

# ADVANCED Communication SKILLS

PLAYBOOK



Center For Coaching Mastery

## Advanced Communication for Coaches

### Connect Like A Coach

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

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



# Advanced Communication Playbook - Introduction

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

The themes of the program:

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

The BIG IDEA of this program is this: **Speak Powerfully EVEN when you don't know what you are about to say!**

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

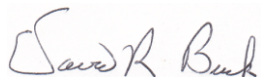
And we will explore our fundamental coaching theory: **ANY endeavor in life can be played as a winnable game worth playing.**

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

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

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

Enjoy the program and... PLAY EVERYTHING!



Coach Dave Buck and the CV Team!

# Advanced Communication Playbook - Introduction

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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 "highlights" from these conversations.

#### **Pre Class Action Plan**

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

You are READY for the first class!

### 0.2) Program Description

## Advanced Coaching Communication

### Connect like a Coach

(6 2.5 hour sessions; 15 hours total)

#### **Connect like a Coach**

To connect like a Coach you have to be able to speak powerfully, EVEN when you don't know what you are about to say! With 75 powerful new Coaching Communication Tools you will be able to do this on a consistent basis. Explore 15 Communication Style Points, Frameworks, Clarifiers, Deliverables and Ultimate Outcomes developed by Coaching Industry Founder Thomas Leonard. Earn points in the SUPER FUN Advanced Communication Game as you put these concepts into use whenever you communicate and ESPECIALLY when you Coach. Click on the PDF below for a detailed explanation of all 75 skills! \*This course qualifies for 15 ICF-CCEU's.\*

When the late Thomas Leonard articulated his Coaching System it included 5 groups of 15 powerful concepts; called it the 5-15's. The Core of these concepts was the Coaching Proficiencies (which are covered in a separate course). The other 4-15's are the 15 Communication Style Points, 15 Frameworks, 15 Clarifiers and 15 Deliverables. Then another "15" was added with the Ultimate Outcomes. These 75 compelling concepts provide a comprehensive coaching toolkit that will deepen and expand the way you Coach. With these communication skills you will engage in lively dialogues that allow your players to see what needs to be seen and do what needs to be done.

(Included in Center for Coaching Mastery Level 3)

\*This Course Qualifies for 15 ICF CCEU's

# Advanced Communication Playbook - Introduction

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## 5 Key Points

### 1) 15 Ultimate Outcomes

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

### 2) 15 Clarifiers

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

### 3) 15 Communication Style Points

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

### 4) 15 Deliverables

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

### 5) 15 Frameworks

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

## The 75 concepts...

### The Ultimate Outcomes

1. Personal legacy.
2. Financial independence.
3. More, or better, opportunities.
4. Design a perfect life.
5. Expand capacity.
6. Fulfilling lifestyle.
7. Business and career success.
8. Relationships.
9. Mastery.
10. Increased performance.

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11. Vitality.
12. Personal sovereignty.
13. More time.
14. Increased creativity .
15. Stimulating environments.

## The Clarifiers

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

## The Style Points

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

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13. Is client-centric.
14. Is comfortable with problems.
15. Is "with" the client.

## The Deliverables

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

## The Frameworks

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

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

## The GAME!

In each class you will...

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

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

- 1) answering questions about what you have learned
- 2) completing exercises that help you become a better coach
- 3) playing BIG in your own life
- 4) conducting coaching sessions using the 75 communication skills and sharing about what happened
- 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
- 9) inspiring your team mates AND being inspired by them!
- 10) Pushing your game comments onto your Facebook page (Hint: this will help you attract perfect clients to your business!)

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

## How this program will make you a better coach

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

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

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

## Peer Reviews

### Christine Bunnell

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

### Linda Walker

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

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## Janet Palmer

How useful these clarifiers are for the coaching session. That they can be used by both the client and the coach. How much they help to foster the rapport with the client. As I become more familiarized with them the technique of clarification becomes an integral part of my daily self talk. This is a technique that should be used in most day to day communications because it cuts to the chase, and opens up the possibility for a better level of understanding

## 0.3) Fundamental Coaching Theory

### Coach Dave's Theory of Coaching

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

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

#### Our Theory...

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

#### The 3 core pursuits of Coaching

- 1) Pursuit of Human Greatness.  
Playing BIG is the gateway to Human Greatness
- 2) Pursuit of the Inner Freedom  
Expanding awareness of energy (thoughts, feelings and action) is the gateway to Inner Freedom
- 3) Pursuit of Personal Evolution  
Designed environments are the gateway to Personal Evolution

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## 0.4) What to do in a “Coaching” Conversation

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

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

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

### Use the Play Two Win Method Form

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

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

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

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

a) a tangible measurable thing (what will you do?)

b) a get better at doing something (improve a skill)

c) a becoming more/less something (who will you become?)

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

4) Support - Challenge dynamic

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

5) Results debrief - What happened in the game?

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

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

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

Go back to #3) Play the game again.

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

Player's Name \_\_\_\_\_ Date \_\_\_\_\_ Coach \_\_\_\_\_

**1 DEFINE THE GAME**

**PURPOSE OF THE GAME**

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**OBJECTIVES OF THE GAME**

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

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

Current Situation		

**3 PLAY THE GAME**

**RECURRING ACTIVITIES**

Activity	Frequency

**6 GAME PLAN**

Strengths & Talents	Big Idea - Strategy
6a) Projects	

**7 PRACTICE SKILLS**

Repetition	Role Plays

**4 RESPOND TO CHALLENGES**


**8 EXPAND INNER FREEDOM**

Thoughts, Feelings, Emotions	

**5 EVALUATE RESULTS**


**9 DESIGN PERSONAL ENVIRONMENTS**

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

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## 0.5) Finding 5 “Practice Players”

**If you already have 5 or more players in your practice, then you do not need to do this!**

You will naturally practice the advanced communication skills with everyone you coach.

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

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

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

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

Here is what you need to do:

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

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

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

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

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

Don't wait!

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

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

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

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

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

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

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

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

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

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

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

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

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

Book time in the calendar.

\*\*\*

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

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

"OK. Let's go.

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

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

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

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

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

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

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

Get creative here.

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

Then think of ways to...

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

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

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

## NOTE

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

Either:

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

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

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

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

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

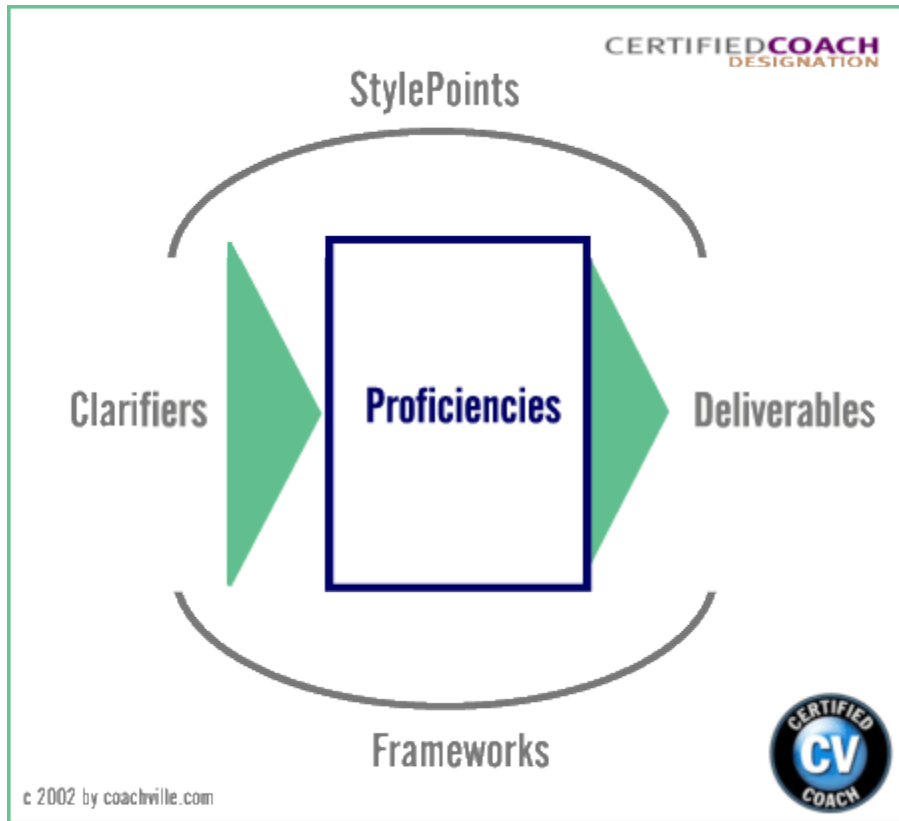
If they say "yes" to this, Ask: Will you send me a quick letter to this effect for my reference file?

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

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## 0.6) Thomas Leonard's 5 Part Coaching System



### Key Points

#### About the CoachVille Coaching System

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

#### The 15 Coaching Proficiencies

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

#### The 15 Listening Clarifiers

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

#### The 15 Deliverables

Deliverables are what the coach delivers. Which is distinct from the outcomes that the client may

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have or cause as a result of the coach's deliverables. (Deliverables vs. outcomes is a key distinction in coaching.).

## **The 15 Life Frameworks**

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

## **The 15 Communication StylePoints**

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

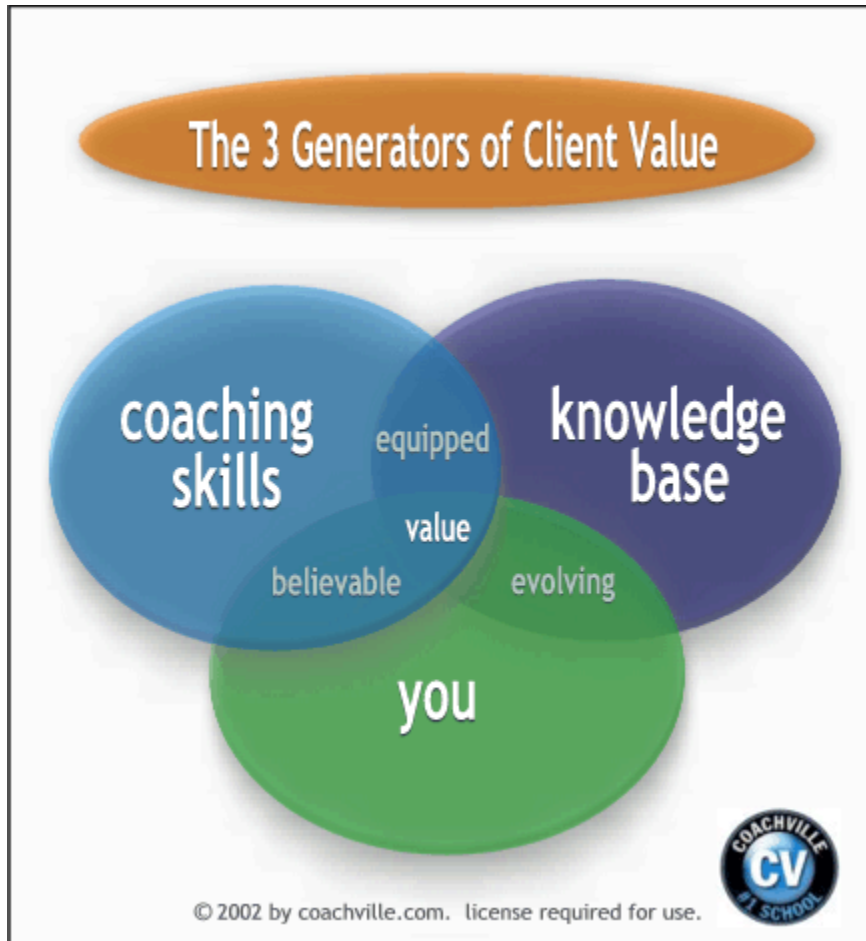
## **The 15 Ultimate Outcomes**

These are the "Big Picture" desires of human life that help to orient your player around what truly matters most to them. Weaving these into your coaching conversations ensures that your player KNOWS that you are with them for who they are BECOMING and for the results of the game they are playing.

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## 0.7) Three Generators of Client Value



### Key Points

Clients receive value from coaching in the three areas above.

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

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

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

You and Your Life refers to just that. Meaning that clients often get a lot of value just from hanging

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

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

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

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

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

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







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

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

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

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

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## 0.10) Your Game as a Player

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

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

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

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

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

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

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

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

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

What are your game ideas?

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# Advanced Communication Playbook - Introduction

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## Session 1) Ultimate Outcomes

### 1.1) Welcome!

Welcome to the Center for Coaching Mastery!

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

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

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

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

### 1.2) Why study Advanced Communication

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

What are your "highlights" from the conversation?

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### 1.3) The Purpose of the Ultimate Outcomes

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

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

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

2. They inspire the client.

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

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

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

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## 4. Client retention.

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

## 5. Expands your repertoire of services.

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

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

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

## 7. It makes coaching sustainable.

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

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

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

### **WHAT IS AN OUTCOME?**

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

### **What is the difference between tangible and intangible outcomes?**

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

### **When do you use the ultimate outcomes?**

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

### **What mistakes do coaches make with the ultimate outcomes?**

#### **1. Pushing your own agenda.**

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

#### **2. Taking too much responsibility for attainment.**

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

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

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

#### **4. Insisting on languaging.**

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

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

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

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to you.

3. Provocative or philosophical conversations are coaching.

## 1.4) The Ultimate Outcomes 1-5

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

### 1. Personal legacy.

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

### 2. Financial independence.

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

### 3. More, or better, opportunities.

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

### 4. Design a perfect life.

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

### 5. Expand capacity.

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

Your highlights from the discussion

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## 1.5) The Ultimate Outcomes 6-10

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

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## **6. Fulfilling lifestyle.**

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

## **7. Business and career success.**

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

## **8. Relationships.**

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

## **9. Mastery.**

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

## **10. Increased performance.**

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

Your highlights from the discussion

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## **1.6) The Ultimate Outcomes 11-15**

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

### **11. Vitality.**

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

### **12. Personal sovereignty.**

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

### **13. More time.**

This usually comes up at some point in coaching.

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## **14. Increased creativity .**

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

## **15. Stimulating environments.**

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

Your highlights from the discussion

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## **1.7) Coaching Demonstration & Practice**

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

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

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

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

2) Clarify 3 objectives for the next 3 months

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

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

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

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

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

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

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

c) Sign and return our coaching agreement

d) Anything else you want to commit to doing?

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

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

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

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

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

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

Focus on getting to know your player and their game.

Weave in Advanced Communication Skills wherever possible!

## 1.9) Review the Social Game System

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

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

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

To access your game card for game #1:

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

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## 1.10) Highlights from the session

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## 1.11) Bonus 15 Ultimate INTANGIBLE Outcomes

### 1. Happiness.

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

### 2. Pleasure.

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

### 3. Joy.

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

### 4. Sense of freedom.

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

### 5. Sense of progress.

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

### 6. Peace/inner peace.

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

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## **7. Awareness.**

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

## **8. Love.**

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

## **9. Balance.**

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

## **10. Confidence.**

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

## **11. Connectedness.**

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

## **12. Inspiration.**

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

## **13. Space.**

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

## **14. Transcendence.**

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

## **15. Comfort.**

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