primary game action is conversation.

This is “**trouble**” because adults assume they already know how to have conversations so they don’t think they need to practice.

But in most games there are many **UNIQUE TYPES** of conversations and each one is a unique skill that we can practice.

Let’s look at the example of a typical business.

ASK: What are examples of different types of conversations a business person has...

Listen...

Weave in...

- Make a request for support
- Ask for a referral
- Make an offer for your service
- Give negative feedback to a team member in a positive way

SAY: AND there are infinite specific situations where practice can be super valuable:

- I need to tell my boss that my project is going to be a week late.
- I want to call Bill from the Chamber of Commerce and suggest that I give a talk at a future meeting

Say: As coaches, we help our players practice conversations by Role Playing.

ASK: What do you think are the elements of a good role play?...

Listen...

Weave in...

- **The need to observe your player in “game-like” situations**
In order to help someone do something better, you have to observe them in “game-like” situations so that you can identify what they are doing well and what they are NOT doing so well.
- **IMPORTANT:** your player is not adopting a role, they are being themselves!
- Keep it REAL, don’t try to make up crazy scenarios
- Before you start, identify the intended result of the conversation. REMEMBER, Coaching is about helping players get better RESULTS!
- You provide a **safe space** for your player get repetition, to experiment and take risks
- Your player feels more confident and at ease in the conversation that you practiced AND also becomes aware of where more practice is needed.

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Instructor Mini Lecture

SAY: Role playing is an art and one of the **MOST UNDERUTILIZED** skills of the coaching craft. So guess what, it is something that you can practice – Hey coaches need to practice too!

Say: Here is a Guide to GREAT role playing as a Coach

There are a few basic steps:

Instructor: read off the BOLD steps with the short notes.

Step 1) Identify the specific conversation to practice

Select one conversation that your player most needs to practice. Two options:

- 1) a key recurring conversation or
- 2) a unique challenging conversation with someone specific that is needed NOW.
eg. Asking someone for something you want

Step 2) Identify the intended result of the conversation

What does your player want the other person to do?

Step 3) Know your role

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

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

Step 4) Get into the role and start the conversation

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

Note: You do not have to mimic voices – for example if you are playing the role of the opposite sex.

Step 5) Call time out

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

Step 6) Repeat

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

Step 7) Add a twist to enhance the learning

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

Step 8) Debrief

What did you learn from this?

ASK: Any comments or questions?

Listen...

Say: The last thing I need to mention is “the Role Play Comfort Zone”.

Role playing can be VERY uncomfortable at first for both the player AND the Coach. For the Coach it will challenge your ability to be creative and go with the flow of the moment. For the player it will be just the normal resistance to “practice” and the fear that it might not be perfect!

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30-60 : 8.5) Coaching Demonstration ... Role Play

Coach Say: Today we are going to jump right into a Role Play to practice one of your critical conversations.

1) Ask: Of all of the conversations you have as a part of your game, which would be the best for us to practice today? It could be a recurring conversation OR a specific conversation that you need to have with someone...

[help them choose one]

2) Ask: What is the result that you want to create in this conversation?

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

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

4) Get into the conversation. Let yourself be the character. Have fun with it.

Remember to "play it straight"; don't try to make up crazy scenarios

5) Call time out

SAY: Let's call time out.

ASK: How do you think it is going so far?

Listen...

SAY: I have some feedback...

OR

SAY: I have a suggestion....

6) SAY: OK, Let's start over; OR Let's start from this point...

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

7) Add a twist

SAY: OK, let's start again from this point...

DON'T tell them about the twist, just do it!! And see how they respond.

8) SAY: Ok let's stop the role play right there...

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

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

9) (Optional) Consider practice for non-conversational skills

Ask: Since we are focused on practice today, Let's look at a few more key actions of your game. What is a way you could get some "practice" to improve your skill?

Listen and brain storm ideas.

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10) **ASK:** OK, what is your game plan for this week...

11) **ASK:** What is your 30 second highlight from this session?...

60-95 : 8.6) Coaching Dyad (17 minutes each)

Instructor Say:

"In this session we want you to practice doing a role play right away.

We don't want you to do any other steps

When you are the coach you start off with: "So what conversational skill do you want to practice today?"

After the dyad, I am going to ask you ALL to share what conversation you practiced and what you learned. This will help all of us gain awareness about the power of role playing as a coaching tool."

95-115: Debrief & further explore Practice and Role Play

ASK: What skill did you role play?

What did you learn about being the coach in a role play?

What did you learn about identifying your players' strengths and weaknesses through role playing?

115-120 : Highlights

ASK: What is your 30 second highlight from today's coach training session?

Remember to update your game card!

See you next week!!

Supplemental Material

8.x) Weaving exercises and projects into a game

Instructor mini lecture:

Instructor: While we put our emphasis on recurring actions with our player it is important to understand how projects and exercises can be blended with recurring actions to create a game.

An exercise or project is something that will help you play your game better.

An example:

If you are in the game of building a coaching business...

Creating a web page that explains your services is an example of a project that will help you play better.

Creating the web page is NOT your game - unless you are a web designer - as far as recurring actions and results. but when it is done it will make it easier to talk to people about your services which IS part of your game.

Understand?

Let's brain storm ideas for projects for your game so we make sure you have the idea.

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Instructor: What are some project ideas that you have:

Listen and **WEAVE IN these Ideas**

- Improve an environment with a better tool;
- Clean something, some place.
- Scan a book for 3 great ideas; Experiment with one of them.
- Create or update your offer sheet of everything you offer.
- Create a short video about coaching to put on YouTube

Notes from the playbook

From the program introduction

Create a personalized learning plan for your player

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

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

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

One thing that makes a game a game is the recurring activities that you do while playing. A skill is the ability to perform an activity in a way that consistently produces the desired result.

For example in the game of basketball one activity is shooting the ball into the basket. Performing this activity so that the ball consistently goes into the basket becomes a skill. Developing this skill requires practice – a LOT of practice.

In the game of business one activity is talking with a prospective customer so that they sign up to purchase a product or service. Performing this activity so that the best potential customers consistently say "yes" becomes a skill. Developing this skill requires practice – a LOT of practice.

Identifying the activity and desired skill

From the examples above you can see that the key to practice is to hone in on a very specific activity. In athletic games, the activities are physical so they are fairly obvious. In life games they are more subtle. However, when you really look at any particular endeavor, you begin to see the recurring activities.

For example you could identify the recurring activity of how you respond when someone says: "So, what do you do?"

What is Practice?

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While there are many definitions, here is one that we will use: Practice is repeating an activity in pursuit of skill. A skill is the ability to produce a consistent desired result while performing the activity. When you become very skillful, you can perform the activity and get results with ease.

Life games – Communication is the primary activity

The more you study the games of life, like business, leadership or romance, the more you realize that communication is the primary activity of the game. Playing these games is mostly about talking to other people.

Communicating well has MANY underlying factors like being present, really listening, sharing authentically.

So a BIG part of coaching life games is helping your player become a skilled communicator through practice. In most life games there are MANY distinct conversations that you can identify, observe and then practice.

Each unique type of conversation is a different skill

The best way to practice communication skills is by role playing

Role playing is by far the most underutilized coaching skill

The key to a good role play is to hone in on a very specific conversational skill for the game.

OR

A very specific conversation situation in the game coming up.

What the coach needs to know

Most people resist practice because of the fear of looking stupid or resisting not knowing how to do things perfectly. Be aware of this resistance and stay firm in your insistence that they find a way to practice. MOST of the time, your player will be very grateful AFTER the practice.

Plus, you will learn SO much more about your player by actually engaging in the conversation than you do talking about the conversation.

What to do during and after a role play

During a role play you are creating situations for your player to practice. Typically it is a good idea to “play it straight” the first time or two to get an observation of your players’ current ability. Then you can try the role play again and create more challenging situations when your player is ready.

After a role play it is important to debrief what has happened. Be sure to champion them for what they did well and then point out areas for improvement and continued practice.

Based on your observation of your players’ current level of skill in the key conversations of the game, you can then begin to craft an appropriate game plan.

COACH: During or after the session, be sure to make a note of the skills you practiced on the Play a Winning Game Form.

Session 9 – Step #8) Expand Inner Freedom

0-05: 9.1) Welcome back! Celebrations and Challenges

Note to Instructor: This is a juicy topic that often gets people talking; You have to stay focused and stick to the timeline.

Inner Freedom 05-20: 9.2) “Just a little bit of fear”

Instructor Say: Today’s session is going to be a little bit different than our other sessions.

Today we are going to explore FEAR! And we will do a group exercise rather than a coaching demonstration. AND you will have a little extra time for your coaching practice.

During this course we have been talking about the BIG transformation from Managing workers who are completing tasks to Coaching players who are creating results.

The good news is that this creates energy, excitement and growth.

The challenge is that it also creates FEAR. Because when you play for results you often have to step outside of your comfort zone and face failure.

Today, we are going to practice a powerful coaching method called Inner Freedom which you can use whenever your player is stuck or not getting results because they are outside of their comfort zone.

Inner Freedom allows you to PLAY with fear.

Which means you can play even when you have fear.

And it means you can approach your fear in a playful way.

SAY: Let’s start by talking about comfort zone”

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

Listen...

Weave in key points

- It happens when you are PLAYING BIG; Going for a result that is BIG, Meaningful, Important
- It happens when you are doing something that you can’t control
- It happens when you are doing something you have not mastered
- Something about the action creates an uncomfortable buzzing energy in the body
- This BUZZ is uncomfortable so we call it outside the comfort zone.
- Examples include: **situations, conversations and activities**

Instructor READ THIS: BIG POINT: It only takes a LITTLE BIT OF FEAR to cause someone to resist, avoid and DELAY

In the face of fear our minds quickly find something to do with 100% certainty

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WHY - it is your minds #1 job to keep you safe- so it steers you away from activities where you feel fear.

ASK: When you are resisting, avoiding or delaying doing something, what DO you do?
Let's have fun with a little "True Confessions" time!)

Listen...

Examples include:

- reading e-mail,
- checking facebook,
- get a coffee,
- go for a walk,
- go talk to someone else in the office,
- Find the easiest thing on your list to do
- tidy up something like the desk (or the kitchen, for people who work from home)

ASK: What is the cause of fear?

Listen...

Weave in:

- Afraid of being harmed in some way
- Afraid of making mistakes
- Afraid you don't know how to do something the best way
- Afraid of being rejected
- Afraid of being embarrassed
- Afraid of not knowing what to say
- Afraid of being less than someone else
- Afraid of asking for something and being denied
- Afraid of being judged by someone else
- Afraid of not having something you need

SAY: When you think about it, everyday life is full of potentially fearful activities.

SAY: On top of the fear associated with the activity itself, we also have our past; Which is full of emotionally intense experiences that get triggered by fear.

For example.: You do something creative in 3rd grade and the teacher likes it but then the other kids make fun of you.

So when you start to do something creative – even 20-40 years later – the emotional connection to the past gets triggered and amplifies the fear. So it FEELS more fearful that it actually is.

This happens throughout our days and lives for EVERYONE playing big.

So you need a coaching method to support your players through fear.

Play-Two-Win Method™ Playbook

The Inner Freedom method will help!

SAY: Now let's look at the other side of the coin: Flow

ASK: What does it mean to be in the FLOW?

Listen...

weave in:

- Thoughts, feelings and actions are aligned.
- You take action with ease.
- AND...There is enough challenge to engage your creative resources WITHOUT putting you too far into the fear zone

Instructor READ this point:

BIG POINT: a BIG COACHING SKILL : keeping your player right on the edge of the comfort zone; going just past it into fear and then growing to expand their comfort zone to include the action

20-25 : 9.3) Finding critical moments

Instructor SAY: The next part is called "Find the Critical Moment". One key to this method is that you need to be very specific. It does not work well with vague generalities.

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

First I will ask YOU these questions so that you can find a critical to use for the practice visualization that we will do together.

Also I am going to ask you to share with the group what you notice because that will help us all learn about the typical CRITICAL MOMENTS we will find with our players.

Here are the three questions:

ASK: 1) What are the important actions in your game that you tend to resist or avoid? These might be situations, conversations or activities.

Listen to a few examples.

ASK: 2) What are some activities in your game that you DELAY and then do by POWERING THROUGH your resistance. This means you really have to force yourself to do it...

Listen to a few examples.

ASK: 3) What are important actions from your game that you are doing but not getting the desired results? This means you are doing the action, but it doesn't go very well most of the time...for example: you go to the networking event, but you don't make many good connections

Listen to a few examples

SAY: Now everyone choose one activity from your game to play with for our group exercise.

SAY: When you use this method it is important to be specific. You can do this as a RE-play or a PRE-play.

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So a RE-play is when you explore a specific moment from the recent past where you avoided doing the activity, forced yourself to do it or you did it but did not get great results.

OR

PRE-Play: this is where you think of a specific moment in the near future where you will take this action.

It works well either way. So choose an action and either pick a recent moment from the past or a moment from the near future.

ASK: Does everyone have a moment to play with?

Instructor: Make sure everyone has one.

25-50 : 9.4) Play Two Win Step #8) Expand Inner Freedom

Instructor Say: OK, now I am going to walk you through the Inner Freedom Method. I want you to do the exercise as if I was coaching you 1-1. But instead of answering the questions out loud you will write down a few notes. So have a paper and pen ready.

The Steps of Inner Freedom Method

SAY: 1) Everyone has an activity to focus on for this exercise.

Say: 2) Focus on the activity you have chosen to play with. We are in a safe place so you can close your eyes and breath naturally.

(if you are doing a virtual class say: IF you are in a safe space, close your eyes)

Say: 3) It is important to remember the importance of judgment-free awareness. Be open and curious about whatever comes up during the visualization. Observe everything. Don't filter it out.

Say: 4) Now imagine you are IN THE MOMENT doing the activity. Put in as many details about the scene into your picture as you can. Where are you? What is around you? Who is with you?

ASK: 5) Now that you see yourself in the scene, what thoughts do you notice going through your mind? Observe your thoughts as you see yourself in the scene.

Wait about 30 seconds...

Now Pause, take a moment to write down a few of the thoughts. Just key words

SAY: 6) Now close your eyes again and go back into the scene. Imagine you are doing the activity.

Now scan your body for energy from the top of your head to your waist.

What physical sensations do you notice? Any buzzing energy?

Perhaps in your throat, or your chest or your gut?

Wait about 30 seconds...

SAY: If you feel energy in more than one place, identify the place where the energy is most intense.

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SAY: 7) OK. Now keep your eyes closed. We are going to do the next step which is called: Feel the energy in your body.

Typically what we do is try to ignore these feelings in the body; But this time we will do the opposite – just feel it. Allow it to be there.

Feel the energy and notice if it has a color.

Wait a few seconds.

Feel the energy and notice if it has a shape.

Wait a few seconds

Feel the energy and notice if it has a temperature.

Now I am going to ask you to just feel the energy in your body as fully and deeply as you can for 30 seconds. Here we go.

at 10 seconds: **SAY:** stay with it.

at 20 seconds: **SAY:** keep going

at 30 seconds: **SAY:** excellent. You did it.

Say: WOW. That is great. It takes a lot of courage to feel energy like that.

You can open your eyes.

SAY: Take a moment to reflect on what you just experienced

{ Wait a few moments }

SAY: Now, write down a few key thoughts about what you experienced

{ Wait a few moments }

SAY: Did you notice any emotions? Write them down.

SAY: The energy that you feel in your body is what causes you to experience resistance to the activity. By feeling the energy, you reduce the resistance and your mind becomes FREE.

SAY: 8) Now the final step... I want you to close your eyes one last time.

I want you to RE-play or PRE-play the scene one more time.

This time see yourself with power, freedom and effectiveness.

See the activity play out where you get the results you want.

{ Wait a 30 seconds }

SAY: OK! Open your eyes. Let's talk about what you experienced.

ASK: Who can share something?

Listen...

Instructor Mini Lecture:

Play-Two-Win Method™ Playbook

SAY:

Feeling energy expands your capacity to feel just like going to the gym and lifting weights expands your capacity to lift heavier objects. When you expand your capacity to feel, you expand your comfort zone. You are comfortable with more experiences because you can feel the energy without stopping.

When your body feels afraid – uncomfortable – you ONLY have access to the inner part of the brain – the animal brain – fight, flight or freeze. You have NO access to the left or right brain for logic or creativity or the frontal lobe for thoughtful choices.

This is why it is essential to FEEL first. Then when your body is no longer afraid, you can create the new picture of ease and flow. If you don't feel first, thinking of the new picture will have no long term value.

50 – 95 : Coaching Practice Dyad (22 minutes each)

SAY: "In this session we want you to practice doing an Inner Freedom session right away.

No check in, just get right into the action you where you have resistance.

You can use the same one you did during the group exercise, or pick a different one.

When you are the coach you start off with: "So what is an activity that you are resisting, avoiding or delaying that we can explore today?"

After the dyad, I am going to ask you ALL to share what fearful activity you explored and what you learned. This will help all of us gain awareness about the power of Inner Freedom as a coaching tool."

Coaching Dialogue:

SAY: 1) So what is an activity that you are resisting, avoiding or delaying that we can explore?"

ASK: Tell me a little bit about it? Describe the activity and what you WANT to happen.

Say: 2) Focus on the activity you have chosen to play with. We are in a safe place so you can close your eyes and breathe naturally.

(if you are doing the coaching by phone say: IF you are in a safe space, close your eyes)

Say: 3) It is important to remember the importance of judgment-free awareness. Be open and curious about whatever comes up during the visualization. Observe everything. Don't filter it out.

Say: 4) Now imagine you are IN THE MOMENT doing the activity. Put in as many details about the scene into your picture as you can. Where are you? What is around you? Who is with you?

ASK: Can you describe the scene for me a little bit?
{ Listen carefully and get into the scene with them }

ASK: 5) Now that you see yourself in the scene, what thoughts do you notice going through your mind? Observe your thoughts as you see yourself in the scene.

Wait about 30 seconds...

ASK: Can you share a few thoughts with me?
{ Listen carefully and give them space }

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SAY: 6) Now close your eyes again and go back into the scene. Imagine you are doing the activity.

Now scan your body for energy from the top of your head to your waist.

What physical sensations do you notice? Any buzzing energy?

Perhaps in your throat, or your chest or your gut?

{ Wait about 20 seconds... }

ASK: What do you feel?

ASK: Anything else?

{If they have more than one energy location...}

ASK: Which location is the energy is most intense?

SAY: 7) OK. Now keep your eyes closed. We are going to do the next step which is called: Feel the energy in your body.

Typically what we do is try to ignore these feelings in the body; But this time we will do the opposite – just feel it. Allow it to be there.

ASK: Feel into the energy, does it have a color?

Wait a few seconds.

ASK: Feel into the energy, does it have a shape?

Wait a few seconds

ASK: Feel into the energy, does it have a temperature?

Now I am going to ask you to just feel the energy in your body as fully and deeply as you can for 30 seconds. Here we go.

at 10 seconds: **SAY:** stay with it.

at 20 seconds: **SAY:** keep going

at 30 seconds: **SAY:** excellent. You did it.

Say: WOW. That is great. It takes a lot of courage to feel energy like that.

You can open your eyes.

SAY: Take a moment to reflect on what you just experienced

{ Wait a few moments }

ASK: Can you share few thoughts about what you experienced

{ Wait a few moments }

ASK: Did you notice any emotions?

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SAY: The energy that you feel in your body is what causes you to experience resistance to the activity. By feeling the energy, you reduce the resistance and your mind becomes FREE.

SAY: 8) Now the final step... I want you to close your eyes one last time. I want you to RE-play or PRE-play the scene one more time.

This time see yourself with power, freedom and effectiveness. See the activity play out where you get the results you want.

{ Wait a 30 seconds }

SAY: OK! Open your eyes. Let's talk about what you experienced.

ASK: What did you notice?

Listen...

ASK: What is your game action for the week ahead?

95-115: Debrief & further explore Practice and Role Play

ASK: What fearful activity did you explore?

What did you learn about being the coach in the Inner Freedom conversation?

What did you learn about identifying your players' fears in the Inner Freedom session?

115-120 : Highlights

ASK: What is your 30 second highlight from today's coach training session?

Remember to update your game card!

See you next week!!

Supplemental Material

Instructor FYI: This is from the playbook

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

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

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

- 1) They don't understand WHY they are doing it (Game plan issue)
- 2) They don't know how to do it, but are afraid to admit that fact (Skill Issue)
- 3) Something about the action is uncomfortable (Inner Freedom Issue)

BIG POINT: It only takes a LITTLE BIT OF FEAR to cause someone to resist an action. In the face of fear our minds quickly find something to do with 100% certainty e.g.. reading e-mail, go for a walk, tidy up the kitchen

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WHY - it is your minds #1 job to keep you safe.

The BIG question is: why do we find certain actions "fearful"?

The answer: Early events in life contain highly emotional experiences that created fear

e.g.: You do something creative in 3rd grade and the teacher likes it but then the other kids make fun of you. So doing something that stands out creates an emotional connection to fear

Instructor FYI : from the playbook

From the program introduction

Inner Freedom IS the game

Inner Freedom effects every decision your player makes and nearly every action they take. Decisions and actions are what create winning and losing in every game. The key to inner freedom coaching is to understand the fundamental influence of values, thoughts, beliefs, feelings, emotions and motivations to help your player achieve peak performance.

A typical way of thinking about this is to use the term blind spots. It is the nature of patterns that they become invisible to us. As a coach you are a highly informed outside observer that can see the patterns that the player has become blind too and then expand the self- awareness of the player.

The end result of all of this is a state of flow; ease and grace while playing the game. This is sort of deep and lasting growth that people play games for in the first place.

Whenever an individual is playing a new game or a bigger game, there will be some activities or situations that will present difficulties or "inner" challenges. There will be situations when your player is blocked, stuck or out of the flow; not able to perform the skills at their best or not getting the desired results. We call this "inner resistance".

Here are some examples of where Inner Resistance comes into play.

- When your player is avoiding a specific activity.
- When your player is uncomfortable in a specific situation and it is negatively affecting their performance
- When your player is taking actions but not getting the desired results;

To summarize Play-Two-Win steps 6 through 9 in practical terms...

When your player does not know what to do, this is a game plan issue.

When your player knows what do to but does not know how to do it, this is a skill and practice issue.

When your player is missing needed resources, this is an environmental design issue. (For example, your player needs to make phone calls to talk to people and they don't have access to a phone, or they don't have the phone numbers of the people they need to call)

When your player knows what to do, and knows how to do it and they are still NOT doing it, this is an inner resistance issue.

When your player takes actions but does not get the results even after practice, this is probably an inner resistance issue.

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The energy part of playing a game determines which actions your player takes and how they feel while they take the action which often determines the results.

Are they clear, confident, expressing themselves and fully present?

Or are they nervous, holding back and distracted?

What does Energy Flow refer to?

While there are many things going on in a person that a player and coach can be aware of, we will focus on these:

- Thoughts (sometimes referred to as self talk)
- Beliefs (patterns of thought, often referred to as limiting beliefs)
- Values (what is important to your OR what you think SHOULD be important to you)
- Feelings (physical sensations in the body, typically feelings of discomfort)
- Emotions (fear, anger, joy, sadness, excitement)

The purpose of Inner Freedom. . . *Playing in the flow*

The flow state is an experience that is sometimes difficult to describe. Here are a few phrases that express it.

- Responding powerfully in the moment
- Taking effective action with creativity and self-expression
- Get the desired results from the actions taken
- Knowing what to say and do with confidence and without hesitation
- Tapping into your wisdom, intuition, logic and experience to make the best possible decisions

A simple technique for Inner Freedom. . . *Replay the Game*

The replay the game technique is a simple and powerful method that uses visualization to increase awareness and identify blocks to the flow state.

Note: You will learn and practice this technique in great detail in the Inner Freedom Method™ Coaching program. In this session you will learn a basic version that will work quite well in many coaching situations and give you a foundation for the advanced course.

The key to the technique is to identify the specific activity or situation where the player is stuck or not getting the desired results. In these cases there is almost always some form of inner resistance at play.

The purpose of the Replay the Game technique is to identify patterns of inner resistance and begin to create inner freedom.

Inner resistance is when an individual has two energies that are in conflict. One would be the desire to take a certain action or get a specific result. The conflicting energy could be the desire to avoid activities that are uncomfortable or create fear or an unconscious belief that they don't deserve to be successful.

Often these key activities and situations will come up naturally while talking about the game. However, sometimes you will have to use your coaching intuition to identify where your player is avoiding something important.

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Often these situations are described as procrastination or being too busy! NONSENSE! Your player is never too busy to do the most important activities that lead to playing well and winning – there is an energy conflict somewhere.

There are an infinite number of potential areas of inner resistance for an individual; however there are several patterns that you will see time and time again as a coach. This technique will help you to see these patterns

**** Original Coaching Dialogue Preview ****

The Inner Freedom Method Steps to Replay the Game

1) Identify the activity where the player is stuck.

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

Listen. If you think there is another one that would be more important, suggest it. But in the end let them choose.

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

Ask: Let's use this technique on X activity or situation. Is that ok with you?

2) Clarify the Action and Desired Result

SAY: OK let's make sure we are clear on what is happening and not happening.

ASK: The activity that you are struggling with is X?

And when you do X (the action), what do you want to have happen?

Listen!: It is important that you are both clear about the action and the intended results.

3) Select a moment

ASK: Is there a specific moment from the past week or two where you were stuck taking this action (or doing the action and not getting the results you wanted)

They may know EXACTLY what it is.

OR they may not know! You may need to suggest one from what you have heard.

If they have several possible moments,

ASK: Which one was most intense?

Choose that one.

4) Re-Create the scene

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

Listen and get the picture. Ask any clarifying questions you may have.

Note to Coach: Some people are more fluid with recreating scenes than others. Let them dictate the level of detail they describe.

5) Ensure a Safe Space

Make sure they are in an environment where it is safe to close their eyes for a few moments. Eg. Not

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driving. Not in a busy public place. Not watching something on the stove top. Not chopping vegetables.

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

Assuming they say yes...

6) Emphasize "judgment-free awareness"

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

7) Start the Replay Technique

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

8) Scan for Thoughts and Inklings

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

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

ASK: Do you notice any thoughts going through your mind?
What are they?

Just listen. Don't comment.

ASK: With the moment slowed down a bit is there anything else that you notice about the situation?

Just listen. Don't comment.

ASK: Do you have any inklings about what the block is?

Just listen. Don't comment.

9) Scan the body for physical sensations

HERE IS WHERE YOU WILL EXPAND THEIR ENERGY AWARENESS.

By helping them slow down the moment and see what is really going on.

SAY: Take a moment to scan your body for physical sensations.

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

ASK: Can you describe these sensations for me?

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

10) Feel the energy in the body

ASK: Which sensation is most intense?

Let them answer.

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

ASK: Do you think you can do that?

Wait for the "yes"

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

For 30 seconds. Here we go.

at 10 seconds stay with it.

at 20 seconds quietly say: keep going

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

- If your player has a "Memory Pop"
Often while noticing physical sensations your player will have a memory of an earlier

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moment in life that will pop up. This is because those physical sensations ARE memories!
Here is what you do...

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

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

11) Debrief the Experience

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

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

ASK: What was the experience like?

Just listen

SAY: (something encouraging & acknowledging) "That was amazing. You did well in that exercise!"
Or say: "That was great for the first time doing something like this."

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

Discuss together what you have learned about this activity or situation.
Share your thoughts. Listen carefully

12) Replay the moment with a NEW Picture

It is important to create a new picture with your player so that they go into the new game with a feeling of possibility.

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

SAY: Close your eyes again for a few moments.

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

(wait a few moments)

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

(wait a few moments)

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

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

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Session 10 – Step #9) Design Winning Personal Environments

10.1) Welcome back! Celebrations and Challenges

Come to class prepared to share!

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

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

10.2) The Environment Always Wins

Your instructor will lead a conversation about this provocative coaching theory. Here are a few essential points:

Will Power vs. World Power

Will power is a finite tank. Almost anything that relies on will power for a long period of time empties the will power tank. Will power can fight obstacles in the environment for only so long. Then you adapt to your environment. In the end, the environment always wins. So, creating sustainable change always requires environmental redesign.

It sometimes helps to think of environmental design as opposed to actions. When you set up systems (environments) that pay off for a lifetime, you don't have to spend so much time taking direct action. Think of it as deliberately developing habits that support you, so the actions do not require thinking. With designed personal environments willpower and commitment become optional. Another way to think about this is to incorporate environmental design elements into all plans for change so that the transformation will use less effort and be more sustainable.

By focusing on designing personal environments, it takes the pressure off the player to have to be a certain way - changing the environment to fit them vs. changing themselves to fit the environment. This eliminates, or at least reduces, self-judgment.

When you design a winning environment you tap into world-power.

What are your insights from the conversation with the team?

10.3) The 9 Environments of YOU

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

1. The memetic environment (the core environment)
2. Four environments of People, Places, and Things (relationship, network, physical, financial)
3. Four environments of Body and Soul (self, body, nature, and spiritual)

The Memetic Environment:

The memetic environment is at the very core of environmental design. It includes ideas, thoughts, beliefs, paradigms, styles and usages that are passed down from generation to generation. The memetic environment also includes access to information and knowledge (books, websites, magazines, television, and radio.) (Inner game coaching focuses almost entirely on the memetic environment and some on the environment of self.)

The Relationship Environment:

The relationship environment includes those people in our lives who are closest to us and with whom we have an intimate connection...to our "inner circle." This includes family, close friends, close colleagues, mentors and neighbors who are in our lives on a daily basis.

The Network Environment:

The network environment is environment of opportunities. It includes people with whom you are on a first name basis, yet you may not have a deep an intimate connection. The network environment includes strategic partners, networking partners, community organizations, and members of any mastermind or support groups you belong to. The goal of the network environment is usually to provide an exchange of information and to build bridges to people who can support you in enhancing both your business and personal life. Business Network International and The Chamber of Commerce are part of the network environment.

The Physical Environment:

The physical environment includes the very tangible aspects of our lives...our home, office, car, furnishings, artwork, toys, boats, and accessories. The physical environment provides visual clues to what is going on in our lives. Clutter, noise, broken equipment can be visual clues to looking deeper to discover our thoughts, energy and behaviors.)

The Financial Environment:

The financial environment includes money, investments, insurance, stocks and bonds and the people who support your financial well being (accountants, financial planners, stock brokers). This environment also includes any tools or support services you use to achieve your financial goals (Quickbooks, Quicken, Microsoft Money, budgets, banking institutions). When exploring the financial environment, it is also important to look closely at the relationship a person has with money and their beliefs around money and prosperity/abundance.

The Self Environment:

The self environment includes our strengths, talents, personalities, feelings, emotions, values, passions, skills and unique assets. The self environment includes the intangible aspects of our beings.

The Body Environment:

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The body environment includes the body, hair, skin, nails, posture, health and energy. It also includes the somatics of the body (how we can become observers of our own bodies and the lessons therein, how we use the body as a compass and how our bodies affect the environment and the energy around us.) This environment touches the network environment, as it includes physicians, skin care consultants, massage therapists, physical therapists, dietitians, personal trainers and other professionals who support your physical body well being.

The Nature Environment:

The nature environment includes nature, parks, bodies of water, the seasons of the year, pets, plants, the seasons of life, and the outdoors, in general. As humans, we are a part of nature, so access to this environment is crucial for our survival and ultimate well being.

The Spiritual Environment:

The spiritual environment includes our connections to a higher power, to God or the Divine, our inner spirit, our creativity and joy, the invisible connection we feel to others and the universe. It includes methods of connecting to spiritual aspects of life (such as meditation, prayer, and places of worship).

As the above descriptions may make clear, anything can be seen as an environment. For example, people, technological systems, the television, office space, R&D teams, pets, School of Coaching, special interest groups, etc. By viewing everything as an environment, it makes you not tolerate things that don't sustain you. It forces you to look at things differently and de-personalizes it. Players will begin to recognize things around them as either sustainable environments or not. It brings a heightened clarity and sense of direction. Every game has an environment to support it. If you can't come up with one, you might want to question the validity of that game.



10.4) Play Two Win Step #9) Design Winning Personal Environments

From the program introduction

The environment always wins

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

*The essential ingredient here is to realize that environmental design is the key to sustainable success in life and in coaching! The environment must be redesigned for the game the player is playing now. For most people the environment is a reflection of the 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.

Designing winning environments is the missing link for most coaches. In this conversation you will learn the meaning of the mantra: The Environments Always Wins. (So it is wise to have it on your team)

As you are getting to know your player, you need to create a clear picture of the world around them. The world around them is a mirror to who they are. Some parts of their world will serve them in the new game – assets - and other parts will need to be upgraded or created.

The basic personal environments method provides you with a tool to “get the picture”. And to quickly identify assets, obstacles and resources that are missing.

Environmental Design Distinctions: Assets, Obstacles and Missing

When it comes to understanding your players’ situation, the environment is key. Here you are getting a picture your players’ world.

We will get deeper into your players environments in level 3 of the curriculum – specifically, the Personal Environments Method™ program.

You are looking for:

Assets: resources your player can leverage in the game.
Like a friend who is influential in a community they want to reach.

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Obstacles: things that are in the way, broken, or creating problems.
Like a friend who doesn't really want them to grow past them.

Missing: things that your player needs but are missing?
Like a colleague for masterminding and testing ideas.

Who do you need to become?

The BIG idea for designing a winning environment lies in the question:

Who do you need to become to win this game with ease and joy?

Knowing that you will gradually adapt to the world around you, the key to a winning environment is to design your environments - people, places, things and ideas - with patterns that create an energetic picture of who you must become.

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

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

ZAPPING Tolerations

Toleration Zapping is one of the most energizing things you can do.

It is a great coaching technique

Concept: EVERYTHING has an energetic impact on you. It is either adding energy to you OR depleting or draining your energy. EVERYTHING.

It is personal - something could energize one person but drain someone else.

When an environment is too full of tolerations, the people in that environment go numb. Which then limits their ability to be powerful and alive.

And...

Incompletions like broken promises and broken things are pretty much universally draining.

The Power of People

When it comes to understanding a person and their world, the people around them are the most important - everything happens with and through people.

In this method you will first explore the key people in your players' life:

- Most influential people.
- Most strategically connected people
- Most influential groups - geographical and virtual.

Most influential people

These are the five most important people in your players' daily life. The people they talk to the most often, spend the most time with and have the biggest influence on them.

Candidates include: spouse, parent, child, best friend, boss, key colleague or employee.

These folks are IN their life in an active way.

Play-Two-Win Method™ Playbook

In this section you want to find out WHO the five people are and then how supportive are they toward the game your client is playing.

You also want to find out who is missing from your players life. For example are the single and want a mate? Do they have a great assistant? Do they have a best friend?

Most valuable strategic connections

These are people who are influential in the community in some way due to their position or knowledge. Most people have some (highly) connected friends and colleagues. These are people that your player knows on a first name basis.

Here are you looking for people that your player knows at least reasonably well and who would welcome contact with your player.

Also, you are looking for people who might be helpful in your players' game if possible. Sometimes your player may know an influential person but may not know how they could help them in their game.

Candidates include: business owners, executives and managers of companies, leaders in community organizations like church business or social groups, professionals.

You also want to find out if there are key strategic people that your player WANTS to create a relationship with?

** Preview of the Coaching Dialogue **

Say: Often when I have a player struggling a bit, it has more to do with their environment that it does with them. So I think today we should focus on Personal Environments Design and start to build a winning environment for you.

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

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

ZAPPING Tolerations

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

When an environment is too full of tolerations you start to go numb, which then limits your ability to be powerful and alive.

For example: Incompletions like broken promises and broken things are pretty much universally draining.

To zap a toleration.

1) Choose a toleration to zap

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

Listen and make a short list

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

Play-Two-Win Method™ Playbook

2) Make a mental picture of it cleared

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

3) Understand how it got that way?

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

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

Listen. You will learn something about your player here.

4) Make a plan

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

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

5) Celebrate

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

Make a note on your Play Two Win Form in section 9 under “obstacles & missings”

6) Your 7 MOST Influential People

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

Say: think of 3-5 people that you spend the most time with as in family and colleagues; and think 2-3 people that you know who are strategically connected in some way that could help you in your game.

Ask: Do you have them?

Say: Make a chart naming the 5-7 people in down the left side of a page.

Make 5 columns to jot down notes for each question.

Talk – Energy – Support – Assets – Request

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

Just tell me their initials.

I am going to ask you 5 questions...

1) **Talk** - What do you talk about most of the time?

2) **Energy** - What is the overall energy / mood of this person and relationship?

3) **Support** - Rate the level of support for your game (1 distraction / detractor -> 10 maximum supporter)

4) **Assets** - What assets do they have that you could leverage better for your success?

5) **Request** - What could you ask them for that you have not asked?

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

Then...

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

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

Dialogue together and make a plan

Make a note on your Play Two Win Play sheet section #9 under assets.

Play-Two-Win Method™ Playbook

When talking about the people environments you can also ask:

- Do they know about your BIG game?
- Are they happy about you playing this game?
- Are they a part of the game in some way?
- Are there any key roles missing in your life now?

- Who are the most influential people in your community that you know on a first name basis?
- How do you know them?
- Do they know about what you are doing?
- What resources do they have?
- Have you asked them for support?
- Who are the influential people you know of that you would like to create a relationship with?

You can also explore the most valuable groups and social networks

Note: we don't get into this in the practice dialogue, but it is a very good thing to explore with your players.

Here you want to find out what social networks your player is actively involved in. Social networks have a huge influence on the success of any endeavor.

Mostly we are looking for geographical- based networks like church, social clubs, school, university and business groups.

However new this can also include virtual networks like Face book, MySpace or LinkedIn.

Ask:

- What social groups are you a part of?
- Are you actively engaged?
- Have you ever played a leadership role in the group?
- How can your participation in this group play a role in your success?
- Do your closest associations in the group know about what you are doing? Are they supportive?
- Are there any groups that you would like to find and / or join and participate with?

What the Coach Needs to Know

Personal Environments is a BIG part of coaching and is not taught in any other school. It is something that you can explore with your players gradually over time. It will pay HUGE dividends if you do.

10.5) Coaching Demonstration & Practice

In this session we want you to stream line the typical coaching flow so that you can dedicate time to practicing the replay the moment technique to expand Inner Freedom.

1) Quick Life / Situation Check in

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

Play-Two-Win Method™ Playbook

If there is something going on...

Ask: can you give me the fast version of what happened (is happening?)
Ask them to tell you about it. BUT!!! Keep it to 3 minutes or less. Just get the picture so that you know how to connect with them appropriately in this conversation.

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

2) Evaluate Results of the game

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

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

How to talk about success

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

Listen.

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

How to talk about failure

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

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

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

3) Respond to challenges together.

Here are some questions you can ask:

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

4) Figure out what to do next to play better

Say: Often when I have a player struggling a bit, it has more to do with their environment than it does with them. So I think today we should focus on Personal Environments Design and start to build a winning environment for you.

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

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For example: Incompletions like broken promises and broken things are pretty much universally draining.

Play-Two-Win Method™ Playbook

To zap a toleration.

1) Choose a toleration to zap

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Listen and make a short list

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

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

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

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

Listen. You will learn something about your player here.

4) Make a plan

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

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

5) Celebrate

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

Make a note on your Play Two Win Form in section 9 under “obstacles & missings”

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Say: think of 3-5 people that you spend the most time with as in family and colleagues; and think 2-3 people that you know who are strategically connected in some way that could help you in your game.

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4) **Assets** - What assets do they have that you could leverage better for your success?

5) **Request** - What could you ask them for that you have not asked?

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

Then...

Play-Two-Win Method™ Playbook

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

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

Dialogue together and make a plan

Make a note on your Play Two Win Play sheet section #9 under assets.

5) Create a new game for the upcoming time period

Update the desired results from the activities

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

Listen and write the desired results in the Play Sheet

Again, use your best judgment but mostly trust your player. YOU are the sanity check. Say something, if you think the results they expect are too high or too low. But most of the time, let your player define the game. The intended results for the week should be in the sweet spot between too easy and too hard.

Complete the session

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

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

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

Document the game

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

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

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

10.6) Highlights from the session

Session 11 – The Pursuit of Mastery

0-15: 11.1) Welcome back! Celebrations and Challenges

15-30 : 11.2) Blending outcome focus with mastery focus

Instructor: We will explore Our theory of coaching as it relates to focus on outcomes and focus on mastery

Question: What does it mean to be focused on outcomes?

weave in

- getting it done
- more about the end vs. the process
- the achievement
- a problem is that we only feel good when it is done
- future oriented - some day it will be done
- complain, shame, blame

Question: What does it mean to be mastery focused?

Weave in

- focus on the process
- Gradual improvement
- enjoy the doing
- the pursuit never ends
- NOW oriented - get better NOW, practice NOW
- mastery takes time and sometimes the improvement cannot be perceived which can lead to frustration - coaching is key to notice small improvements
- building mastery will improve outcomes over time

Question: which is more important?

listen...

weave in:

the Western culture is more achievement oriented

the Eastern culture is more mastery oriented

Answer: coaching = BOTH

i.e.: Win the game + win or lose, become a better player

combining accomplishment (tangible) and the becoming / mastery (intangible)
is where true fulfillment is found

Play-Two-Win Method™ Playbook

Notes From Play Book

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

Your instructor will lead a dialogue on this topic. Here are a few key points to consider:

What does it mean to be focused on outcomes?

- getting it done
- more about the end vs. the process
- the achievement
- a problem is that we only feel good when it is done
- future oriented - some day it will be done

What does it mean to be mastery focused?

- focus on the process
- Gradual improvement
- enjoy the doing
- the pursuit never ends
- NOW oriented - get better NOW, practice NOW
- mastery takes time and sometimes the improvement cannot be perceived which can lead to frustration - coaching is key to notice small improvements
- building mastery will improve outcomes over time

30-45: 11.3) How to talk like a coach!

Instructor: Next we will talk about the distinctions between coach conversation and other types of conversations like friend and manager.

How is Coach Conversation distinct from Friend Conversation?

weave in

Friends - Support + no challenge; friends are not supposed to challenge

Friends - often the hidden agenda is for friend to stay the same

Coach - Support + Challenge; Coaches MUST challenge

Coach - the spoken agenda is co-created; excellence and personal growth

how you take their side...

friend - get into the story

coach - the side of their BIGGER self

create additional points in the conversation...

Play-Two-Win Method™ Playbook

Question: How is Coach Conversation distinct from Manager Conversation?

Manager - Task focus; Accountability; Problem focus

Coach - Action & Result focus; Achievement; Possibility focus = Play Language

create additional points in the conversation...

Question: how do you create accountability without becoming a task master?

weave in

- 1) make your conversations more about recurring actions and results than checklist of tasks
- 2) when your player has tasks, make them a small portion of the conversation
- 3) check in on completion - don't overlook it; go deeper if they are not done. is there a block?

Instructor:

Results and mastery come from recurring actions.
Yet we have become hyper task focused.

Question: Why do you think that is? Why have we become so task oriented? and What are the pitfalls of task orientation?

weave in:

Industrial mind set - everyone is a worker completing tasks - not much different than a machine.

in US School is oriented around completing tasks

This is not working well for the creative engagement required to succeed today.

Tasks are safe! Engaging people is dangerous.

You can HIDE in projects and tasks!

focus on outcome (what) lose sight of mastery / becoming (who)

if time allows: Instructor: Mini Lecture How to organize projects and tasks INTO the game

- 1) always remember to use game language
- 2) set a time frame that does not feel like a DEAD LINE
- 3) Keep it light - a small portion of your "game time"
- 4) Make sure the tasks and projects help you play the game better. e.g. Environmental Design projects...
- 5) remember that PLAYING for results has bigger long term impact than completing tasks

Notes From PlayBook

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

Play-Two-Win Method™ Playbook

Your instructor will lead a vital conversation about the distinctions between talking like a coach and talking like a friend or manager.

Here are a few key points for the conversation

Coach vs. Friend

Friends - Support + no challenge; friends are not supposed to challenge

Friends - often the hidden agenda is for the friend to stay the same

Coach - Support + Challenge; Coaches MUST challenge

Coach - the spoken agenda is co-created; excellence and personal growth

Coach vs. Manager

Manager - Task focus; Accountability; Problem focus

Coach - Action & Result focus; Achievement; Possibility focus = Play Language

How do you create accountability without becoming a task master?

- 1) make your conversations more about recurring actions and results than checklist of tasks
- 2) when your player has tasks, make them a small portion of the conversation
- 3) check in on completion - don't overlook it; go deeper if they are not done. is there a block?

Why have we become so task oriented?

Results and mastery come from recurring actions.

Yet we have become hyper task focused.

Why have we become so task oriented? and What are the pitfalls of task orientation?

- Industrial mind set - everyone is a worker completing tasks - not much different than a machine.
- In US School is oriented around completing tasks
- This is not working well for the creative engagement required to succeed today.
- Tasks are safe! Engaging people is dangerous.
- You can HIDE in projects and tasks!
- You can focus on outcome (what) which is less confronting and lose sight of mastery / becoming (who) which is more confronting (but more rewarding)

How to organize projects and tasks INTO the game

- 1) Always remember to use game language
- 2) Set a time frame that does not feel like a DEAD LINE
- 3) Keep it light - a small portion of your "game time"

Play-Two-Win Method™ Playbook

4) Make sure the tasks and projects help you play the game better. e.g. Environmental Design projects...

5) Remember that PLAYING for results has bigger long term impact than completing tasks

45-55: 11.4) What are the benefits of “Game Over”?

Instructor: What does "game over" mean to you? Why is important to have specific game time?

weave in:

if you don't end the game, it becomes like a project that never ends

game over lets you stop and evaluate how well you are playing

game over provides a sense of urgency - NOW - vs later

how to make game over NOT feel like a "dead line"?

you can play again the next day with new energy. without dragging the past into the present.

IMPORTANT: Game Over is FREEDOM from the unwinnable game that never ends! AKA WORK!

55-60: 11.5) The FLOW of a Coaching Session

Instructor: Mini Lecture - the flow of a coaching session

We have been studying each of the steps of the play two win method. now we will talk about how to weave them into a coaching session.

You start the session with a recap of the past game - celebration + accountability + learning

Then from there figure out what to do next to play better in the next game:

game plan

practice skill

inner freedom

Environmental design

Then create the next game

key point: the steps of the method are not linear!

you weave them in as needed

60 – 130: 11.6) Coaching Demonstration & Practice

Now that we have studied all of the steps of the method, your plan for today is to use the basic flow of the method and apply whichever play better steps seem most important.

1) Quick Life / Situation Check in

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

If there is something going on...

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

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

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

Play-Two-Win Method™ Playbook

2) Evaluate Results of the game

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

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

How to talk about success

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

Listen.

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

How to talk about failure

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

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

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

3) Respond to challenges together.

Here are some questions you can ask:

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

4) Figure out what to do next to play better

Choose one of the four play better steps: Game plan, Practice skills, Expand Inner Freedom, Design Personal Environments

5) Create a new game for the upcoming time period

Update the desired results from the activities

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

Listen and write the desired results in the Play Sheet

Again, use your best judgment but mostly trust your player. YOU are the sanity check. Say something, if you think the results they expect are too high or too low. But most of the time, let your player define the game. The intended results for the week should be in the sweet spot between too easy and too hard.

Complete the session

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

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

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

Document the game

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

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

Play-Two-Win Method™ Playbook

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

130- 150: 11.8) Debrief and Highlights from the session

Session 12 – The Pursuit of Human Greatness

12.1) Welcome back! Celebrations and Challenges

Come to class prepared to share!

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

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

12.2) The Pursuit of Human Greatness

Your instructor will lead an inspiring dialogue about the Pursuit of Human Greatness

Here are a few points:

Requires a dynamic balance of support and challenge

Who you become by playing the game

How playing for results every week is a healthy challenge that forms you

Human Greatness is raising the game for everyone who plays

Human Greatness is being an inspiration for others

What insights did you gain from this conversation with the team?

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

Our theory is that you can Play For vs. Work on your objectives and reach them by focusing on recurring actions and results.

Play-Two-Win Method™ Playbook

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

- Deepen your understanding of A-C-R-D : Action - Challenge - Result - Debrief
- Recurring activities, done with excellence, create results.
- Recurring results lead to objectives.
- Practice leads to mastery

What is the difference between playing for results day after day vs. checking items off of a task list?

- Facing "no results" is a challenge = requires judgment-free awareness
- You learn more/ faster when you go for results vs. you don't learn much checking items off of a list

What insights did you gain from this conversation with the team?

12.4) The winnable / Unwinnable game (revisited)

What makes a game winnable / unwinnable?

- Theory: From Coaches perspective = There IS NO FAILURE - there is only results.
- There are only two options: Win or Learn
- Care the right amount = if you care too much then you create stress; If you don't care enough then you don't prepare

What insights did you gain from this conversation with the team?

12.5) How to conduct a season ending coaching session

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

Recognize achievement;

- Focus on learning - movement toward mastery
- Acknowledge what happened AND what did NOT happen
- It is important to acknowledge the status of each objective

Play-Two-Win Method™ Playbook

- It is important to recognize disappointment
- AND celebrate success.
- Also, people are often blind to their own improvement. the coach has to point this out to them
- VERY IMPORTANT - create the BIG PICTURE for the next season.
This can help you sign a player for another series of coaching sessions.

12.6) Coaching Demonstration and practice

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

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

Ask: Is there anything you are disappointed about?
Listen and share your thoughts

ASK: What are you most proud of?
Listen and share your thoughts

ASK: What is your vision for your next season?
Listen and share your thoughts

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

Say: Thank you for being a great player!

12.7) Program Highlights and celebrations

Highlights from what your classmates shared...
