

PLAY two **WIN** method

Be A Game Changer

**Center for
Coaching
Mastery
PLAYBOOK**



Play-Two-Win Method™ Playbook

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

BE A GAME CHANGER!

Our vision...

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

Life is a game.

(Business, Career, Leadership, Community, Family... yeah, they are games too)

To change someone's life, you have to change their game.

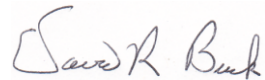
To change someone's game, you have to be a great coach.

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

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

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

Enjoy the program and... Be A Game Changer!



Coach Dave Buck and the CV Team!

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Coaching Practice Sessions – Question Outlines Only

Print these pages and use them during class!

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 the Introduction (Section 0) of this Play Book
- 2) Find your game card on the Member site
- 3) Read the Start Here Playbook on your game card
- 4) Listen to the first coaching demonstration recording
- 5) Set up / Update your CoachVille Profile
- 6) Print 3 copies of the Play Two Win Method Play Sheet
- 7) Read Section 1 of this Play Book
- 8) Read the “Dyad Guide” (found in the syllabus)

You are READY for the first class!

0.2) Program Description

Play Two Win™ Method Coaching

Unleash the Human Spirit of Play

Learn a powerful nine step coaching method where you guide your player to design a winnable game (the quest), play better and win on their own terms.

Transform their mindset

From: a worker focused on checking tasks off of a to-do list and doing them perfectly;

To: a player focused on getting results, becoming a great player and loving the game every day.

By tapping into **the spirit of play within**, they can escape the industrial age perfection trap that makes it nearly impossible to try new things - a trap that has probably had them stuck for years. You will teach them how to enjoy playing again and play better through game planning, skills practice, inner freedom and world power (designing a winning environment).

You will learn how to provide the right balance between support and challenge that leads to human greatness. Your confidence as a coach will soar as you master this method.

(Included in Center for Coaching Mastery Level 1)

3 Key Points

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

The Purpose of Coaching:

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

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If you are a Coach (or a Coach Approach Entrepreneur, Leader or Manager) you will achieve much better performance from EVERYONE around you with less stress and more fun by designing a winnable game and focusing on playing better each day.

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

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

2) The heart of what people expect from a Coach

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

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

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

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

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

We will help you put this together in this program.

3) The value of a method

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

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

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

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

The 9 Steps of the Play Two Win™ Method

- 1) Define the game
- 2) Design the object of the game
- 3) Play for results
- 4) Embrace challenges
- 5) Evaluate what matters
- 6) Game plan
- 7) Practice skills
- 8) Inner Freedom
- 9) World Power (Design Winning Personal Environments)

The Themes of the Course

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

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

The GAME!

In each class you will...

- a) Engage in a lively discussion about the topic of the day
- b) 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) Listening to the recorded coaching demonstrations
- 1) Answering questions about what you have learned
- 2) Completing "Power Boosters" that help you become a better player and coach
- 3) Playing BIG in your own life
- 4) Conducting coaching sessions
- 5) Acquiring feedback letters from your players

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- 6) Staying in contact with your player/coach
- 7) Inspiring your team mates And being inspired by them
- 8) Making a BIG WIN happen in your life

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

How this program will make you a better coach

- 1) You will dramatically increase your confidence because you have a reliable method that gets RESULTS!
- 2) You will develop the ability to help your player craft an effective personalized game plan.
- 3) You will develop the ability to teach your player how to play the game better by practicing and refining the skills of the game
- 4) You will develop the ability to expand inner freedom through playing and facing challenges
- 5) You will develop the ability to expand world power by designing environments for sustainable results.
- 6) You will learn the powerful distinctions between work and play - and you will discover how to PLAY in the serious games of life: like business, career, family and romance.
- 7) You will learn how to elicit greatness using play pattern language - the natural language of the coaching craft
- 8) You will learn how to determine if the game your player wants to play is winnable or not
- 9) You will learn how to outline the activities of any life or business game and identify the game plans, skills, sources of inner resistance and environments for each one.
- 10) You will learn the ONE BIG QUESTION that you MUST ASK EVERY NEW PLAYER (aka client)

Peer Reviews

June M. Porter

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

Melissa Wheeler

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

Amy Magyar

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

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

Detailed review of the Play Two Win Method™

Step #1: Define the game

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Clarify focus on the BIG game

Coaching always begins with the players' desire to play a winnable game. In this part of the process the coach and player identify what the game is, why the game is being played, what winning looks like, how the game expresses what matters most to the player and how to bring the Spirit of Play into the game.

The key is to find the game that is worth playing; A game that is connected to the players purpose, values and what the player truly wants out of life; A game that touches the heart of the player in some way.

Step #2: Design the object of the game

Identify the Outcomes, Mastery, "Becomings" and Upgrades using RACE

Designing a fun and winnable game is a highly creative process. It does require some practice! Learning how to do this well is truly a transformational opportunity for individuals and organizations.

There are 6 essential ingredients to this step.

(note: the Play Two Win Playsheet makes this a step-by-step conversation.)

- 1) Identify the recurring Results that grow into the desired Outcomes.
- 2) Identify the recurring Actions that grow into acquired Mastery.
- 3) Identify the recurring Challenges that grow into Becomings.
- 4) Evaluate what matters and connect that to Upgrades.
- 5) Scan the players' situation for anything that will affect their ability to play well.
- 6) Make sure the game is winnable and make adjustments if it is not.

Step #3: Play for Results

Give your heart, soul and energy AND enjoy it! Have fun.

Playing the game is what it is all about. Playing a game means that you take actions in pursuit of desired results. The key is to play fair, play with gusto and be respectful of the game itself and everyone in the game. AND play to win of course. When you play to win you have purpose; you have the intention to give the very best of yourself.

Playing to win means that you will do whatever it takes - within the context of fair play - to achieve the desired results. This way of playing always creates the best experience no matter what happens. When the game is designed well, then the results accumulate into outcomes and the actions accumulate into mastery.

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

Step #4: Embrace Challenges

Get the best results possible from every unique situation

Challenges are what make a game a game! Without interesting challenges to stand between your actions and the desired results the activity becomes work. When you have 100% certainty that the action will create the desired result, then it is no longer a game.

When the game is on there are challenges between you and the results you desire; AND there are surprises that make every game a unique experience. These are opportunities to make the most of the situation, to make adjustments to your plan or approach obstacles with energy in pursuit of your desired results.

It is the challenges of the game that grow your player into becoming the person they desire to be in the world. The way your player responds to challenges will tell you a LOT about them. And it will give you a lot of important clues that you can use to help them become a better player.

Step #5: Evaluate what matters

Learn and grow from judgment-free awareness

Feedback is the breakfast of champions! Playing any game well requires an ongoing process of evaluation and refinement. In any game there is a LOT of feedback to consider so the Coach must help the player decide what matters; what to evaluate.

The coach must keep one eye on how the player is playing now, and another on where the player is going. Often the player will not see that what they are doing is not getting the desired results! Celebrating wins and transforming loses into learning opportunities are at the very essence of coaching. Enjoy, celebrate and leverage victories. Debrief and quickly learn from losses by practicing judgment-free awareness. This is how coaches create long term player improvement and growth.

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

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

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

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

Step #6: Game Plan

Teach the strategies of the game

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

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

What is the desired result?

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

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

What assets and resources can we utilize?

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

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

Step #7: Practice skills

Create a personalized learning plan for your player

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

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

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

Step #8: Expand Inner Freedom

Inner Freedom IS the ability to PLAY with FEAR

Inner Freedom is the ability to consciously choose when to play safe and when to play big. It effects every decision your player makes and nearly every action they engage in. Decisions and actions are what create winning and losing in every game and typically they are made below the level of awareness.

The key to inner freedom coaching is to bring to conscious awareness the fundamental inner conflict between the imperative to be safe / survive / stay inside the comfort zone VS. the desire to play big / contribute / go outside the comfort zone.

The conflict between staying safe and playing big in any moment is what makes life interesting and FUN! If every action was easy to complete with perfect results, life would be extremely boring.

For the coach it is essential to have a tool to help your player become aware that the fears that hold us back serve a purpose AND that playing with them and expanding is where all growth into new possibilities happens!

Step #9: World Power (Design Winning Personal Environments)

The environment always wins

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

The essential ingredient here is to realize that World Power is the key to sustainable success in life and in coaching! The environment must be redesigned for the game the player is playing now. For most people the environment is a reflection of the games they used to play. Why is this? People have a two-way relationship with the world around them: they are adapting to what is there while at the same time the world around them is becoming a reflection of who they are. BIG INSIGHT: The adaptive process is fast and somewhat transient while the reflective process is slow but more substantive.

In other words, over time, the world around you becomes an accurate reflection of who you WERE on the inside; This may or may not be good news! While in a new environment, quick change may occur, typically people return to the way they were before if they leave that new environment.

So in order to create sustainable change, the coach must use their creativity, design sense and awareness of workability to help the player make immediate changes to the outside world that reflect the changes made on the inside. Then the adaptive process works FOR positive change rather than against it! The player becomes more aware of the world around them and more connected to it. This leads to sustainable results.

Conclusion

The method is a framework to guide the coaching process.

Use everything YOU have to help your players win.

The Key Themes in Greater Detail

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

Most people have been trained to WORK on things that matter and that play is only acceptable when the object is frivolous. As a Coach you have to turn this around and show people that they can PLAY at the things that matter most. By playing you will unleash their creativity, self-expression, resourcefulness, personal values AND focus on results.

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

This makes YOU a “Game Changer”!

2) What makes a game winnable

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

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

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

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

3) What makes a game unwinnable

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

Here are a few thoughts about the unwinnable game:

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

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

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

The unwinnable game...

Dampens the human spirit,

Thwarts creativity and

Suppresses self-expression

Causes overwhelm, frustration, isolation and apathy

AND it shows! EVERYWHERE.

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

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

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

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

4) How to PLAY well at anything in life

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

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

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

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

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

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

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

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

Growing up as workers in the Industrial Economy we have been trained to be task oriented. To truly thrive in life you also have to play toward mastery. The benefit of mastery is that it is fulfilling and it continues to build over a life time; while the joy of reaching an outcome tends to be fleeting.

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

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

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

10) Support and challenge and the Pursuit of Human Greatness

There is no greatness without challenge! No one achieves greatness without support. You want your players to become GREAT Players. Greatness is where you love the game and play the game so well

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that you lift up the other players because of the way you play. As a coach you need to gently guide your player from one challenge to the next always moving them just over the edge of their comfort zone and capability. Then you have to provide the support they need to step up to the challenge with confidence. It is a delicate balance that you must find as a masterful coach.

0.3) Fundamental Coaching Theory

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

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

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

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

We will show you how.

Coaching Is. . .

Here are a few definitions of coaching...

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

Fundamental Coaching Theory

1. All humans are born with the Spirit of Play
2. Any endeavor in life or business can be played as a winnable game worth playing.
3. The purpose of coaching is to play better; to guide an individual or team to play the game better and win on their own terms.
4. Masterful coaching is possible ONLY when the coach truly knows the game the player is playing.

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5. One of the 3 core pursuits of Coaching is the Pursuit of Human Greatness. Playing BIG is the gateway to Human Greatness.
6. Playing BIG is expressing your talents and gifts in a way that adds value to the lives of other s and brings joy and creates wealth for you. True wealth is the accumulation of what YOU value.

Why do people play worthwhile games?

- To express their talents, energy and creativity
- To enjoy the company of people likewise engaged
- To grow their skills and capabilities
- To change the world in some way

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

No More Woo Woo

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

The Play-Two-Win Method™ Coaching

1) Takes the mystery out of coaching.

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

2) Combine the method with your knowledge of the game

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

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

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

The Language of Coaching

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

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

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

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

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

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

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

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

Why Coaching is SO Important NOW

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

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

Either a new game OR a new / better way to play the game they are in.

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

**So YOU are in the perfect place at the perfect time.
The People of the world are ready for Game Changers!**

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

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

You will be the true expression of the word: COACH!
YOU will be a Game Changer.

0.4) What to do in a Coaching Session

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

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

Play Two Win Playsheet + The RACE Model

Step 1: Define the game <div style="border: 2px solid red; padding: 5px; display: inline-block; margin-bottom: 10px;"> Name <small>the game</small> </div> <div style="border: 2px solid red; padding: 5px; width: 100%;"> Purpose / Values <hr/><hr/><hr/><hr/> </div> <div style="border: 2px solid red; padding: 5px; width: 100%;"> Spirit of Play <hr/><hr/><hr/><hr/> </div>	
Step 2: Design the object of the game <div style="border: 2px solid red; padding: 5px; width: 100%;"> Outcomes <hr/><hr/><hr/><hr/> </div> <div style="border: 2px solid red; padding: 5px; width: 100%;"> Mastery <hr/><hr/><hr/><hr/> </div> <div style="border: 2px solid red; padding: 5px; width: 100%;"> Becomings <hr/><hr/><hr/><hr/> </div> <div style="border: 2px solid red; padding: 5px; width: 100%;"> Upgrades <hr/><hr/><hr/><hr/> </div>	
Step 3: Play for results <div style="border: 2px solid blue; border-radius: 50%; padding: 10px; width: 100%;"> Results <hr/><hr/><hr/><hr/> </div>	Step 6: Game Plan <div style="border: 2px solid green; padding: 5px; width: 100%;"> <hr/><hr/><hr/><hr/> </div>
Step 4: Embrace challenges <div style="border: 2px solid blue; border-radius: 50%; padding: 10px; width: 100%;"> Actions <hr/><hr/><hr/><hr/> </div>	Step 7: Practice Skills <div style="border: 2px solid green; padding: 5px; width: 100%;"> <hr/><hr/><hr/><hr/> </div>
Step 5: Evaluate what matters <div style="border: 2px solid blue; border-radius: 50%; padding: 10px; width: 100%;"> Challenges <hr/><hr/><hr/><hr/> </div>	Step 8: Inner Freedom <div style="border: 2px solid green; padding: 5px; width: 100%;"> <hr/><hr/><hr/><hr/> </div>
Step 9: World Power <div style="border: 2px solid blue; border-radius: 50%; padding: 10px; width: 100%;"> Evaluation <hr/><hr/><hr/><hr/> </div>	Step 9: World Power <div style="border: 2px solid green; padding: 5px; width: 100%;"> <hr/><hr/><hr/><hr/> </div>

Play-Two-Win Method™ Playbook

How to use the Play Two Win Method Play Sheet

1) Define the Object of the Game

In the star at the top of the left column write the name of the game

Then identify the 2 BIGGEST reasons WHY your player is playing this game in the Purpose/Values Box

Next identify how playing this game is a reflection of what matters most to your player (aka Values) write one point in the box.

Finally, find out how your player can bring the spirit of play to this game. This is important because most people go for objectives without play and never tap into their creative energy!

2) Design the object of the game

This part is a little tricky because there are many elements in any worthwhile life game.

a) Start by naming the main desired Outcome; and figure out what recurring results that will accumulate to this outcome.

b) Next identify the actions of the game! These actions will create the desired results AND lead to the areas of Mastery they want to develop.

c) Next identify the challenges of the game and how facing them will lead to your player Becoming the person they want to be.

d) Next identify the (environmental) Upgrades that your player desires. This would be things like a new house, a new relationship or a bigger bank account etc.

e) As your player talks about objectives they will reveal aspects of their situation that impact their ability to play and win.

These will go in the Green Boxes in the bottom row of the chart.

Game Plan: When they don't know HOW to create the results they need

Practice Skills: A lack of skill is when they don't have the ability take the action to get consistent results.

Inner Freedom: A lack of confidence or presence of fear will go in Inner Freedom

World Power: Missing resources, conflicting commitments and other obstacles will go in World Power.

Write the time frame for the playing the game and achieving these objectives at the top of the page.

Typically 3 months is a good place to start.

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

3) Play for Results!

Here you will note the recurring results and the recurring actions in the Blue Circles.

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

4) Embrace Challenges

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

5) Evaluate what matters

Here you make of note of what you will evaluate, or count, to determine how well the game is going for the player.

6-9) The Four Steps to Playing Better

This part of the play sheet is used to identify "coaching situations" that you see at the start of the game. Then you will keep adding to it as you as you get into the game with your player. You will identify specifically what your player needs to focus on to play better and get more consistent results.

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Here is a quick review

6) Game Plan

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

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

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

Here you can also note missing resources that could strengthen their game plan.

7) Practice Skills

Here you will make notes about specific daily practices that your player will do to master the skills of the game. This will include critical recurring conversations that you can Role Play.

8) Expand Inner Freedom

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

9) Expand World Power: Design Personal Environments

Here you will make note of specific environmental changes that are needed to create sustainable results. This can be competing commitments, obligations, things that are broken or out of date or missing resources.

0.5) Finding 5 “Practice Players”

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

Attending the classes will help you become great ONLY if you practice!

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

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

You can coach these players pro bono or for a fee that you both agree upon. Typically a small fee is the best arrangement for both. Eg. In 1997 Coach Dave coached his first 10 players for \$50 for four 30 minute sessions.

Here is what you need to do:

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

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

- Oh, they would never hire a coach, or
- They 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 ;-)

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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.

- DEFENITELY don't screen people out with the thought: "They are really important, I will wait until I have more experience!"
- THIS IS BIG!!!! DO NOT LOOK FOR PEOPLE WITH PROBLEMS!!!!!!!!!!!!!!
Coaching is NOT an intervention for people with problems.
Coaching is for PLAYERS who want to go from good to GREAT.
Coaching is for people who see possibility for themselves to get better at something.

Don't wait!

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

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

3) As their coach you will help them play the game of their life better and win on their own terms.

Focus on personal, business and leadership growth.

They can focus on business, career, relationships, health – whatever is important to them. You may not be an expert in that topic but you will help them focus on what is most important and find ways to play vs. work and get better results while having more fun.

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

Set the time in your calendar.

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

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

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

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

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

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

Now all you need is the courage to go and do it!

Ah ha! Your first coaching challenge.

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

Book time in the calendar.

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

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

"OK. Let's go.

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

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

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

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

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

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

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

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

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

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

Either:

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

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

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

if not...

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

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

0.6) Sample Coaching Agreement

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

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

PLAYER COACHING AGREEMENT

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

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PLAYER FEE POLICIES AND PROCEDURES

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

DEFINITION OF SERVICE

- a) CALLS: Our agreement includes 2 45-50 minute conversations each month. We will “book” 60 minutes in the calendar in the event that we need a little extra time.
- b) Check in calls during the weeks in between our coaching sessions. These calls will be 5-10 minutes.
- c) Email: I am available by email for questions and “sharing”: news, insights, challenges, and accomplishments. I will typically reply to these communications within 24 hours, though if my travel schedule has me out of the office for an extended period it may be a few days longer.

LENGTH OF AGREEMENT

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

PROCEDURE

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

CHANGES

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

PROBLEMS

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

CONFIDENTIALITY

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

THE NATURE OF THE RELATIONSHIP

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

The MOST IMPORTANT THING

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

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

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

0.7) Understanding “Connected Age of Purpose”

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

In the Industrial Economy work was seen as sacred and play as frivolous. You didn't focus on your own purpose, the group/company told you what the purpose was.

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

Coaching in the Connected Age of Purpose...

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

Purpose:

To transform your life and /or organization
From a task oriented place of work
To a winnable game worth playing (a game with purpose);

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

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

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

Welcome to the Connected Economy!

You can LEAD the way.

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

The Manager - The Coach

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

The reason to make this leap...

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

0.8) Your Game as a Player

Since everyone – including you! – will practice coaching as a part of this program, it follows then that everyone will also have to be a player! You will be partnered with another coach through the 6

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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 changing the game AND playing better
– it is NOT an intervention for problems!

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

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

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

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

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

5) Remember also that this program is 12 fast weeks. So your game should be something that you know you are doing over this time frame. Again, it can be something you are already doing; it does not have to be a new thing.

6) Game Ideas include:

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

What are your game ideas?

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Your Business or Career Game

Examples: Build a coaching business; manage a team

What is the name of the game?

Example: Build a thriving coaching business

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

A steady business with 15 1-1 clients, a marketing process that reliably connects me with potential clients; working 30 hours per week

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

Building a successful coaching business will create financial freedom, time flexibility a creative outlet and meaningful work.

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

Examples: Talking to coaching prospects; Delivering exploratory sessions with prospective clients; Signing clients; Delivering coaching to individuals; Depositing checks in the bank;

Play-Two-Win Method™ Playbook

Your Game #2

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

What is the name of the game?

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

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

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

Session 1 – What a Player expects from a Coach

1.1) Welcome!

Welcome to the Center for Coaching Mastery!

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

- 1) Our programs are based on dialogue-based learning. So we expect you to jump in and participate in the conversations. Be BOLD! Share your thoughts and questions; Your voice is a contribution to everyone else in the program. Your instructor is a highly trained coach and very capable of weaving diverse thoughts into a web of learning for everyone!
- 2) You will coach in every class. It is likely that you have little coaching experience and possible that you have never conducted a coaching conversation before. So be easy on yourself! Don't expect to be a masterful coach on day #1. Coaching in class is your opportunity to experiment and try things that you have not done before. Enjoy the opportunity to stretch and learn.
- 3) Listen to the recording of the coaching session prior to class! It will give you an example of what you need to do and your class instructor will ask you about it as part of the class dialogue. You can find a link to the recording on the game card AND in the syllabus.

1.2) What a player expects from a Coach

In class your instructor will guide a conversation about what a player expects from a Coach. What are your highlights from this conversation?

1.3) Understanding Methodology

In this class you will learn and practice the Play Two Win Method. Here are a few points about the benefits of using a method while you are coaching:

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

Play-Two-Win Method™ Playbook

1.4) The Power of Play Language

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

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

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

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

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

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

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

Please share your highlights and insights from the conversation here:

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

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

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

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

Please share your highlights and insights from the conversation here:

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

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1.6) Coaching Practice

Here you will practice a conversation with a potential new player.

When you are the Coach, take control of the conversation right away.

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

"OK. Let's go.

If you looked at all of life and business and career as a game...

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

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

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

4) Lots of people are trapped in an unwinnable game.

What would make this game unwinnable for someone playing it?
(not necessarily you)

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

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

Get creative here.

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

Then think of ways to...

experiment to try something new

allow yourself to be a beginner and NOT KNOW

practice to pursue mastery

find a way to make it more fun

find a way to create a reward for getting results

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

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

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

Either:

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

or

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

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

IMPORTANT!!!

Go to the end of the playbook!

You will find pages with the questions for each coaching practice session in a format that is easy to print!

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

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

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

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 give a tip or quick solution!

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.

1.8) Review the Game for the Week

As a part of the program 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.

IMPORTANT: You must accumulate at least 50 points in each of 3 games in order to pass the class!

To access your game card for game #1:

- 1) Visit the page for this program on the CV member site.
- 2) Click on the tab called My Game
- 3) Click on the link in the left column: [Play Two Win Method Game 1](#)
- 4) Here you can see all of the activities you can do to earn points.
REMEMBER it is a GAME! NOT a task list. You don't have to do everything, just the activities that engage you.
- 5) Click on the Leader Board tab to see how all of your teammates are doing!
You can click on the number link (eg [17](#)) to see each players' specific game card
- 6) Click on the Game Board tab to see the most recent actions and comments by all players in the game
- 7) **SHARE WITH THE INTENTION TO INSPIRE!**
This is the key to playing the game well. The JUICE of the game is taking action in your life and then sharing about it with your team in such a way that they want to give you their "You Inspire Me" points! It's fun and engaging.

1.9) Highlights from the session

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Session 2 – Step #1) Define the Game

2.1) Welcome back! Celebrations and Challenges

Come to class prepared to share!

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

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

Pre Class Preparation...

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

2.2) The Spirit of Play

Tapping into the Spirit of Play is essential to becoming a game-changing coach. In today's class we will discuss the essential qualities of the Spirit of Play and the transformation from worker mindset to player mindset.

What are the highlights of the conversation for you?

Understanding WHY we are oriented around work and not play

1. You grew up in the Industrial Age. The focus of the Industrial Age was WORK.
2. You are a product of the industrial economy. You get a job, earn money and consume.
3. You have to understand that you have been programmed to work - to get the job done by completing tasks.
4. You were taught that play was frivolous; When the work is done - then you can play.
5. In this program you will begin your transformation from worker to player.
6. Workers just want to get the job done - complete the task.
7. Players go for results, mastery, becoming and enjoyment;
8. Players wake up excited to get into the game of the day.

When you help someone transform from worker to player... YOU are a game changer!

2.3) Coaching Theory: Any endeavor can be played as a game

In the dialogue in class you will consider three questions:

What are pursuits in life that can be played as a game?

What makes a game winnable?

What makes a game worth playing?

What are your highlights from this conversation?

2.4) Play Two Win Step #1) Define the Game

Clarify focus on the BIG game

Coaching always begins with the players' desire to play a winnable game. In this part of the process the coach and player identify what the game is, what winning looks like, why the game is being played, how the game expresses what matters most to the player and how to bring the Spirit of Play into the game.

The key is to find the game that is worth playing; A game that is connected to the players purpose, values and what the player truly wants out of life; A game that touches the heart of the player in some way.

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

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

Clarify Focus – why it is so important

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

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

The purpose of Defining the Game

1) Clarify the name and purpose of the game

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- 2) Define the purpose of the game and what winning looks like
- 3) Get a feel for your players desire to play this game
- 4) MAKE SURE that this game is truly worth playing, worth playing better and worthy of coaching.
- 5) Bring the spirit of play into it. Since your player most likely has an industrial age mindset, you will have to really emphasize the idea of bringing fun and play into it.

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

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

Why is this so important to you? **Because you want to coach people who are going to succeed / WIN!** You don't earn a great reputation as an effective coach by coaching people who don't make it; or who give up before they reach the objective. Yes, some will and some won't, but it is important to have a strong feeling about your player before you go too far.

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

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

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

One final point about Defining the Game

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

A BIG part of becoming a "Game Changer" for people is shifting them into Play Language. As we have discussed, most people in the Western Culture at least, are work-centric. We work at everything from career, to business, to community and we even work at our relationships and our golf game. Often the work-centric life is disconnected and joyless.

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

The key is the use of Play language. As children, we play naturally. As we age, however, we must transition from "free-form" play to what we call SERIOUS PLAY. To engage in serious play, you need to learn Play Pattern Language. For many people it will seem similar to learning a foreign language at first.

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

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

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

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

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

2.5) Coaching Practice

How to use the “Play Two Win Method” Play Sheet

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

This section of the Playbook has a lot of explanation and areas that can possibly come up during a conversation. You will need to read this MANY times to catch it all.

When you are actually conducting the conversation, use the page at the end of the playbook that has just the key questions.

When to use it:

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

Coaching Outline for Session #2

Define the Game

This may come as a surprise, but simply engaging in a conversation by following these questions will be extremely illuminating and valuable.

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

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

ASK: “What does winning look like for you?”

Go a little deeper...

ASK: “If you play really well and win over the next 6 months to a year, what will that look like?”

Next explore the big WHY...

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

Go a little deeper...

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

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Share YOUR purpose as the Coach... say something like 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."

ASK: How is playing this game an expression of your values? How does it express what really matters to you?

ASK: This is a game! So let's talk about how we can bring the "Spirit of Play" into it? Where is the fun in this game?

Wrap Up your Define the Game Conversation

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

Say: "My challenge for you between now and then is to clarify your specific objectives to play for in the next three months. **ASK:** "Can you do that?"

Wait for them to say: "YES!"

ASK: "This was a great session. Can you give me a 30 second wrap up of what you learned today".

A walk through the "Define the Game" dialogue in detail

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

1. The Name of the Game
2. The Purpose / Values of the Game; The BIG WHY.
3. Bring in the spirit of play.

In the step-by-step explanation below you will learn how to use the first section of the play sheet and some additional questions and comments you can use.

Name the Game

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

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

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

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

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

The Purpose of the Game

In the left column on the play sheet there are a few lines for the Purpose / Values

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Most people are more comfortable with the “What” of the game than the “why”. So we will ease into the Purpose by asking them about winning.

What is the high-level “Definition of Winning”

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

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

ASK: “What does winning look like for you?”

OR

Say: “If you play really well and win over the next 6 months to a year, what will that look like?”

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

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

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

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

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

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

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

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

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

“How would it impact the other areas of your life?”

“What is the real opportunity for you here?”

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

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

ASK: How is playing this game an expression of your values? How does it express what really matters to you?

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

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

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

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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.

ASK: This is a game! So let's talk about how we can bring the "Spirit of Play" into it? Where is the fun in this game?

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.

How to Wrap Up your Define the Game Conversation

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

Here is an example of what you will do:

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

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

Say: "Can you do that?"

Wait for them to say: "YES!"

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

The importance of giving a challenge

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

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

2.6) Highlights from the session

Session 3 – Step #2) Design the object of the game

3.1) Welcome back! Celebrations and Challenges

Come to class prepared to share!

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

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

3.2) The winnable / Unwinnable game

In class you will discuss what makes a game winnable and unwinnable. Here are some points to prepare you for the discussion.

What makes a game winnable?

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

- 1) **The time frames seem realistic**
The time frame for the objectives must be realistic given – and here is the tricky part – the players’ whole life. The primary factor that makes a game unwinnable is an unrealistic time frame.
- 2) **Focused desire**
We have talked about this already but it can’t be overstated. Your player really needs to know WHY they are doing this in order to overcome all of the challenges that are going to occur. And if your player has MANY different desires that they want to fulfill at the same time, this can make a game unwinnable too.
- 3) **Basic Skills**
Your player will most likely need to develop new skills and build on some existing skills to accomplish their objectives. But you want to know that they have a foundation that you can build on.
- 4) **Suitable Environment**
For sure you will have to work with your player to transform their environment from suitable to supportive to “winning” in order to create sustainable results. The bottom line here is that most people are not playing in an environment that is totally set up for them to win, so you can expect to make some upgrades here. At the same time, it can’t be so full of obstacles that they can’t even get started.

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

- 5) **Intended results that are specific and in the “challenge sweet spot”.**
This means that they are not too hard and not too easy either.

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

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

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

What are your highlights regarding a winnable game?

What are your highlights regarding an unwinnable game?

In what way are you MOST likely to create an UNWINNABLE game for yourself?

3.3) Play Two Win Step #2) Design the Object of the Game

Identify the Outcomes, Mastery, “Becomings” and Upgrades using RACE

Designing a fun and winnable game is a highly creative process.

Learning how to design a life game is a major step in becoming a game changing life coach!

It does require some practice! Learning how to do this well is truly a transformational opportunity for individuals and organizations.

1) Identify the recurring Results that grow into the desired Outcomes.

Creating results in the world is what makes the games of life so exhilarating. The results are what happen when you perform the action with skill and focused intent; in basketball you shoot the ball and it goes IN the basket! The desired results are the standard by which the players’ ability and

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determination are measured. In a well-designed game, when the desired results achieved on a regular basis they grow and accumulate into the desired Outcome of the game for the player.

2) Identify the recurring Actions that grow into acquired Mastery.

Every game has actions that happen over and over again as the game is played; like shooting the ball toward the basket in basketball. When actions are taken to create desired results, WHILE holding a vision of excellence, they grow into a new level of Mastery. The pursuit of mastery also includes the concept of practice. Practices are repeatable actions taken outside of the game that improve your ability to get results while IN the game.

3) Identify the recurring Challenges that grow into Becomings.

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

4) Evaluate what matters and connect that to Upgrades.

There are two ideas here. First is that you have to decide with your player how you will evaluate the results of the game. What will you look at to see if the game is going well? Often this starts with counting something like #'s of new paying customers for a business game; The second idea is called "Upgrades" or Environmental Upgrades. These are real changes in the world around the player that occur by playing and winning the game. So a quick example from a business game would be when I have 3 new players on my team (aka employees) I will know that my business is growing.

5) Scan the players' situation for anything that will affect their ability to play and win.

Coaching is always personal. As a coach you need to know about anything in the players' life that will impact the player in the game. The games of life cannot be compartmentalized. Everything impacts everything else.

So for example, if the players' desire for Mastery is to become masterful at selling BUT they have very little skill in sales, this is a situation that will require practice. If the player is playing a business game but is currently tied into a full time job, this situation is a BIG block in the environment that will require some World Power shifting.

6) Make sure the game is winnable and make adjustments if it is not.

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

IMPORTANT NOTE

Coach!! Listen to me here. Step 2 of the Play Two Win Method is by far the most important and the most challenging to learn. This is the step where you transform the goal or dream into a game. This is the step where you transform Industrial Work Mindset in to Connected Play Mindset. This step is challenging, creative and fun because it requires you to change the way you see the world.

The ONLY thing you can do is do it... A LOT. Practice this conversation with ANYONE you can. Even if you are not going to coach them, help them figure out what there game is. Even if you try really hard but you just can't figure out what the game is, and they think you are crazy... It's OK! This is an essential step on the path to masterful coaching as a game changer!

There IS a game in every human endeavor. You just may not be able to see it.
There IS a player inside every human being. You just may not be able to release it.

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It's OK. Find the next person and try again.

Getting into Game Design

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

A BIG part of your role as a Game Changing Coach – and the purpose of step #2 – is to find the sweet spot between too easy (a game not worth playing) and too hard (an unwinnable game).

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

- 1) What do they MOST want to accomplish in the next 3 months?
- 2) What are the results, activities and challenges of the game; what is their current skill level in these activities?
- 3) What are their current life situations that affect their ability to play?

This includes their commitments and life challenges that will affect their ability to play the game fully? Specifically you need to establish how much time they have to dedicate to playing this game on a weekly basis.

- 4) How strong is their level of confidence that they can win

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

Let's talk about your situation

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

The only way to find out is to ask. Often players don't want to talk about these things because they don't want to reveal their current circumstances. But this is just more of the common unhealthy habits of a) playing an unwinnable game and b) playing alone.

Remember, you are a LIFE coach. So you have to take into account ALL of your players life. You cannot just focus on one little part and assume they will "deal with" the rest of their life.

At the same time, you can't get so LOST in the player's situation that you lose focus on the game they want to play and win. It is a delicate balance and holding it all is a big part of what makes a great coach a real game changer!

Do some research!

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Another BIG idea is this: after session 1&2 when you identify the game, if you don't know this game, find someone who does and walk through the game with them identifying typical details for each section on the Play Two Win Playsheet!

Do this before your next session with this player!!

This is a big part of the early days of coaching, learning a LOT about the different games of life.

The Play Cycle: The heartbeat of coaching.

This part is the essence of Step #3. But you need a feel for it to do Step #2.

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

A few examples:

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

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

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

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

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

In business, the prospect may say "no" to your offer.

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

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

We will dive into this topic in more detail in our next session.

Designing the Object of the Game... What are your highlights?

Here is a very simple example for each of the elements of the Play Two Win Playsheet.

(From Step #1)

Name the BIG Game:

Build a thriving solo business (sound familiar?)

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Purpose / Values: (What winning looks like)

To create financial freedom
To express my talents in a meaningful way
To enjoy life fully on my own terms

Spirit of Play

See the challenge of finding clients as an adventure
Really enjoy the experience of serving my clients

(Now, the elements for Step #2)

Object of the game: 3-month objectives

Next we will walk through each of the 4 "objectives", connect each to the element of the RACE that grows into this objective AND show the coaching step that goes with each.

OUTCOMES (Tangible)

- 1) Get to an average of \$2,400/month in income while playing 32 hours / week.
- 2) Maintain freedom to enjoy more time with my child
- 3) Meet 60 potential clients

Recurring RESULTS

Sign a paying client @ \$200/month
Enjoyable after school activities with my child
Meet a potential client

GAME PLAN (Strengths & Ideas)

When I engage with someone they get interested in what I do
Get the after school activities on my calendar!
I need to put myself in places where my ideal clients hang out

MASTERY

- 1) Potential Customer Engagement
- 2) Master Enroller – Fearless in going for "YES"

Recurring ACTIONS

- 1) Talk about what I do with at least 1 potential prospect each day with the capacity to pay \$200/month for my services.
- 2) Make 5 offers for exploratory coaching sessions every week (via Linked In or MeetUp Follow up)
- 3) Conduct 3 exploratory coaching sessions each week and conclude each one with an offer to coach (unless it is clearly not a good fit)
- 4) Attend afterschool activities with my child

PRACTICE SKILLS

- 1) Get better and finding potential customers
- 2) Get better at talking about what I do in front of a group
- 3) Get better and offering my services and getting: "YES"
- 4) Get better at honoring and prioritizing my family calendar activities.

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BECOMINGS

- 1) More confident as a business person
- 2) More "present" during family activities

CHALLENGES

- 1) I don't know where to go to find ideal prospects
- 2) During my exploratory coaching sessions I come up with a reason NOT to ask them to hire me
- 3) I often get behind schedule in what I need to do for my business and miss my child's event/game

INNER FREEDOM

- 1) I don't like to ask people to refer me.
- 2) I don't like to put pressure on people to say "YES" when money is involved!
- 3a) When someone has their life together, I don't think I can coach them.
- 3b) When someone has too many challenges, I don't think they can afford my coaching fee
- 4) When I am watching my child's game I often feel like I am "wasting time".

UPGRADES

- 1) Strong connections with a referral network that I create
- 2) A new CAR! (I seriously need one)
- 3) A closer relationship with my child & mate

EVALUATION

- 1) Count my revenue (on a spreadsheet)
- 2) Count how many exploratory sessions I do and % of YES's
- 3) Keep a list of people I think can refer customers to me.
- 4) I KNOW the highlights of my child's games.

WORLD POWER

- 1) I need 10 strong referral partners
- 2) I need support for the business details that bog me down
- 3) My car needs many repairs (No time! No money!)
- 4) My office has papers everywhere

How it adds up

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

If your player manages to get 12 "YES's" over the 12 weeks they will reach \$\$ objective. There will be plenty of challenges to play with and opportunities for growth.

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

In most games of life it works well to think of each new week as a new "game". As you complete the weekly games you will keep an eye on moving your player toward the objectives and experiences they set here in steps 1 and 2.

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Your player now has a weekly “game” to prepare for and play. As their coach, now your “game” is to help them to play the game better and better each week. But no matter what happens in the game each week, there will be another game to play next week until the season (12 weeks) is over.

Refresh the game every 3-6 months

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

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

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

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

If the player is satisfied, it is very likely that they will retain you for another “season”. If they are not satisfied they may not retain you as their coach. But most of the time a player will stick with you for at least 2 seasons (6 months) and hopefully a full year.

3.4) Coaching Practice

Coaching Outline for Session #3 Design the Object of the Game

Say: Today we are going to get into the details of your game!

ASK: At the end of our last session I challenged you to clarify your objectives for your game. How did that go?

ASK: What are the primary tangible **OUTCOMES** that you want to play for in the next 3 months?

ASK: What are the recurring daily or weekly **RESULTS** that will grow into each tangible outcome?

ASK: What are the recurring **ACTIONS** that will create each result?

ASK: On a scale of 1-5 (5 being mastery) how would you rate your skill level for each action?

ASK: For each action, describe what **MASTERY** looks like to you?

ASK: What are the **CHALLENGES** you expect to face while playing for your results?

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ASK: Who will you **BECOME** – what character traits do you want to develop – as you face these challenges?

ASK: What is most important for us to **EVALUATE** each week to track your progress in the game?

ASK: What **UPGRADES** to your environment will you need to sustain your game at a high level?

ASK: What **UPGRADES** to your environment do you want to enjoy as you win your game?

ASK: Tell me about any situations in your life – like commitments or life challenges – that could affect your ability to win this game?

ASK: When you look at this 3-month game, your current abilities and your current situation, do you believe that this game is winnable for you?

ASK: If not, how should we modify the game to make it winnable?

Wrap Up the Conversation

Say: “OK, this is a good place for us to wrap up this session. Next time, we are going to dive into your experience of playing the game.”

Say: “My challenge for you between now and then is to take your recurring actions and play for results and watch what happens. **ASK:** “Can you do that?”

Wait for them to say: “YES!”

ASK: “This was a great session. Can you give me a 30 second wrap up of what you learned today.”

>> Here is a sample dialogue with additional questions & comments

">>" You will see this symbol next to the lines that are in the coaching outline.

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

Say: Welcome back! It's great to be with you again.

>> Say: Today we are going to get into the details of your game!

Does that sound good to you?

Wait for the “yes”. (Agreement)

Specific 3-month objectives

>> ASK: At the end of our last session I challenged you to clarify your objectives for your game.

We will look at your objectives in 4 areas: Tangible outcomes, Mastery, Who you want to become and Upgrades to your environment.

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ASK: What did you come up with?

They may dive into some details or they may say they didn't really think about it. Either way you will guide the conversation into looking at each of the 4 areas one at a time.

A key point to this conversation is to cover all of the elements, AND to DANCE with your player at the same time. For example, if they jump into talking about challenges, roll with them and go there with them for a few moments. Then guide the conversation to the next part you need to talk about.

You don't need to be linear, BUT you do need to cover everything.

Let it flow AND keep it on track at the same time... THIS is the magic of great coaching conversation.

Another BIG point here is that many people that you coach will not know exactly what is possible in three month time frame of the game. As you engage with them you get a sense of the players' experience in the game.

>> Ask: What are the tangible **OUTCOMES** that you want to play for in the next 3 months? Is there something that you really want to accomplish?

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

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

Numbers are easy to identify as tangible **OUTCOMES**.

Examples:

\$4,000/ month in income

500 new subscribers to my newsletter

100 people attend my four workshops

Body weight less than 175 pounds

I want to have the first 100 pages of my book complete

Often specific environmental upgrade projects will be identified as outcomes.

I want to have a new job

I want to have my website up

I want to have my folks moved into their new home

So you can write them in the 4th box on the right side of the diagram and then try to figure out what the actual outcome is.

SAY: Great. A new job is what we call an **UPGRADE** to your environment because it will put you in a new place. This is an important part of your game for sure.

ASK: What is the **OUTCOME** you want to create by having a new job?

Or What is the **OUTCOME** you want to create by having a new website?

Sometimes people will list actions when you ask about outcomes.

(Because in the Industrial Age the Action WAS the outcome)

Examples:

I want to Exercise 3X per week

I want to Read 3 books per month

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I want to Meditate every morning

These go in the **ACTIONS** area. Ask them about the **OUTCOME**

Say: "That is a great activity so I will note that as one of the actions of your game.

Ask: What will be the outcome when you do it consistently well for 3 months?"

Next we want to move onto the Recurring RESULTS that will lead to these outcomes

Here you reference the outcomes that they described help them break it down into a recurring result.

This is important because it is the recurring results that we play for on a daily/weekly basis that ultimately lead to the outcomes they desire.

>> ASK: What are the recurring daily or weekly **RESULTS** that will grow into each tangible outcome?

Say: For example, to create the \$2,400 per month in business income that you mentioned as an **OUTCOME**, what results do you need to create on a weekly basis?

This is where you help your player see the relationship between ongoing results and the **BIG** outcome. In the Industrial Age we looked for a sequence of tasks to do to accomplish the outcome. But in games, instead of completing tasks we accumulate results.

For example: Signing a paying client @ \$200/month is a **BIG WIN**, a **BIG** result that will accumulate to the outcome.

Most times, it is pretty clear what the recurring results will be for each outcome. But sometimes it may take a bit of creative exploration to find it.

For example: The outcome of "Maintain freedom to enjoy more time with my child".

The results here would be both signing a paying client because money creates freedom **AND** an enjoyable afterschool activity with the child. An enjoyable afternoon with your child is a result.

Try to find at least one recurring result for each outcome. If you can't find one, leave it for now and come back to it in another session. You don't want the conversation to get stuck.

Next we want to move onto Actions and Mastery

>> ASK: What are the recurring **ACTIONS** that will create each result?

Your player probably has a good idea about the needed actions to get the results.

However, if they are not clear, you may have to spark the conversation with a few ideas of your own!

Remember too that all of us trained in the Industrial Mindset do not easily see the connection between actions and results. We only see that we completed the task and that's it.

So you have to learn to see that actions alone are not enough. We have to look at what happened "as a result" of the action.

A quick example might be writing an article. The action is to write, but that is not the end of the story. What were the results? Did anyone read it? Did anyone take the action you suggested at the end of the article? Did anyone call you to give you feedback?

In work, we only look to complete the task. In a game we **ALWAYS** look to see that our action created a result.

>> ASK: On a scale of 1-5 (1 is a beginner, 5 being mastery) how would you rate your skill level for each action?

Here you just want to get there perception of themselves. You will learn a lot more as you get into the game with them.

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THIS IS BIG.

In the Industrial Age, skill meant that you could complete the task without making any mistakes. In the Connected Age of Purpose & Play, skill means that your actions get results in the world.

So when you ask this question, you have to remind them that the rating is not based on their vision of "perfection" or doing it the right way; it is based on how frequently the action gets the desired result.

As you talk about actions, ask clarifying questions and share observations.

Ask yourself: are they missing or avoiding anything important?

If you have inklings in this direction, ask them!

ASK: are we missing anything important about playing this game?

Or

SAY: I was thinking XX activity is a part of this game but you haven't mentioned it. What do you think?

>> **ASK:** For each action, describe what **MASTERY** looks like to you?

Again, they may go in the direction of some vision of perfection or no mistakes.

You want to lean them toward the direction of being at ease and getting desired results most of the time.

If they already get great results in this action, THEN mastery will look like taking on a new challenge, or a new creative direction.

Examples:

I want to get better at engaging potential customers so that they love my firm and what we stand for even if they don't buy from us.

I want to be totally at ease and fearless in inviting someone to hire us. And I want us both to feel at peace even if they say "No, thanks", or "Not now".

I want to improve my ability to handle conflict so that I feel at peace and the other person feels heard and respected even if we don't come to an agreement.

I want to improve my writing skills so that people are moved to contact me to let me know how they felt about what I wrote.

>> **ASK:** What are the **CHALLENGES** you expect to face while playing for your results?

Remember, that in the Industrial Age we were taught to only do things that did not have challenges so that we could avoid making mistakes.

So it is a challenge for most people to see that challenges are fun! But this is the transformation you need to bring to your own mind and to everyone you coach.

At first, they may not see the challenges. Or they may describe them as problems.

You have to ease them into finding the fun in whatever gets in the way of creating the results they desire.

Challenges can be external like:

It is hard to find places where my ideal customers hang out.

Challenges can be internal like:

During my conversations with potential customers I come up with a reason NOT to ask them to hire me.

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

Listen and take notes. If the challenges are related to the game, write them in the Blue Circle labeled challenges. You will get into this more as the game moves along, but for now you need to get a feel for how "winnable" this game is for them.

If the challenge is not related to the game but seems more like a life "situation" write a note in the margin of the playsheet. We will get more into that with them in a moment.

Again...

Keep probing: What else? Is there anything else?

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

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

>> ASK: Who will you **BECOME** – what character traits do you want to develop – as you face these challenges?

The becomings often come from facing challenges. And sometimes your player may have an idea about specific character traits that they want to develop even if they are not related to a specific challenge.

So you can ask directly about character traits...

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

Specific experiences will come up here. Examples:

1. I want to have a much better relationship with my spouse/child/boss/colleague = I want to be more loving, caring, thoughtful or connected
2. I want to feel more relaxed at the end of the day = I want to be more peaceful
3. I want to have more time for myself = I want to be more joyful or reflective
4. I want to be a more confident as a business person
5. I want to be a more "present" during family activities

Becomings are the secret sauce of coaching!

The ultimate outcome of playing any game, WITH A COACH, is the joy of personal growth and self-discovery. This is found in the "WHO YOU BECOME" in the experience.

We all know that this is true for the greatest moments of our lives. Typically they began as a great challenge. Sometimes we create the challenge. Sometimes the challenges just seem to find us.

Ultimately it is the personal growth that tells the real story. AND, it is a big deal to think about this consciously as you get into the game.

>> ASK: What is most important for us to **EVALUATE** each week to track your progress in the game?

Step #5 is called Evaluate What Matters. We will get into that step in much greater detail then.

But in the beginning of the game it is very powerful to start to think about how your player wants to evaluate their performance. This is very empowering because in most things in life we feel we are being judged by outside forces.

Here you encourage your player see that "Feedback is the breakfast of champions".

When you play a BIG game, EVERYTHING is feedback. The question is which feedback is most

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important to look at?; which feedback will give you clues about how to play better?

Examples:

- 1) Count my revenue (on a spreadsheet)
- 2) Count how many exploratory sessions I do and % of YES's
- 3) Keep a list of people I think can refer customers to me.
- 4) I KNOW the highlights of my child's games.

>> **ASK:** What **UPGRADES** to your environment will you need to sustain your game at a high level?

This aspect of Upgrades is often the "Super Outcome" of the game. In other words, what positive changes in my environment do you want to create as you play and win your game?

Examples:

- 1) Strong connections with a referral network
- 2) A beautiful writing space in my home that makes me feel creative and open

>> **ASK:** What **UPGRADES** to your environment do you want to enjoy as you win your game?

- 1) A new CAR! (I seriously need one)
- 2) A closer relationship with my child & mate

Important: Next, get a feel for your players "situation".

Often your player will reveal their "situation" when they talk about the challenges of the game. But if it didn't come up, now is the time to ask them about it.

>> **ASK:** Tell me about any situations in your life – like commitments or life challenges – that could affect your ability to win this game?

Say: I need to get an understanding of what is going on in your life so that we can create a winnable game.

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

Listen and take a few notes. On the playsheet, write key points on the margins of the page. This is metaphorically good because it shows that these items impact the game but they are not the game itself.

Keep probing: What else? Is there anything else?

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

THE BIG REALITY FACING QUESTION

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

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

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

"Is this game winnable?" The BIG question.

YOU MUST ASK YOUR PLAYER THIS QUESTION.

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Do not shy away from this question.

Also, don't assume you know the answer based on how the conversation has unfolded.

Ask the player. And let them answer. You may be surprised.

>> ASK: When you look at this 3-month game, your current abilities and your current situation, do you believe that this game is winnable for you?

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

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

>> ASK: If not, how should we modify the game to make it winnable?

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

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

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

1) Look over your play sheet and notice where your player lacked clarity. Challenge them to reflect on that issue or question and write down several ideas. Be sure to ask them to send you what they write prior to your next session. This will create an accountability loop.

Example:

Say: "We are going to get you started in this game. One thing I noticed that was not clear was your understanding of the challenges you will face in xx activity. I would like you to reflect on this and write down 3 items for each of these. If you can't think of what to write, call a good friend or colleague and ask them to help you. Sometimes an outside perspective is helpful."

Say: I know this may stretch you outside of your comfort zone. Can you do it? And send it to me by next Tuesday at 5PM? (give a specific time to your request)

Wait for them to answer.

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

And you also want to get them involved in the activities of the game that you identified.

>> Say: "OK, this is a good place for us to wrap up this session. Next time, we are going to dive into your experience of playing the game."

>> Say: "My challenge for you between now and then is to take your recurring actions and play for results and watch what happens. **ASK:** "Can you do that?"

Wait for them to say: "YES!"

You may want to get a little more specific..

ASK: Which activity and result do you want to focus on?

ASK: How many times will you do this action this week?

ASK: What result are you playing for in the next week?

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

>> **ASK:** "This was a great session. Can you give me a 30 second wrap up of what you learned today."

Wait for their answer.

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

3.5) Highlights from the session

Session 4 – Step #3) Play for Results

4.1) Welcome back! Celebrations and Challenges

Come to class prepared to share!

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

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

4.2) Players share their BIG Game and Objectives

Come to class prepared to share your BIG Game and Objectives as a player.

What are your highlights from what your classmates shared?

4.3) The Components of Life Games

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

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

1) **Visibility** – introduction to strangers

- Action: Be seen: go "somewhere"
- Action: Be Known: Share yourself in some way
- Result: Connect with someone in conversation

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

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

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- Win: Get a YES

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

- Action: show up
- Action: do what you promised to do
- Result: they enjoy doing it
- Result: YOU enjoy doing it
- WIN: You BOTH enjoy doing it

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

- Action: Figure out who is going to do what,
- Action: Figure out when and where it's going to happen;
- Action: follow up
- Result: Everyone shows up / IT HAPPENS
- Win: The experience you intended for everyone involved... happens eg. It was fun, moving, productive etc.

Your Instructor will lead a dialogue to share examples of how each of the 4 components of games can be found in business, romance and career.

What are your highlights from what your classmates shared?

4.4) Play Two Win Step #3) Play for Results

From the program introduction...

Give your heart, soul and energy

AND enjoy it! Have fun.

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

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

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

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Like Step #2, this step is also a very creative process. Here you will use everything you know about the game and combine it with what you have learned about your player and their situation to continue to craft the activities of a game for them to play over a specific time frame – like a week or two weeks. You will get your player into action – playing – and going for the results of the game.

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

R-A-C-E stands for Results - Actions – Challenges – Evaluation

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

R = Clarify a desired result

A = Take action to create the result

C = Embrace the challenges you experience while attempting to create the result

E = Evaluate what matters; What did you learn about yourself, your skill level in the actions, your approach for creating the result.

GO BACK TO (R) and play again.

Sort of like: Lather, Rinse, Repeat.

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

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

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

Important distinction:

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

Managers control workers to complete their tasks on time

Mastery = the pursuit of excellence

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

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

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

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

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

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

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

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

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

While it is a challenge, it is also a relief

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

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

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

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

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

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

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

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

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

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

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

Three types of projects coaches need to be aware of

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

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

Business examples include:

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

Note: on the Play Two Win Play sheet you can make a note of these projects in the Green Game Plan Box.

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

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The F/C rules:

Fix / Complete something that is draining your energy

Find/create something that is missing

Business examples Include:

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

Note: on the Play Two Win Play sheet you can note important environmental design projects in the Green World Power Box

Unfortunately Necessary Projects

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

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

TASKS/Projects are SAFE – Playing for RESULTS is risky

A BIG reason why we fell into the task trap of the 20th century is because it is safe; MUCH safer than playing for results. We were SUPER TRAINED that mistakes are bad and to avoid making them. With this training it was easy to convince people that it is better to become a task slave than to live with the risk of playing for results where you might make mistakes of FAIL!

You have to keep this in mind as you become a coach. While you ARE setting them free by teaching them how to play for results, it IS a big step out of the comfort zone for most people.

So you have to expect some pushback. Don't get freaked out by this.

Just stay calm, stay with them and gradually teach them that risks and mistakes are part of what makes the games of life so much fun to play!

A few more points about game design

Playing Seasons - Projects Off-season

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

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

August and December are a great time for projects.

Play Language is the essential difference

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

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

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Special Case: When the game really IS a project

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

But wait!

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

You can make it a daily recurring action to write.

You can focus on “becoming a writer” vs. “writing a book”

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

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

The game is in there somewhere.

Don't let tasks stop the game actions

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

Note them on the Play Sheet.

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

Here is where you do two things:

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

Our Social Game System

In our Social Game System we have the 3 elements that match this framework: **exercise, recurring actions, results to play for.**

Power Ups:

An exercise that makes it easier to take actions that get results.

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

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

Game Actions:

These are the recurring activities that constitute playing the game.

On the game card the key is to notice how many times you can do this item on your game card.

Big Wins:

The intended results of the game actions. This is where the big points are.

On the game card the BIG Win items correspond to one of the Game Actions.

These are typically recurring as well. So if the game action has a place for 10 shares, there might be 3 places to share a BIG win.

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4.5) Coaching Dialogue for Session 4

Step #3 Play For Results

Say: Welcome back! In our last session we made a lot of progress in designing your winnable game. We focused on the object of the game and started designing your RACE.

In this session we will REALLY move into your RACE and playing for results.

Say: Our first thing we must accomplish today is to look at your tangible **OUTCOMES** and your recurring **RESULTS** that we came up with in our last conversation.

{Recap what you have on your Playsheet}

We want to make sure that we have honed in on the most important 3-5 results that we can pursue to reach your outcomes.

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

Say: Next we want to make sure we have identified the most important recurring **ACTIONS** you can take to get these results.

{Recap what you have on your playsheet}

ASK: Anything you want to add, remove or change?

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

Say: OK, now we have to bring in the Spirit of Play, because it is important that we PLAY for **RESULTS** NOT work on tasks.

To approach this with play we will focus on curiosity, creativity and fun.

Ask: When you look at taking these actions in pursuit of results, what are you curious about?

Ask: When you look at taking these actions in pursuit of results, how can you be creative?

Ask: When you look at taking these actions in pursuit of results, how can you make it fun?

Ask: Out of all the ideas we came up with to PLAY for your results, which one will you try this week?

Complete the session

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

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

Document the game

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

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

** Coaching Dialogue With Notes and additional comments**

>> **Say:** Welcome back! In our last session we made a lot of progress in designing your winnable game. We focused on the object of the game and started designing your RACE.

>> In this session we will REALLY move into RACE and playing for results.

>> **Say:** Our first thing we must accomplish today is to look at your tangible **OUTCOMES** and your recurring **RESULTS** that we came up with in our last conversation.

{Recap what you have on your Playsheet}

>> We want to make sure that we have honed in on the most important 3-5 **RESULTS** that we can pursue to reach your **OUTCOMES**.

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

Dialogue on this topic for a few minutes

After you and your player had some time to reflect on the game you are creating, often ideas will come up. It is important that you get into a flow of seeing the game as an emerging creation NOT a "fixed in stone" commitment.

The relationship between actions and results takes some time to grasp because we were trained only to accomplish things through a sequence of tasks. The only result was did you get it done perfectly and on time?

In a game, the result is when something happens in the world because of your actions.

This is a distinction that will probably take time to master for you AND your players.

>> **Say:** Next we want to make sure we have identified the most important recurring actions you can take to get these results.

{Recap what you have on your playsheet}

>> **ASK:** Anything you want to add, remove or change?

Dialogue on this topic for a few minutes

The key distinction here is to understand influence vs. control.

At work you only do tasks that you can control.

At play you start out creating results that you can NOT control, BUT you can influence with your skill, your energy, your creativity and your approach.

Most people feel that they have no influence. So it may take some persistent support for your player to step into building and using their influence to create results.

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

Here you just want to get a feel for the activity level. Don't get into a big commitment thing about doing it 5 times or whatever. The most important thing is taking the action as many times as it takes to get the results you desire for the week (or whatever time frame you are playing in).

>> **Say:** OK, now we have to bring in the Spirit of Play, because it is important that we PLAY for **RESULTS** NOT work on tasks.

>> To approach this with play we will focus on curiosity, creativity and fun.

>> **Ask:** When you look at taking these actions in pursuit of results, what are you curious about?

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HINT: Curiosity sounds like “I wonder what would happen if...”

Dialogue on this topic for a few minutes – offer suggestions that pop into your mind without attachment.

This is a BIG Deal!

Even though you have been using game language, I can almost guarantee that your player is thinking of this as work and will be stuck in the framework of wanting perfection and doing it right.

So it will be mind-opening and strange to talk about “curiosity”. Humans are curious, but we lose it as we get into the world of work. You have to help them find it!

>> Ask: When you look at taking these actions in pursuit of results, how can you be creative?

HINT: Creativity sounds like “A different way I could approach it is...”

Dialogue on this topic for a few minutes – offer suggestions that pop into your mind without attachment.

Creativity is another mind-bender! Most people have been taught that they are not creative. It is a BIG part of your purpose as a coach to re-introduce people to their creative energy.

You really have to support them in looking at their game in a creative way.

>> Ask: When you look at taking these actions in pursuit of results, how can you make it fun?

HINT: Fun sounds like “I would LOVE to try...”

Dialogue on this topic for a few minutes – offer suggestions that pop into your mind without attachment.

Fun is the ultimate mind-bender.

They may not believe that they can have fun and create important results at the same time. You have to guide them one small step at a time into the world of having FUN with serious play.

>> Ask: Out of all the ideas we came up with to PLAY for your results, which one will you try this week?

Your purpose as the coach, is to help them sort through the possible ideas and pick just one to try as an experiment.

This is an important habit because this is how you will guide your player into the idea of every week playing better than the week before. Strategic experiments are the gateway to mastery.

Complete the session

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

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

Document the game

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

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

4.6) Highlights from session

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Session 5 – Step #4) Embrace Challenges

5.1) Welcome back! Celebrations and Challenges

Come to class prepared to share!

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

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

5.2) Players share their experiences of play

Come to class prepared to share your experiences of playing from the past week.

You may have noticed times where you didn't want to play. This is a common experience that we will talk about because if it happens to coaches, it will happen to your players too.

What are your highlights from what your classmates shared?

5.3) Playing for results vs. Getting it done

Your instructor will lead a dialogue about the important distinctions between "playing for results" and "getting it done".

A few points to be aware of:

- enjoy the feeling of taking action
- avoid looking at your game actions as a glorified task list
- avoid task obsession - getting it done at all costs - remember to enjoy the game AND your life
- avoid the job mentality - I HAVE to do this - it is not fun
- be sensitive to the level of the game you can play right now while keeping your vision on the great player you desire to be

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- **keep your sights and intentions on the desired results of the game!**
(but don't obsess about them)

An example: Writing an article

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

An Inspirational Player:

- Writes the article to engage participation with readers;
- Tracks participation on the blog about it,
- Jump into the online conversations about it,
- Makes connections with readers who are inspired or provoked by it,
- Makes offers to talk on the phone,
- Gets a few appointments.

The desired **RESULT** of the article was to engage readers and get appointments.

The BIG Upside!

The key point is that the desired results of your actions don't just happen "automatically" because you took the action.

This is actually great news!

Because what it really means is that YOU matter!

The way YOU approach the game will create different results than the way another person does it.

Your energy matters. Your skill matters. Your ideas matter.

YOU MATTER.

You are a player in the game with YOUUnique skills, energy and ideas making things happen in the world in your own way... You are NOT a replaceable cog in the wheel of industrial production.

What are your insights from the conversation?

5.4) The Triple Play – Results – Mastery – Joy

Industrial workers just want to get the job done.

Purposeful players are in a bigger game!

- 1) Play for results - Something happens in the world
- 2) Pursue Mastery - Become a better player and grow
- 3) Enjoy the game - Enjoy your life

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Results + Mastery + Joy is the Triple Play!

How will you weave the triple play into your game?

5.5) Judgment-Free Awareness

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

This is a big insight from the "Inner Game of Tennis" – by Timothy Galway; an original coaching manifesto.

Often when we are performing an action there is an internal dialogue between the inner executive who acts as if they know how to do everything perfectly and the "doer" who is often screwing things up.

Be aware of the urge to criticize the "doer".

Look at everything from a place of pure observation and curiosity. Learn from everything. Hold your vision of how you want to do things and move toward that with ease rather than with angst.

Look at the challenge with clear, open eyes.

Rather than judging that something is wrong with you, or the situation or the game.

Embrace the challenge and dive into it.

Curious Questions:

How is this challenge making me a better player?

What is the REAL challenge here?

(e.g.. it isn't really just too much to do!; how did you end up in a game with an impossible amount to do?)

5.6) Play Two Win Step #4) Embrace Challenges

Get the best results possible from every unique situation

Challenges are what make a game a game! Without interesting challenges to stand between your actions and the desired results the activity becomes work. When you have 100% certainty that the action will create the desired result, then it is no longer a game.

When the game is on there are challenges between you and the results you desire; AND there are surprises that make every game a unique experience. These are opportunities to make the most of the situation, to make adjustments to your plan or approach obstacles with energy in pursuit of your desired results. Often the joy of the game itself can pull the player through challenges where they would normally stop.

It is the challenges of the game that grow your player into becoming the person they desire to be in the world. The way your player responds to challenges will tell you a LOT about them. And it will give you a lot of important clues that you can use to help them become a better player.

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

Every game has challenges!

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Every game has unique challenges; that is part of what makes it so interesting. As a coach you want to help your player become resilient and resourceful. And sometimes, you need to be there to provide an outside perspective.

In athletic games the coach has time outs and half time to do this. In life games the Coach isn't on the side lines watching so you have to find creative ways to stay involved and contribute: via quick check-in calls, email, text, tweets, carrier pigeon. Whatever it takes!

Why games have challenges

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

Notice 3 types of challenges:

1) the challenges that are part of the game

(the challenge of getting the desired results; making something happen in the world is not easy)

2) Inner resistance challenges

(conflicting thoughts, feelings and actions)
and

3) Environmental challenges

(obstacles or missing resources).

Here is a major point about the difference between Work and Play

When you are work on something, the object is to get it done. It is a black and white thing. Did you do it or did you not do it.

When you are at play with something the object is to get a result AND get better at doing it AND enjoy it. A result means something happens in the world "as a result" of your action.

The essential distinction is between control and influence.

If you can control the outcome, that is working on a task.

If you can't control the outcome, BUT you can INFLUENCE the outcome with your skills, energy and creativity, THEN it is a game.

When you are at play with something you know that sometimes your result will happen and sometimes it will not. (eg. When you shoot the ball toward the basket, you know that it won't go in every time) So if the game is to contact 5 potential customers and invite them to use your service, you know that some will say "yes" and some will say "no" AND the challenge is to INFLUENCE them to say "YES" more often, to enjoy it even when they say "no" and to figure out ways to improve what you are doing.

If you approach the action as a "worker", either you will talk to 5 people just to check it off of your list – not paying attention to what the results are, OR you will approach it as your task is to get the "YES". When someone says "No" it is a big frustration because it is delaying completing your task and now you won't make your deadline and then you can't get to the next item on your important list and this is bad because you are supposed to get this done right the first time and it spirals into trouble.

Remember too that we learned to be "workers" in school. We were all put into the "Perfection Trap". There is a right way and wrong way to do everything. Get it right the first time. The goal is to get a perfect score with no mistakes.

Players Embrace Challenges – Workers generally do not

Workers resist challenges because they delay completing the task

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Workers do like reach out for support because it is a sign of weakness – they don't want anyone to know that they did not do it perfectly

Players embrace challenges because they make the game interesting; even fun!

Players connect with teammates and their coach to step up to the challenge – together we play better.

EMBRACE means: you welcome the challenge; you enjoy the challenge; you engage with the challenge; you are grateful for the challenge.

Coaches Check In

It is important to be available to check in with your player while the game is going. This would be like a time-out or half time in an athletic game. As your player is responding to the challenges of the game they will benefit from a quick conversation with you. Remember, your player is probably infected with worker mindset, so when challenges happen it will greatly disturb them at first. Your input will help them shift into play mode and EMBRACE the challenge.

Things to do while checking in.

- 1) Brain storm ways to respond to a challenge
- 2) Revise the game plan – the approach to getting the desired results
- 3) Embrace the challenge for quick perspective – How is this challenge serving you in becoming a better player?
- 4) Celebrate progress
- 5) Add perspective to a big decision
- 6) Provide short term accountability for an important commitment
- 7) Make sure your player knows that they are supported
- 8) Challenge your player to keep going even when the going is tough

How to do it

How you manage the “check in” part of coaching is up to you. Here are a few ideas:

- 1) Make sure your player knows that you are available and how to reach you
- 2) Request a check in call in between sessions
- 3) Keep check-in calls to around 5-7 minutes.
- 4) Most players will respect your time; they are busy too! However, if a player does begin to request or expect too much extra time, simply be firm about the duration.
- 5) eMail is a great way to stay in communication in between sessions. Many players find it valuable to send a daily update with results and unique challenges.

What the Coach Should KNOW

Coaching is MORE than an hourly service conducted at specific times by appointment!

Coaching is a relationship. You become an integral part of your players' life. It is meant to be timely and hands on more than stand-offish or impersonal. The feeling that you are with them every step of the way REALLY matters.

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One of the hardest things for a new coach is learning to curtail your advice when your player is not getting results. There is a time for showing your player what to do, but most coaches go there WAY too soon. It is better if you guide your player into figuring it out for themselves and THEN show them. This way it is much more collaborative – two people figuring it out together – and less pure teaching. Also, the more you observe your player the more personalized your teaching will be when you get to that point.

As we move through the method together, you will learn the 4 ways to help your player play better: game plan, practice skills, expand Inner Freedom and expand World Power. In the next session, Evaluate What Matters, we will talk about how to move from observing into teaching. Teaching IS an essential part of coaching; however it is important to do it in a “coach-approach” way.

When you have all of the steps available to you, you can weave them into your coaching sessions with a player whenever you think its best. You may start teaching new skills right away in session #2 if it seems like the right thing to do. But for now, waiting it out while YOU are learning is a good experience for you.

What are your insights from the in-class dialogue about embracing challenges?

5.7) Coaching Practice

Coaching Outline for Session #5 Embrace Challenges

Say: Welcome back! In our last session we really got into the actions of your game. In this session we want to explore the challenges you faced while in pursuit of your desired results. We will talk about actions you took where you got results; actions you took where you didn't get the results you wanted and actions that you didn't take at all. We will look at all of it with Judgment-Free Awareness

ASK: Let's start with **ACTIONS** where you got your desired **RESULTS!** Did anything like that happen?

ASK: What can you learn from this experience of getting your desired **RESULTS?** (skip this question if they didn't get any desired results)

ASK: Next let's explore the **ACTIONS** you took where you did NOT get your desired **RESULTS** because there was a **CHALLENGE**. How would you describe the **CHALLENGE?**

ASK: What can you learn from this **CHALLENGE?**
How will this challenge make you a better player?

ASK: How can we bring the Spirit of Play to this **CHALLENGE** the next time?

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ASK: Next let's explore the **ACTIONS** that you were intending to do but you did not. What happened? What got in your way?

ASK: What structure can we set up so that you get into this action this week?

ASK: Let's take a step back for a moment. Looking at your experience of playing for **RESULTS** and embracing **CHALLENGES** what is your takeaway?

Ask: Based on what you just experienced, what **RESULTS** do you want to play for this week?

Complete the session

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

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

** Coaching Outline with additional comments and questions **

>> **Say:** Welcome back! In our last session we really got into the actions of your game. In this session we want to explore the challenges you faced while in pursuit of your desired results. We will talk about actions you took where you got results; actions you took where you didn't get the results you wanted and actions that you didn't take at all. We will look at all of it with Judgment-Free Awareness.

>> **ASK:** Let's start with **ACTIONS** where you got your desired **RESULTS!** Did anything like that happen?

If your player got some positive results make sure you champion them!

You may need to remind your player that RESULTS means something happened in the world because of their actions.

>> **ASK:** What can you learn from this experience of getting your desired **RESULTS?**
(skip this question if they didn't get any desired results)

Here you want to help them capture what they did that created the results.

If there was a sequence of events you can help them craft a methodology that they can repeat.

>> **ASK:** Next let's explore the **ACTIONS** you took where you did NOT get your desired **RESULTS** because there was a **CHALLENGE**. How would you describe the **CHALLENGE?**

Your objective as a coach is to turn every experience into learning:

- 1) The player learning how to play the game.
- 2) You learning about your players' capabilities.

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A big part of learning to play a game is SEEING the challenges and learning to embrace them and develop a positive response.

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

Remember that challenges are fun BUT when your player is in worker mindset trying to "get it done" the challenges don't seem like fun. You have to help them see this new framework.

>> ASK: What can you learn from this **CHALLENGE**?
How will this challenge make you a better player?

Remember that challenges are fun BUT when your player is in worker mindset trying to "get it done" the challenges don't seem like fun. You have to help them see this new framework.

You have to gauge if you think this is a bizarre one-time challenge, or if this is a common challenge that your player will likely face on a regular basis. This will determine how much time you want to spend understanding this challenge.

>> ASK: How can we bring the Spirit of Play to this **CHALLENGE** the next time?

This is the BIG question to reframe the challenge from the perspective of curiosity, creativity and resourcefulness.

Say: Remember, keep your mind open and think of this as an experiment rather than something you think you should already be good at!

ASK: What can you do differently next time?

>> ASK: Next let's explore the **ACTIONS** that you were intending to do but you did not. What happened? What got in your way?

THE BIG BIG BIG deal here is judgment-free awareness. Keep this exploration light and curious.

There are 4 fundamental reasons why we don't take an important action in our game. Each of these will lead to steps 6,7,8 and 9 of our method.

Here you want to start to create awareness and understanding of why your player avoided a particular action. Suggest these 4 ideas and see which one the player resonates with the most.

ASK: OK. Was there some fear or uncertainty involved with holding you back?

Listen carefully! You will get clues about how self-aware your player is.

Game Plan Doubt – Not sure WHY they were going to do it.

Skill Doubt – Not sure they could do it well / perfection trap.

Inner Freedom – There was some fear that came up at just the thought of doing it.

World Power – There was some big block or missing resource that made the action impossible.

>> ASK: What structure can we set up so that you get into this action this week?

Remember, at this stage you don't want to jump in with too many tips or solutions.

You want to see if the expanded awareness enables your player to come up with their own solution.

>> ASK: Let's take a step back for a moment. Looking at your experience of playing for **RESULTS** and embracing **CHALLENGES** what is your takeaway?

This is a big open ended question to see how your player perceives of themselves and the game.

You can go deeper into it this way...

If you have useful knowledge for your player, this is what you do:

Say: I do have some ideas that may help you which I will share with you in due time. For now, as strange as it may seem, I really want to you come up with a new approach on your own and then I will share some possible solutions with you.

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If you don't have useful knowledge for your player, this is what you do:

Say: This is a great challenge. We will take it on together. Your next step is to find resources – people you know who play this game, books and articles, anything who can provide ideas for how to step up to this challenge.

Ask: Do you have any immediate thoughts about where you can find these resources?

>> **Ask:** Based on what you just experienced, what **RESULTS** do you want to play for this week?

Here you can tweak the game if needed to adapt to the real world understanding your player just acquired.

Complete the session

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

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

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

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

5.8) Highlights from the session

Session 6 – Step #5) Evaluate What Matters

6.1) Welcome back! Celebrations and Challenges

Come to class prepared to share!

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

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

6.2) The Paradox of Play

This is a BIG conversation for your growth as a Coach AND Game Changing player. Only the key phrases are included in the playbook. The conversation will be co-created with your instructor and colleagues.

The Paradox of Play:

**If you can't lose, the game is not worth playing;
when you really play, you always win**

Another deep conversation with a different twist:

**If you want to feel fully alive,
make failure an option**

What are your insights from this conversation?

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6.3) Going deeper into Play – results, action, challenges, effort, skill, practice, mastery

Next we will go deeper into the experience of Play. Your instructor will ask several questions. Share your thoughts based on what you have experienced so far in class, AND in your life as a player.

Question – What makes results fun?

Question - What makes action fun?

Question - What makes challenges fun?

Question – What is the value of effort?

Question – What is the value of skill?

Question - What is the value of practice?

Question – What is the value of mastery

Question: How do you explain the relationship – in your own words – between actions, skill, mastery, results and objectives?

6.4) Play Two Win Step #5) Evaluate What Matters

Learn and grow from judgment-free awareness

Feedback is the breakfast of champions! Playing any game well requires an ongoing process of evaluation and refinement. In any game there is a LOT of feedback to consider so the Coach must help the player decide what matters; what to evaluate.

The coach must keep one eye on how the player is playing now, and another on where the player is going. Often the player will not see that what they are doing is not getting the desired results! Celebrating wins and transforming loses into learning opportunities are at the very essence of coaching. Enjoy, celebrate and leverage victories. Debrief and quickly learn from losses by practicing judgment-free awareness. This is how coaches create long term player improvement and growth.

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

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

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

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

Evaluating results is a big part of what makes coaching a unique service. The ultimate purpose for evaluating results is to transform EVERY experience your player has into something that helps them play better in the next game. If you do this step well, you will see incredibly fast growth in everyone you Coach. However, it takes courage because in order to do it well you must be able to stare failure in the face without blinking. OK, that is a bit metaphorical, let's get into what it means.

Key Ideas for Evaluate What Matters

1) Evaluate What Matters is the way you will begin EVERY coaching session after the quick life check in. It is one of the recurring patterns for YOU as the Coach.

2) What matters?

BIG Question. The results matter. Gaining skill matters. Who you become matters. Enjoying the game matters. The feedback of others matters... SOMETIMES. There are so many things that could matter. When you play for results you create a lot of feedback. As a coach you must help your player figure out what matters most and look at it with judgment-free awareness and use it to create insights that help the player play better.

3) The basic coaching rule is to end every session with your player knowing exactly what results they are playing for in the upcoming period of time. Evaluate What Matters is where you find out what actually happened and then figure out what to do next. YOU MUST ask your player what happened. This shows that you care; that you are paying attention; that results matter. **IMPORTANT: the more clear and specific you are in defining the results the player is going for, the more you will learn when you evaluate results.**

4) If your player was successful in getting the results they desired, then it is time to celebrate and champion your player. Take stock of expanded capacities and experiences that can be leveraged for the next game.

5) If your player was NOT successful in getting the desired results then you have to find out what happened and get ready for some major transformation: the transformation from losing to learning. Failure is an essential part of playing big games in life. For most people, the opportunity to fail is the number one reason they don't play, especially the meaningful games in life where failure really hurts: like business, career, romance and family.

6) There are a few key steps to guiding your player from an experience of failure to one of learning. These are outlined in the coaching practice notes.

7) It is essential that you maintain judgment-free awareness. This means that when you look at the situation, whatever happened or didn't happen can be used to play better. This does NOT mean that you don't care, or are aloof. You care AND you maintain a big-picture perspective. This is BIG because most players hate to talk about failure and they hate to disappoint their Coach.

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This is a fine line to walk. You want to maintain a great desire for winning and getting results while at the same time not getting dragged down by disappointment. As you do this, you will teach your players to live this way as well. When they learn this, they are REALLY free to play.

8) Remember the paradox of games: If you can't lose, it is not worth playing. When you really play, then you always win.

9) No great achievement is ever achieved without LOTS of failures along the way that are successfully used for course correction. Your job as a Coach is to maintain this perspective and guide your player to the insights that are available with every failure. This is key because it is the rare individual who is able to see these things from self-reflection alone.

10) The path to mastery in any endeavor includes LOTS of mistakes and messes. It is part of the process. The Coaches job is to speed up the recovery and clean up time so that the player becomes a fast learner. This is a MAJOR benefit of having a Coach.

11) Looking at weakness requires courage. It takes a big heart to go for something important not knowing if you will get it or not. And then face the moments when it doesn't happen. AND THEN bounce back and learn from everything and go for it again.

12) To put Evaluate What Matters in context of the Play Two Win Method:

1) Steps 1-4 are about designing and playing your endeavor as a game worth playing

2) Step 5 – Evaluate What Matters – is where you shift focus from playing to playing better

3) Steps 6-9 are 4 powerful ways a coach can use with a player go help them play any game better

What the Coach Needs to know

People don't like to talk about losing or failure. Encourage them with judgment-free awareness and conversation. Remind them that failure is a natural part of playing big.

Your players will sometimes create distractions to avoid talking about the results. Listen to what they want to talk about. Then ask about the results.

Sometimes your player will not see the difference between results and a good excuse. An excuse is very different than learning.

Sometimes your player will not see that what they are doing is not working – they have a blind spot and will keep repeating the same mistakes until you bring it out.

6.5) The Flow of a Coaching Session

Here is an easy to remember five point "Flow of a Coaching Session".

1) Quick life check in

Emphasis on QUICK! Often it is good to open your coaching session by finding out if there is anything noteworthy happening in your players life. Your players need to know that you care about them as an individual.

2) Evaluation

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Talk about what happened and didn't happen in the game. Your players need to know that you care about results. Celebrate wins! This is your springboard into everything else you talk about in the session.

3) Respond to Challenges

No matter what the results are, you always learn the most from debriefing on the challenges of the game.

4) Figure out what to do to play better

Here you will determine which steps of the coaching method will best serve your player in this moment: game plan, practice skills, expand inner freedom, design personal environments. You may end up doing one or more.

5) Create or renew the game plan for the next time period

ALWAYS conclude the session with your player KNOWING what the game plan is and the results they are playing for.

6.6) Coaching Practice

Coaching Outline for Session #6 Evaluate What Matters

Note to the Coach: The Numbered Bold Lines are there to give you a reference point, you don't say them to your player.

1) Quick Life / Situation Check in

Ask: How are you? Can you give me a 2-minute update on what is happening in your life?

If there is something BIG going on...

Ask: is this something we need to address during our session?

{If yes, make a note of it}

2) Evaluate the game

Say: So, let's evaluate your game and talk about what happened and what didn't happen?

ASK: Let's start with **ACTIONS** where you got your desired **RESULTS!**
Did anything like that happen?

{If they got some positive results do this part. If not skip to the next part}

How to talk about success

Say: Wow! Congratulations. That is a great accomplishment. How did it feel?

ASK: What can you learn from this experience of getting your desired **RESULTS?**

How to talk about failure – or absence of positive results

Say: OK, the most important thing we can do is maintain judgment-free awareness and learn as much as possible from the experience.

ASK: Let's explore the **ACTIONS** you took where you did NOT get your desired **RESULTS.**
How would you describe the **CHALLENGE?**

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ASK: What can you learn from this **CHALLENGE**?
How will this challenge make you a better player?

SAY: Anything that happens during a game can be explored as feedback

ASK: What other feedback did you receive while playing your game?
Is there anything else we should evaluate together?

ASK: Next let's explore the **ACTIONS** that you were intending to do but you did not. Using judgment-free awareness, what happened? What got in your way?

3) Respond to challenges together.

ASK: Let's take a step back for a moment. Looking at your experience of playing for **RESULTS** and embracing **CHALLENGES** what is your takeaway?

Ask: How can you respond to this challenge with the Spirit of Play?

4) Figure out what to do next to play better

SAY: OK, let's co-create a way to play your game better this week!

ASK: Based on what we have discussed to far, what can we do to get better results?

If you have useful knowledge for your player, this is what you do:

ASK I have an idea for how you can do this better. May I share it with you?

{Share what you know in the most concise way possible}

ASK: What do you think about this idea? Do you want to try it? Or do you have a way to use it as a springboard for something different? You tell me.

ASK: Is there an experiment you can try this week to get better results?

If you don't have useful knowledge for your player, this is what you do:

Say: Let's tap into some outside resources to find a better way.

Ask: Do you have any ideas about who or where you could find some ideas?

5) Confirm the new game plan for the upcoming time period

Ask: Based on everything we have discussed, what **RESULTS** do you want to play for this week?

ASK: How would you summarize your game plan for the week?

Complete the session

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

Ask: Please give me your 1-minute recap on our session today...

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

Document the game

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

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

**** Coaching Outline with additional comments and questions ****

Note to the Coach: The Numbered Bold Lines are there to give you a reference point, you don't say them to your player.

1) Quick Life / Situation Check in

>> **Ask:** How are you? Can you give me a 2-minute update on what is happening in your life?

If there is something BIG going on...

>> **Ask:** is this something we need to address during our session?

{If yes, make a note of it}

2) Evaluate the game

>> **Say:** So, let's evaluate your game and talk about what happened and what didn't happen?

>> **ASK:** Let's start with **ACTIONS** where you got your desired **RESULTS!**
Did anything like that happen?

{If they got some positive results do this part. If not skip to the next part}

How to talk about success

>> **Say:** Wow! Congratulations. That is a great accomplishment. How did it feel?

>> **ASK:** What can you learn from this experience of getting your desired **RESULTS?**

Listen.

A few questions to weave into the conversation...

You don't ask all of these questions! Choose one or two that seem to fit best in the situation.

Ask: What did you learn about yourself while playing this week?

Ask: What did you do that worked well?

Ask: What were some of the challenges that you had to overcome?

Ask: What did you do for a little celebration? Take a few moments to enjoy this.

Ask: Was there anything that happened that made the game more difficult than it needed to be that we can improve upon.

Ask: OK, what do you want improve on next?

Your player may have a specific idea of how they want to leverage the results they just created. Or you may have a plan for what they need to do next. The key is to move from success into a new challenge.

How to talk about failure – or absence of positive results

>> **Say:** OK, the most important thing we can do is maintain judgment-free awareness and learn as much as possible from the experience.

>> **ASK:** Let's explore the **ACTIONS** you took where you did NOT get your desired **RESULTS.**
How would you describe the **CHALLENGE?**

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- >> **ASK:** What can you learn from this **CHALLENGE**?
- >> How will this challenge make you a better player?

There are many additional things to ask. Here are a few examples.

Ask: so what do you think happened?

Ask: What did you learn from the experience

Ask: What do you think we should work on now so that we can get better results next time

Ask: was there anything about the game that worked well?

>> **SAY:** Anything that happens during a game can be explored as feedback

>> **ASK:** What other feedback did you receive while playing your game?

Is there anything else we should evaluate together?

>> **ASK:** Next let's explore the **ACTIONS** that you were intending to do but you did not. Using judgment-free awareness, what happened? What got in your way?

3) Respond to challenges together.

>> **ASK:** Let's take a step back for a moment. Looking at your experience of playing for **RESULTS** and embracing **CHALLENGES** what is your takeaway?

>> **Ask:** How can you respond to this challenge with the Spirit of Play?

Here are some additional questions you can ask:

Ask: Were you expecting this challenge? How did you respond to it?

Ask: How can this challenge make you a better player?

Ask: Have you faced a challenge like this before? What did you do then?

Ask: What is your typical approach to challenging situations? Is this something you want to change?

4) Figure out what to do next to play better

>> **SAY:** OK, let's co-create a way to play your game better this week!

>> **ASK:** Based on what we have discussed to far, what can we do to get better results?

>> **If you have useful knowledge for your player, this is what you do:**

>> **ASK:** I have an idea for how you can do this better. May I share it with you?

{Share what you know in the most concise way possible}

Present it as "an option" NOT "You MUST do this"

Make sure that they resonate with your approach. Don't push it if they don't.

>> **ASK:** What do you think about this idea? Do you want to try it? Or do you have a way to use it as a springboard for something different? You tell me.

>> **ASK:** Is there an experiment you can try this week to get better results?

If you don't have useful knowledge for your player, this is what you do:

>> **Say:** Let's tap into some outside resources to find a better way.

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>> **Ask:** Do you have any ideas about who or where you could find some ideas?

Brainstorm with your player! Offer any resource ideas you have available without attachment to them wanting to try them.

Be persistent in the conversation to find something different to do next.

Coach... Do some research!

This came up earlier in this playbook. When you are coaching a player in a game that you do not know very well, expect to take on some research time to learn the game yourself. Every new player is an opportunity to expand your capabilities as a coach. We always say: coach the games you know. But sometimes you have the opportunity to coach a game you do not know and it can be VERY challenging and valuable for you to jump into it.

Note: After you learn the final 4 steps of the method, you will choose one of these four steps to help your player play better.

Is it a game plan opportunity? Come up with a new approach. (see step #6)

Is it a skill / practice opportunity? Figure out a practice or do a role play(see step #7)

Is it an inner freedom opportunity? Are their fears, conflicting thoughts, feelings or emotions getting in the way? (see step #8)

Is it a world power problem? Are their too many obstacles or missing resources? (see step #9)

5) Confirm the new game plan for the upcoming time period

>> **Ask:** Based on everything we have discussed, what **RESULTS** do you want to play for this week?

>> **ASK:** How would you summarize your game plan for the week?

Listen and write the desired results in the Play Sheet

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

Complete the session

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

>> **Ask:** Please give me your 1-minute recap on our session today...

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

Document the game

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

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

6.7) Highlights from the session

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Session 7 – Step #6) Game Plan

7.1) Welcome back! Celebrations and Challenges

Come to class prepared to share!

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

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

7.2) Midseason Review: Is your game winnable?

Your instructor will lead a provocative conversation called: Midseason review.

In this conversation you will explore questions like:

Are you on track to reach your objectives?

What have you learned about playing a win-able game?

Are you feeling doubt in your game or on the brink of quitting because you can not win?

Do you want to adjust your objectives to make your game win-able?

What are your insights from this conversation?

7.3) The 4 steps to Play any game better

Next your instructor will engage you in a conversation about how to play any game better.

Consider these questions:

When people don't do what they said they were going to do, what reasons do they usually give?

When people don't get the results they are playing for, what reasons do they usually give?

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Of course, you can consider your own approach to these situations! ;-)

What are your insights from this conversation?

7.4) Play to your strengths – but what are they?

Next you will engage in a conversation about helping your player play to their strengths.

What are your insights from this conversation?

7.5) Play Two Win Step #6) Game Plan

Co-Create a strategy for the game

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

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

What is the desired result?

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

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

What assets and resources can we utilize?

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

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

A game plan is an approach to the activities of the game that is strategic. A game plan should make the best possible use of the players' skills and resources in pursuit of the results of the game.

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The purpose of a game plan is make sure your player knows what to do next, why they are doing it and how they are going to do it.

There are many levels of game planning from crafting a basic action plan to complex strategic analysis. We will focus here on a few basic yet powerful concepts.

What is your IDEA?

Game planning begins with an idea; an approach to playing and winning the game. Or said another way: Game planning begins with knowing the desired results and knowing what actions to take to get those results.

As a coach you have to assess your players' level of understanding about how to get the desired results of the game and the various approaches that can be taken to get those results.

The purpose of game planning is to identify the BEST way to get the desired results in the short term while building for sustainable results in the long term.

KEY POINT – Game Plan -> Results -> Outcomes

In step 3 of the Method we focused on the Results that will lead to the Outcomes.

In step 6 we game plan is to identify the most crucial daily results and the best way for your player to get those results given their current capabilities and resources.

In the early stages of a coaching relationship – especially with a player who is new to a game – the coach has to take the lead in providing the ideas and directing the game plan. As a player grows in experience, the game planning process becomes more collaborative.

A few examples...

- If the game is business, the crucial daily result is signing clients or selling products. So, the player must have a sound fundamental idea and necessary skills to do this.
- If the game is leadership, the crucial daily result is inspired followers taking actions to reach the shared vision. So, the player must have an idea about the actions required to enroll and inspire team members.

Make the best use of skills and assets

When developing a game plan for the short term you want to make use of your players' skills to get results.

This process requires thoughtful consideration on the part of the coach. For example, if the player is really new at something you may not want to base your entire game plan on doing that one thing. Some creativity may be required to make use of other skills and assets so that they don't get discouraged while they are learning.

Another element of game planning is being aware of all of the players' assets and resources and making good use of them. Part of the process of getting to know your player is finding out what their current resources are. Often players are not aware of what their resources are or they are not aware of how to use them in the new game.

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In most life games, the resources are in the form of people and ideas.

A few examples...

- People: Who do you know who can introduce you to potential clients for your business?
- Ideas: Do you have some information that others will find valuable that can be offered to add value and build relationships

(Note: In step 9 – Design a Winning Environment, we play with how to develop assets and resources to upgrade the environment for sustainable results.)

Knowing what to do next

The value of knowing what to do next cannot be underestimated. Making choices among seemingly infinite options can be quite overwhelming especially for a new player of the game. Breaking the options down to short term and long term plans can give the player the confidence to move forward knowing what they are doing and how it builds long term success.

7.6) Coaching Practice

Sample Game Plan Conversation

1) Quick Life / Situation Check in

Ask: How are you? Can you give me a 2-minute update on what is happening in your life?

If there is something BIG going on...

Ask: is this something we need to address during our session?

{If yes, make a note of it}

2) Evaluate the game

Say: So, let's do a quick evaluation of your game and talk about what happened and what didn't happen?

ASK: Tell me about the **RESULTS** you got and the **RESULTS** you didn't get.

3) Respond to challenges together.

Ask: What was the biggest challenge you faced and what did you learn from it?

4) Figure out what to do next to play better

In this session you will co-create a Game Plan.

Say: "OK, we need to put together your basic game plan. Looking at your desired **OUTCOMES** what do you think about the daily **RESULTS** we have been playing for? Are they the most crucial to your success?"

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Say: "In our previous conversations we started playing with some game actions to create your results. Now we are going to look at this more deeply to create a solid **Game Plan**."

Ask: "What strengths, skills or hidden talents do you have right now that we can use to create your results?"

Ask: "What is a creative way we could make better use of these strengths?"

Ask: "What assets, in the form of relationships, do you have that we can leverage to create these results? In other words who do you know who could support you or advocate for you in some way?"

Ask: "What other assets do you have that we can leverage to create your results?"

Ask: "What creative ideas can you think of to make better use of these assets?"

Say: "Now we need to create your approach or strategy..."

Ask: "What ideas do you have about the best way to get your results? What is the best way YOU could approach it?"

Ask: "OK, now pulling together your strengths, assets and strategy ideas what is your **Game Plan** to get results this week?"

Say: "Great. I would like you to write up a one-page **Game Plan** that explains how you will pull together your strengths, assets and ideas to get the crucial results needed to reach your outcomes. Can you do that??"

5) Create a new game for the upcoming time period

Complete the session

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

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

Document the game

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

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

** Coaching Outline with additional comments and questions **

Sample Game Plan Conversation

1) Quick Life / Situation Check in

>> **Ask:** How are you? Can you give me a 2-minute update on what is happening in your life?

If there is something BIG going on...

>> **Ask:** is this something we need to address during our session?

{If yes, make a note of it}

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2) Evaluate the game

>> **Say:** So, let's do a quick evaluation of your game and talk about what happened and what didn't happen?

>> **Ask:** Tell me about the **RESULTS** you got and the **RESULTS** you didn't get.

3) Respond to challenges together.

>> **Ask:** What was the biggest challenge you faced and what did you learn from it?

4) Figure out what to do next to play better

In this session you will co-create a Game Plan.

>> **Say:** "OK, we need to put together your basic game plan. Looking at your desired **OUTCOMES** what do you think about the daily **RESULTS** we have been playing for? Are they the most crucial to your success?"

You may also have some observations to share based on having "watched" them play.

>> **Say:** "In our previous conversations we started playing with some game actions to create your results. Now we are going to look at this more deeply to create a solid **Game Plan**."

>> **Ask:** "What strengths, skills or hidden talents do you have right now that we can use to create your results?"

You may have to really encourage them here because most people are not aware of their strengths OR they are shy about talking about their hidden talents.

If you have noticed one of their strengths that they are not fully utilizing, say something about it.

>> **Ask:** "What is a creative way we could make better use of these strengths?"

If a creative idea pops into your mind, ask permission and then share it without attachment.

>> **Ask:** "What assets, in the form of relationships, do you have that we can leverage to create these results? In other words who do you know who could support you or advocate for you in some way?"

This one can take some real coaxing because most people are REALLY reticent about asking for support from people they know. You need to affirm for them that what they are doing is important! Hint: in the next session you will be doing a role play and asking for support is a great conversational skill to practice with them.

>> **Ask:** "What other assets do you have that we can leverage to create your results?"

>> **Ask:** "What creative ideas can you think of to make better use of these assets?"

>> **Say:** "Now we need to create your approach or strategy..."

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>> **Ask:** "What ideas do you have about the best way to get your results? What is the best way YOU could approach it?"

Most people have never learned to think strategically about how to create better results. So you may have to really guide them and be patient with them in this process.

Other ways to talk about it:

What do you think is the best way to go about it?

What approach do you think we be most productive or efficient given your current situation?

>> **Ask:** "OK, now pulling together your strengths, assets and strategy ideas what is your **Game Plan** to get results this week?"

LISTEN! Help them clarify if they get stuck or don't remember everything. Having them say it is very affirming and will help have more confidence in the plan and in themselves.

>> **Say:** "Great. I would like you to write up a one-page **Game Plan** that explains how you will pull together your strengths, assets and ideas to get the crucial results needed to reach your outcomes. Can you do that??"

Make sure you get a commitment from them.

COACH: During or after the session, be sure to make a note of the game plan ideas on the Play-Two-Win Play Sheet.

5) Create a new game for the upcoming time period

Complete the session

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

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

Document the game

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

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

7.7) Highlights from the session

Session 8 – Step #7) Practice Skills

8.1) Welcome back! Celebrations and Challenges

Come to class prepared to share!

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

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

8.2) The Power of Practice

Practice is missing from our lives as adults. We rarely practice anything. Mostly we just do it and we usually feel that we are supposed to be able to do it right the first time. As a Coach you will re-introduce your player to the power of practice.

Where Practice Fits in the Play Two Win Method

Remember that the CORE of any game is taking **ACTION** in pursuit of **RESULTS**.

At the same time taking actions while maintaining a vision for excellence leads to **MASTERY**; **MASTERY** is one or our desired outcome areas that we discuss in Step #2.

MASTERY is the ability to create the desired **RESULTS** from a specific action a high percentage of the time for that game.

For example in professional baseball getting a hit when you go up to bat 30% of the time is considered mastery!

Remember that **RESULTS** are valuable in the current game while **MASTERY** lasts a life time!

PRACTICE enables the player to get the desired more often; Aka **MASTERY**.

What is the value of practice for adults?

- Adults often have a mistaken belief that they have to know how to do everything already
- And they feel vulnerable when the don't know how to do something - so they just try to fake it.
- Practice is the pathway to mastery
- The essential actions become "natural"
- You have to allow yourself to "NOT KNOW"

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- Players: pursue mastery.
Workers: struggle along / quit / make excuses
- Practice is a way of getting feedback - most adults have learned to avoid feedback!
- Feedback is the "Breakfast of Champions!"

The key distinction is to shift your mindset

From : Just get it done To: How can I get good at this?

Examples of practicing doing things that you want to get good at

Just do it	Get good at it means creating results
Write an article	Your article attracts comments on your blog
Make a video	Your video attracts "Likes" on Facebook
30 minutes on Facebook	Your time on FaceBook leads to 3 connections for an exploratory session
Talk to someone about your business	They are inspired to hire you or advocate for you

Three types of actions in Life Games:

Conversations: 1-1 or 1-small group interactions with another person

Communications: sharing something in writing or another form of media; speaking in front of a group

Doing Things: making something or doing something that does not include verbal or written communication

What insights and ideas did you get from this conversation about practice?

8.3) Play Two Win Step #7) Practice Skills

Create a personalized learning plan for your player

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

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

Through constant practice you help your players improve their ability to create results AND expand their capability to figure out for themselves what to do when the game is on.

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One thing that makes a game a game is the recurring activities that you do while playing. A skill is the ability to perform an activity in a way that consistently produces the desired result.

For example in the game of basketball one activity is shooting the ball into the basket. Performing this activity so that the ball consistently goes into the basket becomes a skill. Developing this skill requires practice – a LOT of practice.

In the game of business one activity is talking with a prospective customer so that they sign up to purchase a product or service. Performing this activity so that the best potential customers consistently say “yes” becomes a skill. Developing this skill requires practice – a LOT of practice.

Identifying the activity and desired skill

From the examples above you can see that the key to practice is to hone in on a very specific activity. In athletic games, the activities are physical so they are fairly obvious. In life games they are more subtle. However, when you really look at any particular endeavor, you begin to see the recurring activities.

For example you could identify the recurring activity of how you respond when someone says: “So, what do you do?”

What is Practice?

While there are many definitions, here is one that we will use: Practice is repeating an activity in pursuit of skill. A skill is the ability to produce a consistent desired result while performing the activity. When you become very skillful, you can perform the activity with ease.

The purpose of Practicing Skills is to develop the ability to perform an action in the BEST way to get the desired results in the short term and to maintain a foundation that allows for the experimentation that leads to mastery.

KEY POINT – Practice Skills -> Better Actions -> Mastery

In step 3 of the Method we focused on the Actions that create Results and lead to Mastery.

In step 7 we co-create ways to practice the actions to develop skill in order to create the desired results more often AND establish a foundation for mastery.

In the early stages of a coaching relationship – especially with a player who is new to a game – the coach has to take the lead in providing the ideas for how to practice the skills of the game. As a player grows in experience, the process of creating practice opportunities becomes more collaborative.

A few examples...

- If the game is business, the crucial daily activity is talking with potential customers and playing for the YES. So, the player must have a safe space to practice those conversations with their coach and other players / colleagues;
Note: It is also powerful if you can find a way to perceive every potential customer conversation as BOTH the game AND practice for the next one at the same time.
- If the game is leadership, the crucial daily action is to communicate something that inspires the team to grow their vision for what is possible if we play together. So the leader/player must have a place to practice communications in a safe space for review and feedback before they are “shared with the whole team.

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Life games – Communication is the primary activity

The more you study the games of life, like business, leadership or romance, the more you realize that communication is the primary activity of the game. Playing these games is mostly about talking to other people.

Communicating well has MANY underlying factors like being present, really listening, sharing authentically.

So a BIG part of coaching life games is helping your player become a skilled communicator through practice. In most life games there are MANY distinct conversations that you can identify, observe and then practice.

Each unique type of conversation is a different skill

The best way to practice communication skills is by role playing; role playing is by far the most underutilized coaching skill

The key to a good role play is to hone in on:

A) a very specific conversational skill for the game

OR

B) A very specific conversation situation

Examples of different conversation (Skills):

- Making a request for support
- Ask for a referral
- Make an offer for your service
- Ask another person to change their behavior in a positive way

Examples of specific situations:

- I need to tell my boss that my project is going to be a week late.
- I want to call Bill from the Chamber of Commerce and suggest that I give a talk about coaching at our next meeting

The need to observe your player

In order to help someone do something better, you have to observe them doing it so that you can identify what they are doing well and what they are NOT doing so well.

You have to experience them “in the game”.

Since it is not likely that you will be able to follow your player around during the day and observe them talking to people, you have to find another way to observe them in conversation action.

The best way to do this is to role play situations with them. To role play means that you, the coach, adopt the role of someone that your player will talk to. Then you can observe how they play while you are in the role.

IMPORTANT: your player is not adopting a role, they are being themselves!

8.4) How to do a great Role Play

Guide to GREAT role playing

Role playing is an art and one of the skills of the coaching craft. So that means you can practice too!

The intended results of role playing:

- a) Your player has an experience with you that is as close to the real thing as possible
- b) You get to observe them in action so that you can help them improve
- c) You provide a safe space for your player get repetition, to experiment and take risks
- d) Your player feels more confident and at ease in the conversation that you practiced AND also becomes aware of where more practice is needed.

Select one conversation that your player most needs to practice. It could be a key recurring activity or it could be a unique challenging situation. Do a role play of this conversation

Follow the steps for a role play:

There are a few basic steps:

1) Identify the specific conversation to practice

Ask: Of all of the conversations you have as a part of your game, which would be the best for us to practice today?

Listen. If they are not sure, you should know your player and their game enough by now to make a suggestion. Remember, they will likely resist the opportunity to practice. You will need to encourage them.

Identify a specific conversation to practice.

2) Know the intended result

ASK: What is the result that you want to create in this conversation?

3) Know your role

Ask: please give me a brief (30 second) character sketch of the role I will be playing.

This may be a specific person or a composite of the typical person

4) Get into the role

Get into the conversation. Let yourself be the character. Have fun with it.

Note: You do not have to mimic voices – for example if you are playing the role of the opposite sex.

5) Call time out

Let your player know if you are coming out of character to make a suggestion.

6) Repeat

Be prepared to go through a specific part of the conversation several times.

7) Add a twist

Based on how well you think the player is doing, you can vary how you play the role to create easier or more challenging situations.

8) Debrief

ASK: What did you learn from doing this practice conversation?

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ASK: Are there any other conversations we should plan to practice another time?

What to do during and after a role play

During a role play you are creating situations for your player to practice. Typically it is a good idea to “play it straight” the first time or two to get an observation of your players’ current ability. Then you can try the role play again and create more challenging situations when your player is ready.

After a role play it is important to debrief what has happened. Be sure to champion them for what they did well and then point out areas for improvement and continued practice.

Based on your observation of your players’ current level of skill in the key conversations of the game, you can then begin to craft an appropriate game plan.

COACH: During or after the session, be sure to make a note of the skills you practiced on the Play a Winning Game Form.

Consider practice for non-conversational skills

Ask: Let’s look at another key action of your game. What is a way you could get some “practice” to improve your skill?

Listen and brain storm ideas.

What the coach needs to know

Most people resist practice because of the fear of looking stupid or resisting not knowing how to do things perfectly. Be aware of this resistance and stay firm in your insistence that they find a way to practice. MOST of the time, your player will be very grateful AFTER the practice.

Plus, you will learn SO much more about your player by actually engaging in the conversation than you do talking about the conversation.

8.5) The Role Play Comfort Zone

Role playing can be VERY uncomfortable at first for both the player AND the Coach. For the Coach it will challenge your ability to be creative and go with the flow of the moment. For the player it will be just the normal resistance to “practice” and the fear that it might not be perfect!

Your instructor will lead a brief conversation about how to expand your “role play comfort zone”

What insights and ideas did you get from this conversation?

8.6) Coaching Practice

In this session we want you to stream line the typical coaching flow so that you can dedicate time to practicing one or more conversations with a role play.

Sample Practice Skills Conversation

1) Quick Life / Situation Check in

Ask: How are you? Can you give me a 2-minute update on what is happening in your life?

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If there is something BIG going on...

Ask: is this something we need to address during our session?

{If yes, make a note of it}

2) Evaluate the game

Say: So, let's do a quick evaluation of your game and talk about what happened and what didn't happen?

ASK: Tell me about the **RESULTS** you got and the **RESULTS** you didn't get.

3) Respond to challenges together.

Ask: What was the biggest **CHALLENGE** you faced and what did you learn from it?

4) Figure out what to do next to play better

In this session you will co-create a Role Play to practice a critical conversation

1) Identify the specific conversation to practice

Ask: Of all of the conversations you have as a part of your game, which would be the best for us to practice today? It can be a recurring conversation or a specific conversation that would move your game forward.

2) Know the intended result

ASK: What is the result that you want to create in this conversation?

3) Know your role

Ask: please give me a brief (30 second) character sketch of the role I will be playing.

Say: This may be a specific person or a composite of the typical person

4) Get into the role

Get into the conversation. Let yourself be the character. Have fun with it.

5) Call time out

Let your player know if you are coming out of character to make a suggestion.

6) Repeat

Be prepared to go through a specific part of the conversation several times.

7) Add a twist

Based on how well you think the player is doing, you can vary how you play the role to create easier or more challenging situations.

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8) Debrief

ASK: What did you learn from doing this practice conversation?

ASK: Are there any other conversations we should plan to practice another time?

Consider practice for non-conversational skills

Ask: Let's look at another key action of your game. What is a way you could get some "practice" to improve your skill?

5) Create a new game for the upcoming time period

Complete the session

Ask: OK. Are there any changes you want to make to your game plan for the week?

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

** Coaching Outline with additional comments and questions **

Sample Practice Skills Conversation

1) Quick Life / Situation Check in

>> **Ask:** How are you? Can you give me a 2-minute update on what is happening in your life?

If there is something BIG going on...

>> **Ask:** is this something we need to address during our session?

{If yes, make a note of it}

2) Evaluate the game

>> **Say:** So, let's do a quick evaluation of your game and talk about what happened and what didn't happen?

>> **ASK:** Tell me about the **RESULTS** you got and the **RESULTS** you didn't get.

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>> **Ask:** What was the biggest **CHALLENGE** you faced and what did you learn from it?

4) Figure out what to do next to play better

In this session you will co-create a Role Play to practice a critical conversation

Select one conversation that your player most needs to practice. It could be a key recurring conversation or it could be a unique challenging conversation. Do a role play of this conversation

Follow the steps for a role play:

Play-Two-Win Method™ Playbook

1) Identify the specific conversation to practice

>> **Ask:** Of all of the conversations you have as a part of your game, which would be the best for us to practice today? It can be a recurring conversation or a specific conversation that would move your game forward.

2) Know the intended result

>> **ASK:** What is the result that you want to create in this conversation?

What is the positive influence they want to create in this conversation?

What do they want the other person to feel or do?

3) Know your role

>> **Ask:** please give me a brief (30 second) character sketch of the role I will be playing.

>> **Say:** This may be a specific person or a composite of the typical person

4) Get into the role

>> Get into the conversation. Let yourself be the character. Have fun with it.

Note: You do not have to mimic voices – for example if you are playing the role of the opposite sex.

Typically you will the role play conversation will be 2 – 3 minutes.

5) Call time out

>> Let your player know if you are coming out of character to make a suggestion.

Call time out when you have a good feel for how the player is doing.

Share what how YOU feel on the receiving end of what they are saying. This is very valuable to your player. Be honest about it.

If you have a suggestion of a way they could approach it that might be better, ask them to try it as an experiment.

6) Repeat

>> Be prepared to go through a specific part of the conversation several times.

7) Add a twist

>> Based on how well you think the player is doing, you can vary how you play the role to create easier or more challenging situations.

8) Debrief

>> **ASK:** What did you learn from doing this practice conversation?

>> **ASK:** Are there any other conversations we should plan to practice another time?

Consider practice for non-conversational skills

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>> **Ask:** Let's look at another key action of your game. What is a way you could get some "practice" to improve your skill?

Listen and brain storm ideas.

5) Create a new game for the upcoming time period

Complete the session

Ask: OK. Are there any changes you want to make to your game plan for the week?

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

8.7) Highlights from the session

8.8) Weaving exercises and projects into a game

As a coach you are focused with your player on playing the game which means you are more focused on recurring actions and results and less focused on projects and tasks.

There are however many times where your player will have an idea for a project that can make playing the game easier.

For example, if playing the game involves talking to potential customers, a project to build a website could make it easier to talk to them. The game is talking, the project is the website.

On the game card there is an exercise to think of 3 projects that when completed would help you play your game better. Engage in a brainstorming session with your coaching partner where YOU come up with a list of potential projects for YOUR game. This valuable exercise will help you learn how to weave projects into a game for your players.

Session 9 – Step #8) Expand Inner Freedom

9.1) Welcome back! Celebrations and Challenges

Come to class prepared to share!

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

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

9.2) “Just a little bit of fear”

Your instructor will lead a powerful conversation about the concept of “comfort zone” and fear.

Here are a few key points:

What does it mean to be outside of your comfort zone?

Something about the action creates an uncomfortable buzzing energy in the body

People resist doing things for 3 reasons (most of the time)

- 1) They don't understand WHY they are doing it (Game plan issue)
- 2) They don't know how to do it, but are afraid to reveal this to anyone (Skill Issue)
- 3) Something about the action creates body discomfort (Inner Freedom Issue)

BIG POINT: It only takes a LITTLE BIT OF FEAR to cause someone to resist an action. In the face of fear your mind will quickly find something for you to do with 100% certainty e.g.. reading e-mail, go for a walk, tidy up the kitchen

WHY? - it is your mind's #1 imperative to keep you safe (Survival First!).

The BIG question is: why do we find certain actions "fearful"?

The answer: Early events in life contain highly emotional experiences that we learn to fear.

example: You do something creative in 3rd grade and the teacher likes it but the other kids make fun of you which feels really uncomfortable. So doing something where you might stand out triggers body discomfort and creates an emotional connection to fear.

What are your insights from the conversation with the team?

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9.3) Finding critical moments

We will explore 3 questions that you can use to identify critical moments.

Look at your own life.

Be prepared to share an example for each one of these scenarios.

1) What are important actions in your game that you are often avoiding?

2) What are important actions that you are doing by powering through your inner resistance?

e.g.: You really have to force yourself to do it. Wait to the last minute. Build up the pressure until NOT doing it is more painful than doing it?

3) What are important actions that you are doing but not getting the desired results?

Since most life game actions are conversations and communications playing for another person to say: YES, if you are in a state of "fearing fear" you project doubt; which makes it almost impossible for the other person to say: YES; even if what you are offering is "good".

What are your insights from the conversation with the team?

9.4) Play Two Win Step #8) Expand Inner Freedom

Inner Freedom IS the ability to PLAY with FEAR

Inner Freedom is the ability to consciously choose when to play safe and when to play big. It effects every decision your player makes and nearly every action they engage in. Decisions and actions are what create winning and losing in every game and typically they are made below the level of awareness.

The key to inner freedom coaching is to bring to conscious awareness the fundamental inner conflict between the imperative to be safe / survive / stay inside the comfort zone VS. the desire to play big / contribute / go outside the comfort zone.

The conflict between staying safe and playing big in any moment is what makes life interesting and FUN! If every action was easy to complete with perfect results, life would be extremely boring.

For the coach it is essential to have a tool to help your player become aware that the fears that hold them back serve a purpose AND that playing with them and expanding is where all growth into new possibilities happens!

Whenever an individual is playing a new game or a bigger game, there will be some activities or situations that will present "inner" challenges. There will be situations when your player is blocked,

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stuck, out of their comfort zone, out of the flow; not able to perform the skills at their best or not getting the desired results. We call this "inner resistance".

To recap the previous section, here are the three main scenarios where Inner Resistance reveals itself in what we call "Critical Moments".

- When your player is avoiding a specific activity.
- When your player is "powering through" an activity;
- When your player is taking actions but not getting the desired results;

What does the "Flow State" of "In the Zone" refer to?

Here are a few phrases that describe it:

- Clear, confident, self-expressed, fully present
- Responding powerfully in the moment
- Taking effective action with creativity and self-expression
- Get the desired results from the actions taken
- Knowing what to say and do with confidence and without hesitation
- Tapping into your wisdom, intuition, logic and experience to make the best possible decisions

The energy part of playing a game determines which actions your player takes and how they feel while they take the action which often determines the results.

While there are many things going on in a person that a player and coach can be aware of, here are a few that are important to be aware of:

- Thoughts (sometimes referred to as self talk)
- Beliefs (patterns of thought, often referred to as limiting beliefs)
- Values (what is important to your OR what you think SHOULD be important to you)
- Emotions (doubt, anger, sadness, joy, excitement)
- **Feelings (physical sensations in the body, typically feelings of discomfort)**

The purpose of Inner Freedom... *Playing WITH Fear*

The purpose of Expanding Inner Freedom is to develop your players' ability to perform the essential actions of the game while in a state of ease and full self-expression!

AND to EXPAND the comfort zone by learning to PLAY with FEAR!

Playing WITH fear has two meanings:

- 1) To approach FEAR with the Spirit of Play
- 2) To stay in creative, curious, judgment-free play mode even in the face of FEAR

KEY POINT – Expand Inner Freedom -> Embrace Challenges -> Becomings

In step 4 of the Method we focused on how to Embrace the Challenges that occur while playing the game and recognize that engaging in challenging experiences leads to Becoming the person we want to be.

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In step 8 we will use the Inner Freedom Method co-create ways to respond better to the challenges that pull us out of the comfort zone by learning to play with FEAR.

In the early stages of a coaching relationship – especially with a player who is new to a game – the coach has to take the lead with challenging questions to create awareness of when the player is being stopped by FEAR. As a player grows in experience, they will gain the ability to recognize when they are stopped by FEAR and will jump right into the Inner Freedom Method.

A few examples...

- If the game is business, the crucial daily activity is talking with potential customers and playing for the YES. So, if the player is avoiding these conversations or being “too busy” to do it, it is likely that they are blocked by FEAR. If they are talking to people in a relatively skillful way and NOT getting YES’s this is also an indication that there is some FEAR in the way.
- If the game is leadership, the crucial daily action is to communicate something that inspires the team to grow their vision for what is possible if we play together. If the leader is resisting making these communications OR making them in a way that is not inspiring to the team, it is likely that there is some FEAR in the way.

A simple technique for Inner Freedom. . . *Replay the Moment*

The replay the moment technique is a simple and powerful method that uses visualization to increase awareness and identify FEARS that are blocking the flow state.

Note: You will learn and practice this technique in great detail in the Inner Freedom Method™ Coaching program. In this session you will learn a basic version that will work quite well in many coaching situations and give you a foundation for the advanced course.

The key to the technique is to identify the specific activity or situation where the player is stuck or not getting the desired results. In these cases there is almost always some form of inner resistance at play. These specific moments are called “Critical Moments”.

Body Awareness – The Gateway to Inner Freedom

A key element of the Inner Freedom Method is guiding the player through an experience of body awareness; specifically feeling the energy – physical sensations – in the body.

This is important because the experience of FEAR and the imperative to play safe both occur first as physical sensations.

There are many HUGE benefits to expanding the capacity to feel the sensations in the body related to doubt and fear, but the two most important are: a) It opens a channel to greater intuition and b) when the body “feels” safe, the mind quickly opens up to creative possibilities. It is powerful!

The purpose of the Replay the Moment technique is to identify patterns of inner resistance and begin to create inner freedom.

Inner resistance is when an individual is experiencing the conflict between playing BIG and playing SAFE. For example the action to talk to a potential customer and go for the “YES” is playing BIG; . This could trigger an inner resistance due to a fear of rejection or fear of making a mistake etc.

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Often these key activities and situations will come up naturally while talking about the game. However, sometimes you will have to use your coaching intuition to identify where your player is avoiding something important.

Often the player will describe these situations as procrastination or being too busy! NONSENSE! These are just polite ways to describe Inner Conflict!

There are an infinite number of potential areas of inner resistance for an individual; however there are several patterns that you will see time and time again as a coach. This technique will help you to see these patterns

9.5) Coaching Practice

In this session we want you to stream line the typical coaching flow so that you can dedicate time to using the Inner Freedom Method.

Sample Practice Skills Conversation

1) Quick Life / Situation Check in

Ask: How are you? Can you give me a 2-minute update on what is happening in your life?

If there is something BIG going on...

Ask: is this something we need to address during our session?

{If yes, make a note of it}

2) Evaluate the game

Say: So, let's do a quick evaluation of your game and talk about what happened and what didn't happen?

ASK: Tell me about the **RESULTS** you got and the **RESULTS** you didn't get.

3) Respond to challenges together.

Ask: What was the biggest **CHALLENGE** you faced and what did you learn from it?

4) Figure out what to do next to play better

Use the Inner Freedom Method Steps to Identify and Replay a Critical Moment

Hint: it is probably related to the challenge!

1) Identify the activity where the player is stuck.

ASK: Of all of the activities in your game where you are a bit stuck - not taking the action - or not getting the results you want, which one do you think is most important for us to improve right now?

Say: This is a great opportunity to use a powerful coaching visualization technique called "Replay the moment". You know how in sports they have instant replay to slow down the action to see what really happened? Well we can do the same thing to get insights about what is happening for you in your game.

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Ask: Let's use this technique to explore this situation. Is that ok with you?

2) Emphasize "judgment-free awareness"

SAY: It is important when we are using this method that we maintain judgment-free awareness. Any thought or feeling that you share is useful. OK?

3) Clarify the Action and Desired Result

SAY: OK let's make sure we are clear on the intended action and the desired result. Can you recap it for me?

4) Select a moment

ASK: Recall a specific moment from the past week or two where you faced this challenge?

Note: if they can't recall a moment, you can PRE-Play a moment for the near future.

5) Re-Create the scene

SAY: tell me a little bit about the scene. Where were you?

6) Ensure a Safe Space

ASK: Are you in a place where you can safely close your eyes?

Assuming they say yes...

7) Start the Replay Technique

SAY: close your eyes, breath naturally, and take a few moments to recreate the scene in your mind as a visualization.

8) Scan for Thoughts and Inklings

SAY: Now we are going to look at the moment from several different perspectives. Just keep breathing naturally; keep your eyes closed and we'll talk together.

ASK: Do you notice any thoughts going through your mind? What are they?

9) Scan the body for physical sensations

SAY: Take a moment to scan your body for physical sensations from the top of your head to your waist.

ASK: Do you notice any physical sensations? Perhaps in your gut or in your chest?

SAY: I acknowledge your courage for noticing and feeling these sensations!

10) Feel the energy in the body

ASK: Which sensation is most intense?

Let them answer.

SAY: OK, now all you need to do is just allow yourself to feel that energy for 30 seconds. Don't try to do anything with it. Just allow it to be there and feel it.

ASK: Do you think you can do that?

Wait for the "yes"

SAY: OK, I will time you. I will be here if you want to say anything.

For 30 seconds. Here we go.

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at 15 seconds quietly say: keep going
at 30 seconds quietly say: excellent. You did it.

- If your player has a "Memory Pop"
Often while noticing physical sensations your player will have a memory of an earlier moment in life that will pop up. This is because those physical sensations ARE memories! Here is what you do...
 - a) Just listen! Don't judge the memory or try to make it mean anything.
 - b) **SAY: this memory will give us some clues about why this particular activity is presenting a challenge for you. We will explore it in more detail in a future conversation. Thanks for sharing it with me now.**

11) Debrief the Experience

Now together you and your player will explore what you saw together.

SAY: You can open your eyes now if you haven't already.

ASK: What was the experience like?

Just listen

SAY: (something encouraging & acknowledging) "That was amazing. You did well in that exercise!"

Say: So you can see that you have some buzzing energy with this activity. That just means there is a little bit of subconscious fear coming up from something that happened in your past that is related in some way to this activity. The most important thing is to be aware of it. Often it will take care of itself.

12) Replay the moment with a NEW Picture

SAY: OK. Now we are going to create a new picture for you to live into for the next game.

SAY: Close your eyes again for a few moments.

SAY: Now replay the scene the way you want it to be; imagine you have power, freedom and the capability to make the right moves.

(wait a few moments)

Now, see yourself getting the results you desire. See it turning out just right.

(wait a few moments)

SAY: Open your eyes again and share with me a little bit of what you saw

SAY: Our purpose was to create deeper awareness about your situation and I think we accomplished that! Way to go!

ASK: What are your insights from this exploration?

5) Create a new game for the upcoming time period

Complete the session

Ask: OK. Are there any changes you want to make to your game plan for the week?

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

**** Coaching Outline with additional comments and questions ****

Play-Two-Win Method™ Playbook

In this session we want you to stream line the typical coaching flow so that you can dedicate time to using the Inner Freedom Method.

Sample Practice Skills Conversation

1) Quick Life / Situation Check in

>> **Ask:** How are you? Can you give me a 2-minute update on what is happening in your life?

If there is something BIG going on...

>> **Ask:** is this something we need to address during our session?

{If yes, make a note of it}

2) Evaluate the game

>> **Say:** So, let's do a quick evaluation of your game and talk about what happened and what didn't happen?

>> **ASK:** Tell me about the **RESULTS** you got and the **RESULTS** you didn't get.

3) Respond to challenges together.

>> **Ask:** What was the biggest **CHALLENGE** you faced and what did you learn from it?

4) Figure out what to do next to play better

Use the Inner Freedom Method Steps to Identify and Replay a Critical Moment

Hint: it is probably related to the challenge!

1) Identify the activity where the player is stuck.

>> **Ask:** Of all of the activities in your game where you are a bit stuck - not taking the action - or not getting the results you want, which one do you think is most important for us to improve right now?

Listen. If you think there is another one that would be more important, suggest it. But in the end let them choose.

>> **Say:** This is a great opportunity to use a powerful coaching visualization technique called "Replay the moment". You know how in sports they have instant replay to slow down the action to see what really happened? Well we can do the same thing to get insights about what is happening for you in your game.

>> **Ask:** Let's use this technique to explore this situation. Is that ok with you?

2) Emphasize "judgment-free awareness"

>> **SAY:** It is important when we are using this method that we maintain judgment-free awareness. Any thought or feeling that you share is useful. OK?

3) Clarify the Action and Desired Result

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>> **SAY:** OK let's make sure we are clear on the intended action and the desired result.
Can you recap it for me?

4) Select a moment

>> **ASK:** Recall a specific moment from the past week or two where you faced this challenge?

Note: if they can't recall a moment, you can PRE-Play a moment for the near future.

They may know EXACTLY what it is.

OR they may not know! You may need to suggest one from what you have heard.

If they have several possible moments,

ASK: Which one was most intense?

Choose that one.

5) Re-Create the scene

>> **SAY:** tell me a little bit about the scene. Where were you?

Listen and get the picture. Ask any clarifying questions you may have.

Note to Coach: Some people are more fluid with recreating scenes than others. Let them dictate the level of detail they describe.

6) Ensure a Safe Space

Make sure they are in an environment where it is safe to close their eyes for a few moments. Eg. Not driving. Not in a busy public place. Not watching something on the stove top. Not chopping vegetables.

>> **ASK:** Are you in a place where you can safely close your eyes?

Assuming they say yes...

7) Start the Replay Technique

>> **SAY:** close your eyes, breath naturally, and take a few moments to recreate the scene in your mind as a visualization.

8) Scan for Thoughts and Inklings

>> **SAY:** Now we are going to look at the moment from several different perspectives.
Just keep breathing naturally; keep your eyes closed and we'll talk together.

>> **ASK:** Do you notice any thoughts going through your mind?
What are they?

Just listen. Don't comment.

ASK: With the moment slowed down a bit is there anything else that you notice about the situation?

Just listen. Don't comment.

ASK: Do you have any inklings about what the block is?

Just listen. Don't comment.

9) Scan the body for physical sensations

HERE IS WHERE YOU WILL EXPAND THEIR INNER FREEDOM.

By helping them slow down the moment and feel what is happening in the body they will become more aware and open to new possibilities.

>> **SAY:** Take a moment to scan your body for physical sensations from the top of your head to your waist.

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>> **ASK:** Do you notice any physical sensations? Perhaps in your gut or in your chest?

ASK: Can you describe these sensations for me?

>> **SAY:** I acknowledge your courage for noticing and feeling these sensations!

10) Feel the energy in the body

>> **ASK:** Which sensation is most intense?

Let them answer.

>> **SAY:** OK, now all you need to do is just allow yourself to feel that energy for 30 seconds. Don't try to do anything with it. Just allow it to be there and feel it.

>> **ASK:** Do you think you can do that?

Wait for the "yes"

>> **SAY:** OK, I will time you. I will be here if you want to say anything.

For 30 seconds. Here we go.

at 15 seconds quietly say: keep going

at 30 seconds quietly say: excellent. You did it.

- If your player has a "Memory Pop"
 - Often while noticing physical sensations your player will have a memory of an earlier moment in life that will pop up. This is because those physical sensations ARE memories! Here is what you do...
 - a) Just listen! Don't judge the memory or try to make it mean anything.
 - b) **SAY: this memory will give us some clues about why this particular activity is presenting a challenge for you. We will explore it in more detail in a future conversation. Thanks for sharing it with me now.**

11) Debrief the Experience

Now together you and your player will explore what you saw together.

>> **SAY:** You can open your eyes now if you haven't already.

>> **ASK:** What was the experience like?

Just listen

SAY: (something encouraging & acknowledging) "That was amazing. You did well in that exercise!" Or say: "That was great for the first time doing something like this."

Say: So you can see that you have some buzzing energy with this activity. That just means there is a little bit of subconscious fear coming up from something that happened in your past that is related in some way to this activity. The most important thing is to be aware of it. Often it will take care of itself.

12) Replay the moment with a NEW Picture

It is important to create a new picture with your player so that they go into the new game with a feeling of possibility.

>> **SAY:** OK. Now we are going to create a new picture for you to live into for the next game.

>> **SAY:** Close your eyes again for a few moments.

>> **SAY:** Now replay the scene the way you want it to be; imagine you have power, freedom and the capability to make the right moves.

(wait a few moments)

Now, see yourself getting the results you desire. See it turning out just right.

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(wait a few moments)

>> **SAY:** Open your eyes again and share with me a little bit of what you saw

>> **SAY:** Our purpose was to create deeper awareness about your situation and I think we accomplished that! Way to go!

>> **ASK:** What are your insights from this exploration?

5) Create a new game for the upcoming time period

Complete the session

>> **Ask:** OK. Are there any changes you want to make to your game plan for the week?

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

Document the game

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

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

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

9.6) Highlights from the session

Session 10 – Step #9) Design Winning Environments

10.1) Welcome back! Celebrations and Challenges

Come to class prepared to share!

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

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

10.2) The Environment Always Wins

Your instructor will lead a conversation about this provocative coaching theory. Here are a few essential points:

Will Power vs. World Power

Will power is a finite tank. Almost anything that relies on will power for a long period of time empties the will power tank. Will power can fight obstacles in the environment for only so long. Then you adapt to your environment. In the end, the environment always wins. So, creating sustainable change always requires environmental redesign.

It sometimes helps to think of environmental design as opposed to actions. When you set up systems (environments) that pay off for a lifetime, you don't have to spend so much time taking direct action. Think of it as deliberately developing habits that support you, so the actions do not require thinking. With designed personal environments willpower and commitment become optional. Another way to think about this is to incorporate environmental design elements into all plans for change so that the transformation will use less effort and be more sustainable.

By focusing on designing personal environments, it takes the pressure off the player to have to be a certain way - changing the environment to fit them vs. changing themselves to fit the environment. This eliminates, or at least reduces, self-judgment.

When you design a winning environment you tap into world-power.

What are your insights from the conversation with the team?

10.3) The 9 Environments of YOU

We have found it most useful to divide the environments into nine categories. Each of the nine falls into one of three groups:

1. The memetic environment (the core environment)
2. Four environments of People, Places, and Things (relationship, network, physical, financial)
3. Four environments of Body and Soul (self, body, nature, and spiritual)

The Memetic Environment:

The memetic environment is at the very core of environmental design. It includes ideas, thoughts, beliefs, paradigms, styles and usages that are passed down from generation to generation. The memetic environment also includes access to information and knowledge (books, websites, magazines, television, and radio.) (Inner game coaching focuses almost entirely on the memetic environment and some on the environment of self.)

The Relationship Environment:

The relationship environment includes those people in our lives who are closest to us and with whom we have an intimate connection...to our "inner circle." This includes family, close friends, close colleagues, mentors and neighbors who are in our lives on a daily basis.

The Network Environment:

The network environment is environment of opportunities. It includes people with whom you are on a first name basis, yet you may not have a deep an intimate connection. The network environment includes strategic partners, networking partners, community organizations, and members of any mastermind or support groups you belong to. The goal of the network environment is usually to provide an exchange of information and to build bridges to people who can support you in enhancing both your business and personal life. Business Network International and The Chamber of Commerce are part of the network environment.

The Physical Environment:

The physical environment includes the very tangible aspects of our lives...our home, office, car, furnishings, artwork, toys, boats, and accessories. The physical environment provides visual clues to what is going on in our lives. Clutter, noise, broken equipment can be visual clues to looking deeper to discover our thoughts, energy and behaviors.)

The Financial Environment:

The financial environment includes money, investments, insurance, stocks and bonds and the people who support your financial well being (accountants, financial planners, stock brokers). This environment also includes any tools or support services you use to achieve your financial goals (Quickbooks, Quicken, Microsoft Money, budgets, banking institutions). When exploring the financial environment, it is also important to look closely at the relationship a person has with money and their beliefs around money and prosperity/abundance.

The Self Environment:

The self environment includes our strengths, talents, personalities, feelings, emotions, values, passions, skills and unique assets. The self environment includes the intangible aspects of our beings.

The Body Environment:

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The body environment includes the body, hair, skin, nails, posture, health and energy. It also includes the somatics of the body (how we can become observers of our own bodies and the lessons therein, how we use the body as a compass and how our bodies affect the environment and the energy around us.) This environment touches the network environment, as it includes physicians, skin care consultants, massage therapists, physical therapists, dietitians, personal trainers and other professionals who support your physical body well being.

The Nature Environment:

The nature environment includes nature, parks, bodies of water, the seasons of the year, pets, plants, the seasons of life, and the outdoors, in general. As humans, we are a part of nature, so access to this environment is crucial for our survival and ultimate well being.

The Spiritual Environment:

The spiritual environment includes our connections to a higher power, to God or the Divine, our inner spirit, our creativity and joy, the invisible connection we feel to others and the universe. It includes methods of connecting to spiritual aspects of life (such as meditation, prayer, and places of worship).

As the above descriptions may make clear, anything can be seen as an environment. For example, people, technological systems, the television, office space, R&D teams, pets, School of Coaching, special interest groups, etc. By viewing everything as an environment, it makes you not tolerate things that don't sustain you. It forces you to look at things differently and de-personalizes it. Players will begin to recognize things around them as either sustainable environments or not. It brings a heightened clarity and sense of direction. Every game has an environment to support it. If you can't come up with one, you might want to question the validity of that game.



10.4) Play Two Win Step #9) Design Winning Personal Environments

From the program introduction

The environment always wins

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

*The essential ingredient here is to realize that environmental design is the key to sustainable success in life and in coaching! The environment must be redesigned for the game the player is playing now. For most people the environment is a reflection of the games they used to play. Why is this? People have a two-way relationship with the world around them: they are adapting to what is there while at the same time the world around them is becoming a reflection of who they are. **BIG INSIGHT:** The adaptive process is fast and somewhat transient while the reflective process is slow but more substantive.*

In other words, over time, the world around you becomes an accurate reflection of who you WERE on the inside; This may or may not be good news! While in a new environment, quick change may occur, typically people return to the way they were before if they leave that new environment.

So in order to create sustainable change, the coach must use their creativity, design sense and awareness of workability to help the player make immediate changes to the outside world that reflect the changes made on the inside. Then the adaptive process works FOR positive change rather than against it! The player becomes more aware of the world around them and more connected to it. This leads to sustainable results.

Designing winning environments is the missing link for most coaches. In this conversation you will learn the meaning of the mantra: The Environments Always Wins. (So it is wise to have it on your team)

As you are getting to know your player, you need to create a clear picture of the world around them. The world around them is a mirror to who they are. Some parts of their world will serve them in the new game – assets - and other parts will need to be upgraded or created.

The basic personal environments method provides you with a tool to “get the picture”. And to quickly identify assets, obstacles and resources that are missing.

Environmental Design Distinctions: Assets, Obstacles and Missing

When it comes to understanding your players’ situation, the environment is key. Here you are getting a picture your players’ world.

We will get deeper into your players environments in level 3 of the curriculum – specifically, the Personal Environments Method™ program.

You are looking for:

Assets: resources your player can leverage in the game.
Like a friend who is influential in a community they want to reach.

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Obstacles: things that are in the way, broken, or creating problems.
Like a friend who doesn't really want them to grow past them.

Missing: things that your player needs but are missing?
Like a colleague for masterminding and testing ideas.

Who do you need to become?

The BIG idea for designing a winning environment lies in the question:

Who do you need to become to win this game with ease and joy?

Knowing that you will gradually adapt to the world around you, the key to a winning environment is to design your environments - people, places, things and ideas - with patterns that create an energetic picture of who you must become.

There are 2 high-impact exercises that we will do this week:

- 1) Zapping Tolerations
- 2) Your 7 MOST Influential people

ZAPPING Tolerations

Toleration Zapping is one of the most energizing things you can do.

It is a great coaching technique

Concept: EVERYTHING has an energetic impact on you. It is either adding energy to you OR depleting or draining your energy. EVERYTHING.

It is personal - something could energize one person but drain someone else.

When an environment is too full of tolerations, the people in that environment go numb. Which then limits their ability to be powerful and alive.

And...

Incompletions like broken promises and broken things are pretty much universally draining.

The Power of People

When it comes to understanding a person and their world, the people around them are the most important - everything happens with and through people.

In this method you will first explore the key people in your players' life:

- Most influential people.
- Most strategically connected people
- Most influential groups - geographical and virtual.

Most influential people

These are the five most important people in your players' daily life. The people they talk to the most often, spend the most time with and have the biggest influence on them.

Candidates include: spouse, parent, child, best friend, boss, key colleague or employee.

These folks are IN their life in an active way.

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In this section you want to find out WHO the five people are and then how supportive are they toward the game your client is playing.

You also want to find out who is missing from your players life. For example are the single and want a mate? Do they have a great assistant? Do they have a best friend?

Most valuable strategic connections

These are people who are influential in the community in some way due to their position or knowledge. Most people have some (highly) connected friends and colleagues. These are people that your player knows on a first name basis.

Here are you looking for people that your player knows at least reasonably well and who would welcome contact with your player.

Also, you are looking for people who might be helpful in your players' game if possible. Sometimes your player may know an influential person but may not know how they could help them in their game.

Candidates include: business owners, executives and managers of companies, leaders in community organizations like church business or social groups, professionals.

You also want to find out if there are key strategic people that your player WANTS to create a relationship with?

** Preview of the Coaching Dialogue **

Say: Often when I have a player struggling a bit, it has more to do with their environment that it does with them. So I think today we should focus on a little Personal Environments Design and start to build a winning environment for you.

Say: There are 2 high-impact exercises that we will do this week:

- 1) Zapping Tolerations
- 2) Your 7 MOST Influential people

ZAPPING Tolerations

Say: Toleration Zapping is one of the most energizing things you can do. The concept is that EVERYTHING has an energetic impact on you. It is either adding energy to you OR depleting or draining your energy. EVERYTHING.

When an environment is too full of tolerations you start to go numb, which then limits your ability to be powerful and alive.

For example: Incompletions like broken promises and broken things are pretty much universally draining.

To zap a toleration.

1) Choose a toleration to zap

Ask: What are a few things that are obviously draining your energy. Everytime you see it or think of it you think: oh, I have to take care of that?

Listen and make a short list

Ask: Which one do you think would be most energizing to zap this week?

Play-Two-Win Method™ Playbook

2) Make a mental picture of it cleared

Say: Make a mental picture of how you want it to be.

3) Understand how it got that way?

Say: Give a little thought to how it got that way.

Ask: Is there a reason? Is there a missing habit or system?

Listen. You will learn something about your player here.

4) Make a plan

Ask: When can you set aside the time to DO IT? –

Say: Knowing that the energy you put into it will be immediately returned to you by eliminating the drain. Let NOTHING stop you. Make it a quest!

5) Celebrate

Ask: What is a small thing you can do to celebrate when it is done?

Make a note on your Play Two Win Form in section 9 under “obstacles & missings”

6) Your 7 MOST Influential People

Say: Next we will do a scan of the most influential people in your environment. We will start this process now to get you started and we will continue as we keep playing together.

Say: think of 3-5 people that you spend the most time with as in family and colleagues; and think 2-3 people that you know who are strategically connected in some way that could help you in your game.

Ask: Do you have them?

Say: Make a chart naming the 5-7 people in down the left side of a page.

Make 5 columns to jot down notes for each question.

Talk – Energy – Support – Assets – Request

Think of one person now for us to talk about together.

Just tell me their initials.

I am going to ask you 5 questions...

1) **Talk** - What do you talk about most of the time?

2) **Energy** - What is the overall energy / mood of this person and relationship?

3) **Support** - Rate the level of support for your game (1 distraction / detractor -> 10 maximum supporter)

4) **Assets** - What assets do they have that you could leverage better for your success?

5) **Request** - What could you ask them for that you have not asked?

Coach: Repeat the questions for as many of the people as you have time for.

Then...

Ask: Is there anything you can see to do to get more support from your people environment from doing this exercise?

Say: Let's design an experiment - try something new - to expand your connection with someone, positively increase the influence they have on your ability to play your big game.

Dialogue together and make a plan

Make a note on your Play Two Win Play sheet section #9 under assets.

Play-Two-Win Method™ Playbook

When talking about the people environments you can also ask:

- Do they know about your BIG game?
- Are they happy about you playing this game?
- Are they a part of the game in some way?
- Are there any key roles missing in your life now?

- Who are the most influential people in your community that you know on a first name basis?
- How do you know them?
- Do they know about what you are doing?
- What resources do they have?
- Have you asked them for support?
- Who are the influential people you know of that you would like to create a relationship with?

You can also explore the most valuable groups and social networks

Note: we don't get into this in the practice dialogue, but it is a very good thing to explore with your players.

Here you want to find out what social networks your player is actively involved in. Social networks have a huge influence on the success of any endeavor.

Mostly we are looking for geographical- based networks like church, social clubs, school, university and business groups.

However new this can also include virtual networks like Face book, MySpace or LinkedIn.

Ask:

- What social groups are you a part of?
- Are you actively engaged?
- Have you ever played a leadership role in the group?
- How can your participation in this group play a role in your success?
- Do your closest associations in the group know about what you are doing? Are they supportive?
- Are there any groups that you would like to find and / or join and participate with?

What the Coach Needs to Know

Personal Environments is a BIG part of coaching and is not taught in any other school. It is something that you can explore with your players gradually over time. It will pay HUGE dividends if you do.

10.5) Coaching Practice

In this session we want you to streamline the typical coaching flow so that you can dedicate time to practicing the replay the moment technique to expand Inner Freedom.

1) Quick Life / Situation Check in

Ask: How are you? What is happening in your life?

Play-Two-Win Method™ Playbook

If there is something going on...

Ask: can you give me the fast version of what happened (is happening?)

Ask them to tell you about it. BUT!!! Keep it to 3 minutes or less. Just get the picture so that you know how to connect with them appropriately in this conversation.

Do not use it as an excuse to NOT talk about results unless it really is a dire emergency.

2) Evaluate Results of the game

Ask: So, how did the game go? What happened? What didn't happen?

That's it. Then just listen and maintain judgment-free awareness

How to talk about success

Say: Wow! Congratulations. That is a great accomplishment. How did it feel?

Listen.

Ask: OK, what do you want improve on next?

How to talk about failure

Say: OK, the most important thing we can do is maintain judgment-free awareness and learn as much as possible from the experience.

There are many things to ask. Here are a few examples.

Ask: What do you think we should work on now so that we can get better results next time

3) Respond to challenges together.

Here are some questions you can ask:

Ask: How can this challenge make you a better player?

4) Figure out what to do next to play better

Say: Often when I have a player struggling a bit, it has more to do with their environment that it does with them. So I think today we should focus on a little Personal Environments Design and start to build a winning environment for you.

Say: There are 2 high-impact exercises that we will do this week:

- 1) Zapping Tolerations
- 2) Your 7 MOST Influential people

ZAPPING Tolerations

Say: Toleration Zapping is one of the most energizing things you can do. The concept is that EVERYTHING has an energetic impact on you. It is either adding energy to you OR depleting or draining your energy. EVERYTHING.

When an environment is too full of tolerations you start to go numb, which then limits your ability to be powerful and alive.

For example: Incompletions like broken promises and broken things are pretty much universally draining.

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To zap a toleration.

1) Choose a toleration to zap

Ask: What are a few things that are obviously draining your energy. Everytime you see it or think of it you think: oh, I have to take care of that?

Listen and make a short list

Ask: Which one do you think would be most energizing to zap this week?

2) Make a mental picture of it cleared

Say: Make a mental picture of how you want it to be.

3) Understand how it got that way?

Say: Give a little thought to how it got that way.

Ask: Is there a reason? Is there a missing habit or system?

Listen. You will learn something about your player here.

4) Make a plan

Ask: When can you set aside the time to DO IT? –

Say: Knowing that the energy you put into it will be immediately returned to you by eliminating the drain. Let NOTHING stop you. Make it a quest!

5) Celebrate

Ask: What is a small thing you can do to celebrate when it is done?

Make a note on your Play Two Win Form in section 9 under “obstacles & missings”

6) Your 7 MOST Influential People

Say: Next we will do a scan of the most influential people in your environment. We will start this process now to get you started and we will continue as we keep playing together.

Say: think of 3-5 people that you spend the most time with as in family and colleagues; and think 2-3 people that you know who are strategically connected in some way that could help you in your game.

Ask: Do you have them?

Say: Make a chart naming the 5-7 people in down the left side of a page.

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Talk – Energy – Support – Assets – Request

Think of one person now for us to talk about together.

Just tell me their initials.

I am going to ask you 5 questions...

1) **Talk** - What do you talk about most of the time?

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4) **Assets** - What assets do they have that you could leverage better for your success?

5) **Request** - What could you ask them for that you have not asked?

Coach: Repeat the questions for as many of the people as you have time for.

Then...

Play-Two-Win Method™ Playbook

Ask: Is there anything you can see to do to get more support from your people environment from doing this exercise?

Say: Let's design an experiment - try something new - to expand your connection with someone, positively increase the influence they have on your ability to play your big game.

Dialogue together and make a plan

Make a note on your Play Two Win Play sheet section #9 under assets.

5) Create a new game for the upcoming time period

Update the desired results from the activities

Ask: Based on what you just experienced, what results do you want to play for this week?

Listen and write the desired results in the Play Sheet

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

Complete the session

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

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

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

Document the game

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

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

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

10.6) Highlights from the session

Session 11 – The Pursuit of Mastery

11.1) Welcome back! Celebrations and Challenges

Come to class prepared to share!

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

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

11.2) Blending outcome focus with mastery focus

Our theory of coaching is that it is a blend of focus on outcomes and focus on mastery.

Your instructor will lead a dialogue on this topic. Here are a few key points to consider:

What does it mean to be focused on outcomes?

- getting it done
- more about the end vs. the process
- the achievement
- a problem is that we only feel good when it is done
- future oriented - some day it will be done

What does it mean to be mastery focused?

- focus on the process
- Gradual improvement
- enjoy the doing
- the pursuit never ends
- NOW oriented - get better NOW, practice NOW
- mastery takes time and sometimes the improvement cannot be perceived which can lead to frustration - coaching is key to notice small improvements
- building mastery will improve outcomes over time

What insights did you gain from this conversation with the team?

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11.3) How to talk like a coach!

You are a Coach, NOT a task manager! (or a good friend)

Your instructor will lead a vital conversation about the distinctions between talking like a coach and talking like a friend or manager.

Here are a few key points for the conversation

Coach vs. Friend

Friends - Support + no challenge; friends are not supposed to challenge

Friends - often the hidden agenda is for the friend to stay the same

Coach - Support + Challenge; Coaches MUST challenge

Coach - the spoken agenda is co-created; excellence and personal growth

Coach vs. Manager

Manager - Task focus; Accountability; Problem focus

Coach - Action & Result focus; Achievement; Possibility focus = Play Language

What insights did you gain from this conversation with the team?

How do you create accountability without becoming a task master?

- 1) make your conversations more about recurring actions and results than checklist of tasks
- 2) when your player has tasks, make them a small portion of the conversation
- 3) check in on completion - don't overlook it; go deeper if they are not done. is there a block?

Why have we become so task oriented?

Results and mastery come from recurring actions.
Yet we have become hyper task focused.

Why have we become so task oriented? and What are the pitfalls of task orientation?

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- Industrial mind set - everyone is a worker completing tasks - not much different than a machine.
- In US School is oriented around completing tasks
- This is not working well for the creative engagement required to succeed today.
- Tasks are safe! Engaging people is dangerous.
- You can HIDE in projects and tasks!
- You can focus on outcome (what) which is less confronting and lose sight of mastery / becoming (who) which is more confronting (but more rewarding)

How to organize projects and tasks INTO the game

- 1) Always remember to use game language
- 2) Set a time frame that does not feel like a DEAD LINE
- 3) Keep it light - a small portion of your "game time"
- 4) Make sure the tasks and projects help you play the game better. e.g. Environmental Design projects...
- 5) Remember that PLAYING for results has bigger long term impact than completing tasks

11.4) Coaching Practice

Now that we have studied all of the steps of the method, your plan for today is to use the basic flow of the method and apply whichever play better steps seem most important.

1) Quick Life / Situation Check in

Ask: How are you? What is happening in your life?

If there is something going on...

Ask: can you give me the fast version of what happened (is happening?)

Ask them to tell you about it. BUT!!! Keep it to 3 minutes or less. Just get the picture so that you know how to connect with them appropriately in this conversation.

Do not use it as an excuse to NOT talk about results unless it really is a dire emergency.

2) Evaluate Results of the game

Ask: So, how did the game go? What happened? What didn't happen?

That's it. Then just listen and maintain judgment-free awareness

How to talk about success

Say: Wow! Congratulations. That is a great accomplishment. How did it feel?

Listen.

Ask: OK, what do you want improve on next?

How to talk about failure

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Say: OK, the most important thing we can do is maintain judgment-free awareness and learn as much as possible from the experience.

There are many things to ask. Here are a few examples.

Ask: What do you think we should work on now so that we can get better results next time

3) Respond to challenges together.

Here are some questions you can ask:

Ask: How can this challenge make you a better player?

4) Figure out what to do next to play better

Choose one of the four play better steps: Game plan, Practice skills, Expand Inner Freedom, Design Personal Environments

5) Create a new game for the upcoming time period

Update the desired results from the activities

Ask: Based on what you just experienced, what results do you want to play for this week?

Listen and write the desired results in the Play Sheet

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

Complete the session

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

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

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

Document the game

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

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

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

11.5) Highlights from the session

Session 12 – The Pursuit of Human Greatness

12.1) Welcome back! Celebrations and Challenges

Come to class prepared to share!

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

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

12.2) The Pursuit of Human Greatness

Your instructor will lead an inspiring dialogue about the Pursuit of Human Greatness

Here are a few points:

Requires a dynamic balance of support and challenge

Who you become by playing the game

How playing for results every week is a healthy challenge that forms you

Human Greatness is raising the game for everyone who plays

Human Greatness is being an inspiration for others

What insights did you gain from this conversation with the team?

12.3) How to Play for vs. Work On what matters most

Our theory is that you can Play For vs. Work on your objectives and reach them by focusing on recurring actions and results.

What did you learn experience about "Playing for" an objective vs. "Working on" an objective

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- Deepen your understanding of A-C-R-D : Action - Challenge - Result - Debrief
- Recurring activities, done with excellence, create results.
- Recurring results lead to objectives.
- Practice leads to mastery

What is the difference between playing for results day after day vs. checking items off of a task list?

- Facing "no results" is a challenge = requires judgment-free awareness
- You learn more/ faster when you go for results vs. you don't learn much checking items off of a list

What insights did you gain from this conversation with the team?

12.4) The winnable / Unwinnable game (revisited)

What makes a game winnable / unwinnable?

- Theory: From Coaches perspective = There IS NO FAILURE - there is only results.
- There are only two options: Win or Learn
- Care the right amount = if you care too much then you create stress; If you don't care enough then you don't prepare

What insights did you gain from this conversation with the team?

12.5) How to conduct a season ending coaching session

Here are the important elements to weave into an end-of-season coaching session
Recognize achievement;

- Focus on learning - movement toward mastery
- Acknowledge what happened AND what did NOT happen
- It is important to acknowledge the status of each objective
- It is important to recognize disappointment

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- AND celebrate success.
- Also, people are often blind to their own improvement. the coach has to point this out to them
- VERY IMPORTANT - create the BIG PICTURE for the next season.
This can help you sign a player for another series of coaching sessions.

12.6) Coaching Demonstration and practice

Say: WOW! Here we are at the end of 12 weeks. It has been amazing. Let's do a recap of our season together!

ASK: Let's acknowledge where we ended up on each of your objectives. What is your assessment?
Listen and share your thoughts

Ask: Is there anything you are disappointed about?
Listen and share your thoughts

ASK: What are you most proud of?
Listen and share your thoughts

ASK: What is your vision for your next season?
Listen and share your thoughts

Say: I would like to acknowledge you for...

Say: Thank you for being a great player!

12.7) Program Highlights and celebrations

Highlights from what your classmates shared...

Coaching Practice Sessions – Questions only

Print these pages to use during class!

Coaching Session1: What is your big game?

Preliminary Conversation: How to talk with a potential player

When you are the Coach, take control of the conversation right away.

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."

If you looked at all of life and business and career as a game...

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

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

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

4) Lots of people are trapped in an unwinnable game.
What would make this game unwinnable for someone playing it?

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

6) How could you bring the spirit of play into it?
How can we find a way to make it more fun?

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

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

Coaching Outline for Session 2

Step #1 Define the Game

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

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

ASK: "What does winning look like for you?"

Go a little deeper...

ASK: "If you play really well and win over the next 6 months to a year, what will that look like?"

Next explore the big WHY...

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

Go a little deeper...

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

Share YOUR purpose as the Coach... say something like 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."

ASK: How is playing this game an expression of your values? How does it express what really matters to you?

ASK: This is a game! So let's talk about how we can bring the "Spirit of Play" into it? Where is the fun in this game?

How to Wrap Up your Define the Game Conversation

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

Say: "My challenge for you between now and then is to clarify your specific objectives to play for in the next three months. **ASK:** "Can you do that?"

Wait for them to say: "YES!"

ASK: "This was a great session. Can you give me a 30 second wrap up of what you learned today".

Coaching Outline for Session 3

Step #2: Design the Object of the Game

Say: Today we are going to get into the details of your game!

ASK: At the end of our last session I challenged you to clarify your objectives for your game. How did that go?

ASK: What are the primary tangible **OUTCOMES** that you want to play for in the next 3 months?

ASK: What are the recurring daily or weekly **RESULTS** that will grow into each tangible outcome?

ASK: What are the recurring **ACTIONS** that will create each result?

ASK: On a scale of 1-5 (5 being mastery) how would you rate your skill level for each action?

ASK: For each action, describe what **MASTERY** looks like to you?

ASK: What are the **CHALLENGES** you expect to face while playing for your results?

ASK: Who will you **BECOME** – what character traits do you want to develop – as you face these challenges?

ASK: What is most important for us to **EVALUATE** each week to track your progress in the game?

ASK: What **UPGRADES** to your environment will you need to sustain your game at a high level?

ASK: What **UPGRADES** to your environment do you want to enjoy as you win your game?

ASK: Tell me about any situations in your life – like commitments or life challenges – that could affect your ability to win this game?

ASK: When you look at this 3-month game, your current abilities and your current situation, do you believe that this game is winnable for you?

ASK: If not, how should we modify the game to make it winnable?

How to Wrap Up your Define the Game Conversation

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Say: "OK, this is a good place for us to wrap up this session. Next time, we are going to dive into your experience of playing the game."

Say: "My challenge for you between now and then is to focus on your recurring results and the actions you can take to create those results. **ASK:** "Can you do that?"

Wait for them to say: "YES!"

ASK: "This was a great session. Can you give me a 30 second wrap up of what you learned today".

Coaching Dialogue for Session 4

Step #3 Play For Results

Say: Welcome back! In our last session we made a lot of progress in designing your winnable game. We focused on the object of the game and started designing your RACE.

In this session we will REALLY move into your RACE and playing for results.

Say: Our first thing we must accomplish today is to look at your tangible **OUTCOMES** and your recurring **RESULTS** that we came up with in our last conversation.

{Recap what you have on your Playsheet}

We want to make sure that we have honed in on the most important 3-5 results that we can pursue to reach your outcomes.

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

Say: Next we want to make sure we have identified the most important recurring **ACTIONS** you can take to get these results.

{Recap what you have on your playsheet}

ASK: Anything you want to add, remove or change?

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

Say: OK, now we have to bring in the Spirit of Play, because it is important that we PLAY for **RESULTS** NOT work on tasks.

To approach this with play we will focus on curiosity, creativity and fun.

Ask: When you look at taking these actions in pursuit of results, what are you curious about?

Ask: When you look at taking these actions in pursuit of results, how can you be creative?

Ask: When you look at taking these actions in pursuit of results, how can you make it fun?

Ask: Out of all the ideas we came up with to PLAY for your results, which one will you try this week?

Complete the session

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

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

Document the game

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

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

Coaching Outline for Session 5

Step #4: Embrace Challenges

Say: Welcome back! In our last session we really got into the actions of your game. In this session we want to explore the challenges you faced while in pursuit of your desired results. We will talk about actions you took where you got results; actions you took where you didn't get the results you wanted and actions that you didn't take at all. We will look at all of it with Judgment-Free Awareness

ASK: Let's start with **ACTIONS** where you got your desired **RESULTS!** Did anything like that happen?

ASK: What can you learn from this experience of getting your desired **RESULTS?** (skip this question if they didn't get any desired results)

ASK: Next let's explore the **ACTIONS** you took where you did NOT get your desired **RESULTS** because there was a **CHALLENGE**. How would you describe the **CHALLENGE?**

ASK: What can you learn from this **CHALLENGE?**
How will this challenge make you a better player?

ASK: How can we bring the Spirit of Play to this **CHALLENGE** the next time?

ASK: Next let's explore the **ACTIONS** that you were intending to do but you did not. What happened? What got in your way?

ASK: What structure can we set up so that you get into this action this week?

ASK: Let's take a step back for a moment. Looking at your experience of playing for **RESULTS** and embracing **CHALLENGES** what is your takeaway?

Ask: Based on what you just experienced, what **RESULTS** do you want to play for this week?

Complete the session

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

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

Coaching Outline for Session #6 Evaluate What Matters

Note to the Coach: The Numbered Bold Lines are there to give you a reference point, you don't say them to your player.

1) Quick Life / Situation Check in

Ask: How are you? Can you give me a 2-minute update on what is happening in your life?

If there is something BIG going on...

Ask: is this something we need to address during our session?

{If yes, make a note of it}

2) Evaluate the game

Say: So, let's evaluate your game and talk about what happened and what didn't happen?

ASK: Let's start with **ACTIONS** where you got your desired **RESULTS!**

Did anything like that happen?

{If they got some positive results do this part. If not skip to the next part}

How to talk about success

Say: Wow! Congratulations. That is a great accomplishment. How did it feel?

ASK: What can you learn from this experience of getting your desired **RESULTS?**

How to talk about failure – or absence of positive results

Say: OK, the most important thing we can do is maintain judgment-free awareness and learn as much as possible from the experience.

ASK: Let's explore the **ACTIONS** you took where you did NOT get your desired **RESULTS.**

How would you describe the **CHALLENGE?**

ASK: What can you learn from this **CHALLENGE?**

How will this challenge make you a better player?

SAY: Anything that happens during a game can be explored as feedback

ASK: What other feedback did you receive while playing your game?

Is there anything else we should evaluate together?

ASK: Next let's explore the **ACTIONS** that you were intending to do but you did not. Using judgment-free awareness, what happened? What got in your way?

3) Respond to challenges together.

ASK: Let's take a step back for a moment. Looking at your experience of playing for **RESULTS** and embracing **CHALLENGES** what is your takeaway?

Ask: How can you respond to this challenge with the Spirit of Play?

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4) Figure out what to do next to play better

SAY: OK, let's co-create a way to play your game better this week!

ASK: Based on what we have discussed to far, what can we do to get better results?

If you have useful knowledge for your player, this is what you do:

ASK I have an idea for how you can do this better. May I share it with you?

{Share what you know in the most concise way possible}

ASK: What do you think about this idea? Do you want to try it? Or do you have a way to use it as a springboard for something different? You tell me.

ASK: Is there an experiment you can try this week to get better results?

If you don't have useful knowledge for your player, this is what you do:

Say: Let's tap into some outside resources to find a better way.

Ask: Do you have any ideas about who or where you could find some ideas?

5) Confirm the new game plan for the upcoming time period

Ask: Based on everything we have discussed, what **RESULTS** do you want to play for this week?

ASK: How would you summarize your game plan for the week?

Complete the session

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

Ask: Please give me your 1-minute recap on our session today...

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

Document the game

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

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