

BASIC Coaching skills

Center For Coaching Mastery



PLAYBOOK

Basic Coaching Skills & Ethics

Fun With Fundamentals

Learn the fundamentals in a lively and entertaining way.

Transform Your Mindset

From: Practicing skills is a boring necessity for new coaches

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

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



Basic Coaching Playbook

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

The themes of the program:

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

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

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

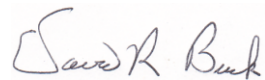
Abera Ca Dabera – From the Aramaic Language means: I create as I speak. In our program you will discover the magic of conversational learning, an essential element of coach approach relationships.

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

As a part of our DTMOPP learning method you will play with a coaching partner throughout the program. You will coach and be coached by the same partner in the coaching practice sessions. We believe this will allow you to go deeply into the coaching and experience a real coaching relationship.

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

Enjoy the program...



Coach Dave Buck and the CV Team!

Great Coaching Will Transform Our World

Basic Coaching Playbook

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

Coaching Influence

Business Influence



Key: **Coaching Super Power** ● **Coaching Skill**

Basic Coaching Playbook

0) Introduction

0.1) How to use this Play Book

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

Pre Class Action Plan

1. Read Section 0) "Introduction" of the Play Book
2. Listen to the Coaching Demonstration Recording #1
3. Read Section 1) of this Play Book
4. Print a copy of the Coaching Outline for Session #1 (Page 39)
5. Think about your "game" as a player
6. Read the "Dyad Guide" (found in the syllabus)

Recommended...

Set up / Update your CoachVille Profile

You are READY for the first class!

0.2) Program Description

Basic Coaching Super Powers and Skills Fun With Fundamentals

Learn the fundamentals in a lively and entertaining way.

Transform Your Mindset

From: Managing your life and the people in it

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

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

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

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

Details

Super Powers are your foundation for excellence

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

How to talk like a coach with the Spirit of Play

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

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

The Pursuit of Human Greatness

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

Coaching Pattern Language

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

Coaching Mistakes and How to Avoid Them

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

The GAME!

PreClass each week...

- a) Listen to an audio of a real coaching session
- b) Read the Playbook

In each class you will...

- a) Engage in a lively discussion about the topic of the day
- b) 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 Power Ups that prepare you for your game as a Coach Approach leader
- 3) playing BIG in your own life

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- 4) conducting coaching sessions
- 5) staying in contact with your player/coach
- 6) supporting your team mates
- 9) making a BIG WIN happen in your life

Center for Coaching Mastery Students need a minimum of 50 points on each of the two game cards to pass the class for certification/CCEU purposes.

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

The 10 Coaching Superpowers	The 10 Coaching Skills
<i>Super Theme: Belonging – Build Relationships</i>	<i>Super Theme: Sell - Commitment</i>
1) Bigger Why: Share your purpose	1) Establish coaching agreement
2) Ask Permission: Control ->Influence -> Vulnerable	2) Establish trust & intimacy
3) Judgment-free Awareness	3) Coaching presence
<i>Super Theme: Results – Add Value</i>	<i>Super Theme: Lead - Action</i>
4) Think – Freedom to choose	4) Planning & Goal setting
5) Create – Find the game	5) Designing actions
6) Learn – Evaluate what matters	6) Managing progress & accountability
<i>Super Theme: Awareness – Be Yourself</i>	<i>Super Theme: Grow - Engage</i>
7) Curiosity – Exercise wonder	7) Powerful questioning
8) Triplex Listening – Saying : Not saying : Belief	8) Active listening
9) Self-trust – Feel it ... Say it	9) Direct communication
10) Go deep – Look beneath the surface	10) Creating awareness

Peer Reviews

Jean Davies

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

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Amy Magyar

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

Karen Johnson-Taylor

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

The 10 Coaching Skills in Greater Detail

1) Establish coaching agreement

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

2) Establish trust & intimacy with the player

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

3) Coaching presence

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

4) Planning & Goal setting

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

5) Designing actions

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

6) Managing progress & accountability

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

7) Powerful questioning

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

8) Active listening

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

9) Direct communication

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

10) Creating awareness

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

0.3) Fundamental Coaching Theory

Here are a few definitions of coaching...

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

CoachVille Theory of Coaching

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

Compare and contrast...

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

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The ICF Definition of Coaching

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

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

The “Official Definition”:

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

The “Informal Definition”:

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

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

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

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

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

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

15 Coaching Principles by Thomas Leonard

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

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What is a principle?

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

What do the 15 coaching principles do?

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

The 15 coaching principles

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

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

Conclusion

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

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

0.4) What to do In a “Coaching” Conversation

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

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

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

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

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

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!”

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

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

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

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

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

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

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

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

Don't wait!

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

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

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

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

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

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

IF they need a little more exploration...

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

B) Start the conversation by being directive right away.

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

"OK. Let's go.

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

What would you say YOUR big game is right now?

Basic Coaching Playbook

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

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

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

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

{Get creative here}

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

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

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

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

Basic Coaching Playbook

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 *YOUR NAME* – When Playing BIG is your ONLY Option!

PLAYER / PLAYER COACHING AGREEMENT

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

PLAYER / PLAYER FEE POLICIES AND PROCEDURES

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

DEFINITION OF SERVICE

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

LENGTH OF AGREEMENT

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

PROCEDURE

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

CHANGES

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

PROBLEMS

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

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

THE NATURE OF THE RELATIONSHIP

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

The MOST IMPORTANT THING

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

<hr/> <i>Coach Name</i> , Coach	Date	<hr/> Name, Player / Player	Date
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0.7) 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!

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

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

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

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

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

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

4) Game Ideas include:

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

Basic Coaching Playbook

Session 1) Coaching Theme: Belonging – Build Relationships

1.1) Welcome!

Welcome to the Center for Coaching Mastery!

Abera Ca Dabera

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

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

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

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

2) You will coach in every class. It is possible that this will be your first coaching conversation. So be easy on yourself! Don't expect to be a masterful coach on day #1.

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

1.2) What does coaching mean to you?

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

A BIG point about coaching is that it is a personal relationship. In order to coach someone you have to KNOW them. In order to be coached by someone you have to be KNOWN by them.

Learning how to do something better in a large group or by reading a book is NOT coaching. That is training. Training is good. Coaching includes training. But training by itself is not coaching.

Come to class prepared to share your experiences of BEING coached. What have your coaches meant to you?

The Spirit of Play

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

Basic Coaching Playbook

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

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

1.3) Coaching Super Theme: Belonging – Build Relationships

Belonging = a fundamental Human need

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

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

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

Game of Life Fundamental = Build Relationships

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

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

1.4) Coaching Super Power: Bigger Why – Share Your Purpose

Introduction

The bigger why taps into the bigger game that the player wants to play. To play a bigger game, you need a bigger purpose.

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

Learning Objectives

With the Bigger Why Super Power:

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

Basic Coaching Playbook

What are the general truths about the Bigger Why?

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

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

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

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

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

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

"Why" questions are tricky. Proceed with caution!

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

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

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

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

Example of Shared Purpose

Basic Coaching Playbook

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

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

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

A note for managers becoming Coach Approach Leaders

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

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

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

How do you know if you're getting it?

1. You find yourself naturally exploring shared purpose with people in conversation.
2. In coaching conversations you easily flow into explorations of the Bigger Why

What are some common mistakes to avoid?

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

1.5) Coaching Super Power: Permission – Control -> Influence -> Vulnerable

Introduction

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

Basic Coaching Playbook

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

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

What are the general truths about Permission?

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

How do you use the Permission Super Power?

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

Examples:

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

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

Permission Accumulates

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

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

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

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

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

Basic Coaching Playbook

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

It is a good idea to ask permission whenever you:

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

Knowing when to re-ask for permission

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

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

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

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

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

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

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

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

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

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

Permission is the way out of the “hidden agenda” syndrome

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

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

Basic Coaching Playbook

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

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

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

What to do in a Coach Approach Leader + Manager Scenario

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

Remember:

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

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

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

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

Benefits – How does Permission make you a better coach?

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

How do you know if you're getting it?

1. You ask permission early and often in a conversation / relationship
2. You "just know" when "the bond" between you and your player is weakening and intuitively ask permission to strengthen it.
3. You can sense when what you are about to ask or share is going to a "new depth" and you intuitively ask permission first.
4. The depth of your coaching relationships continues to build. You can tell that your player is trusting you more; willing to share more of the "REAL" truths, challenges, needs and opportunities.

Basic Coaching Playbook

5. Your players start asking YOU for permission to ask and share.
6. As the coach, you can be vulnerable in a conversation without making it “about you”.

What are some common mistakes to avoid?

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

1.6) Coaching Super Power: Judgment-Free Awareness

Introduction

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

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

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

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

What are the general truths about Judgment-Free Awareness?

The concept of judgment-free awareness was first popularized by Timothy Gallway in a groundbreaking coaching book: “The Inner Game of Tennis”. It was soon realized that it had many applications off the court.

Judgment-Free Awareness is more essential now than ever as we move out of the Industrial Age of Work into the Connected Age of Purpose and Play. The more we play, the more we need JFA. (Judgment-Free Awareness)

Judgment – the practice of looking for what is wrong – is a learned behavior; mostly from our experiences in Industrial School where our ability to reproduce “right answers” was trained and tested and we were “punished” for mistakes.

Cultivating JFA is an ongoing practice similar to “mindfulness”.

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

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

Basic Coaching Playbook

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

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

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

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

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

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

This is known as the "perfection trap".

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

After "the game" - a period of time where you take actions in pursuit of results - explore and evaluate everything with your coach. Feedback is the breakfast of Champions. Evaluation of the game is a super fun creative process when in the space of Judgment-Free Awareness. Evaluation with a coach is WAY better and WAY easier than sitting alone trying to sort through the feedback from the game.

What Judgment Looks / Sounds like.

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

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

In other words:

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

Basic Coaching Playbook

You get the idea!

From the Coach Perspective

There are two parts to this.

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

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

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

1. You will notice this initially as a feeling of agitation or pressure that something needs to be different than the way it is.
2. You will notice yourself guiding them or steering them toward your vision in a way that feels forced or manipulative.
3. You will have a feeling that you KNOW what they should do and you are going to get them to do it your way.
4. You will have a thought that you don't "approve" of something that they are doing.
5. You will feel a performance pressure to get them going because soon they won't be satisfied with your coaching because of the results.

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

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

Basic Coaching Playbook

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

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

How do you know if you’re getting it?

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

What are some common mistakes to avoid?

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

Basic Coaching Playbook

1.7) Coaching Practice for Session #1 : Bigger Why – “Belonging”

Coach Prep

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

#1) Bigger Why – Share Your Purpose

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

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

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

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

#3) Judgment-Free Awareness

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

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

This is GREAT practice.

How to use this outline when you are coaching.

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

SUPER IMPORTANT: When you are the player, do NOT read the outline. Pretend you don’t know what the questions are and just BE a player with a coach.

Basic Coaching Playbook

The Dialogue Outline – The Game + The Bigger Why

1) WELCOME

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

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

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

2) The Game

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

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

Possible follow up question...

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

3) Define Winning

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

Possible follow up question...

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

4) The Bigger Why

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

> *Examples: Financial Freedom; Self-Expression*

A few extra questions you can ask...

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

Ask: What is the real opportunity for you here?

Basic Coaching Playbook

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

5) Start your game design

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

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

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

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

6) Wrap Up

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

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

Say: "Can you do that?"

Wait for them to say: "YES!"

Basic Coaching Playbook

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

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

1) WELCOME

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

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

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

2) The Game

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

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

Possible follow up question...

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

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

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

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

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

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

3) Define Winning

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

Basic Coaching Playbook

Possible follow up question...

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

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

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

4) The Bigger Why

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

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

A few extra questions you can ask...

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

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

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

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

You can dig deeper. For example:

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

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

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

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

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

Basic Coaching Playbook

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

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

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

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

5) Start your game design

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

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

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

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

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

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

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

Get creative here.

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

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

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

Here you challenge them to be creative and curious.

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

6) Wrap Up

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

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

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

Basic Coaching Playbook

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

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

The importance of giving a challenge

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

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

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

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

1) You will both get to be Coach and Player. So choose who will be the coach and who will be the player in the first session

2) Get RIGHT INTO the coaching – skip the traditional small talk

3) When you are the Player - be real, be yourself; tap into your desire to play your game better; DO NOT READ THE OUTLINE and just answer the questions like it was an "oral exam".

4) When you are the Coach - **Follow the outline of the coaching demonstration;**

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

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

Focus on getting to know your player and their game.

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

Tipping is for waiters and waitresses - NOT coaches

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

"Did you ever try..."

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

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

1.9) Review the Game Card 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.

And many of our students attract players to their business by using the Facebook Integration and our Social Media Mantra: **Share with the intention to inspire!**

Basic Coaching Playbook

As you complete the Power Ups, Game actions and share about what happened you earn points.
As you create BIG Wins (aka Results) and share about what happened you earn points.

To access your game card for game #1:

- 1) Visit the page for this program on the CV member site.
- 2) Click on the "My Game" tab
- 3) You will see a link for the first game: [Basic Coaching Skills Game 1](#)
- 4) Look through the fun things you can do to earn points!
- 5) Pick one, do it, and put your first points up on the board! It's REALLY fun.

Session 2) Coaching Theme: Results – Add Value

Results = Your “YOUUnique” contribution in the world

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

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

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

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

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

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

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

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

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

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

Game of Life Fundamental = Add Value

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

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

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

Basic Coaching Playbook

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

2.1) Coaching Super Power: THINK – Freedom to choose

Introduction

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

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

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

Learning Objectives

With the THINK Super Power:

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

What are the general truths about the THINKING?

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

Basic Coaching Playbook

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

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

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

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

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

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

Here are the basic THINK questions:

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

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

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

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

Example of THINK

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

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

Basic Coaching Playbook

A note for managers becoming Coach Approach Leaders

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

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

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

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

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

How do you know if you're getting it?

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

What are some common mistakes to avoid?

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

Basic Coaching Playbook

2.2) Coaching Super Power: CREATE – Design the Game

Introduction

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

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

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

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

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

Learning Objectives

With the CREATE Super Power:

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

What are the general truths about the CREATING?

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

Basic Coaching Playbook

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

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

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

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

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

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

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

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

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

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

Here are the basic CREATE questions:

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

Basic Coaching Playbook

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

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

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

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

Example of CREATE

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

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

A note for managers becoming Coach Approach Leaders

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

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

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

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

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

Basic Coaching Playbook

How do you know if you're getting it?

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

What are some common mistakes to avoid?

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

2.4) Coaching Practice for Session #2: RESULTS

Coaching Outline for Session #2 Game Design – “BIG Results”

Coach Prep

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

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

#4) Think – Freedom to Choose

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

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

#5) Create – Find the game

As you talk with your player about the game you will see how they currently CREATE their daily life. Do they see it as a sequence of tasks they have to complete? Is that what life is about? Or do they see it as game that they get to play? Is that what life is for? Here you can bring attention to the degree that their thinking is based in 20th century work mentality. Common themes include perfection trap, doing your own work and do it right the first time. Your game is to gradually free them up to move into the creative space of play.

#6) Learn – Evaluate what matters

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

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

Basic Coaching Playbook

The Dialogue Outline – The Game = The Big Results

1) WELCOME

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

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

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

2) The Game

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

3) Define the RACE

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

R) RESULTS!

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

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

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

A) ACTIONS!

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

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

C) CHALLENGE!

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

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

Ask: What support do you need?

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

E) EVALUATION! –

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

4) Wrap Up

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

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

Play Two Win Playsheet + The RACE Model

<p>Step 1: Define the game</p> <div style="display: flex; justify-content: space-between;"> <div style="border: 2px solid red; padding: 5px; width: 45%;"> <p style="text-align: center;">Name the game</p> <hr/><hr/><hr/><hr/> </div> <div style="border: 2px solid red; padding: 5px; width: 45%;"> <p style="text-align: center;">Purpose / Values</p> <hr/><hr/><hr/><hr/> </div> </div>	
<p>Step 2: Design the object of the game</p> <div style="display: flex; justify-content: space-between;"> <div style="border: 2px solid red; padding: 5px; width: 45%;"> <p style="text-align: center;">Outcomes</p> <hr/><hr/><hr/><hr/> </div> <div style="border: 2px solid red; padding: 5px; width: 45%;"> <p style="text-align: center;">Mastery</p> <hr/><hr/><hr/><hr/> </div> </div>	
<p>Step 3: Play for results</p> <div style="display: flex; justify-content: space-between;"> <div style="border: 2px solid blue; border-radius: 50%; padding: 10px; width: 45%;"> <p style="text-align: center;">Results</p> <hr/><hr/><hr/><hr/> </div> <div style="border: 2px solid blue; border-radius: 50%; padding: 10px; width: 45%;"> <p style="text-align: center;">Actions</p> <hr/><hr/><hr/><hr/> </div> </div>	
<p>Step 4: Embrace challenges</p> <div style="display: flex; justify-content: space-between;"> <div style="border: 2px solid blue; border-radius: 50%; padding: 10px; width: 45%;"> <p style="text-align: center;">Challenges</p> <hr/><hr/><hr/><hr/> </div> <div style="border: 2px solid blue; border-radius: 50%; padding: 10px; width: 45%;"> <p style="text-align: center;">Evaluation</p> <hr/><hr/><hr/><hr/> </div> </div>	
<p>Step 5: Evaluate what matters</p> <div style="border: 2px solid blue; border-radius: 50%; padding: 10px; width: 100%;"> <p style="text-align: center;">Evaluation</p> <hr/><hr/><hr/><hr/> </div>	
<p>Step 6: Game Plan</p> <div style="border: 2px solid green; padding: 5px; width: 100%;"> <hr/><hr/><hr/><hr/> </div>	
<p>Step 7: Practice Skills</p> <div style="border: 2px solid green; padding: 5px; width: 100%;"> <hr/><hr/><hr/><hr/> </div>	
<p>Step 8: Inner Freedom</p> <div style="border: 2px solid green; padding: 5px; width: 100%;"> <hr/><hr/><hr/><hr/> </div>	
<p>Step 9: World Power</p> <div style="border: 2px solid green; padding: 5px; width: 100%;"> <hr/><hr/><hr/><hr/> </div>	