

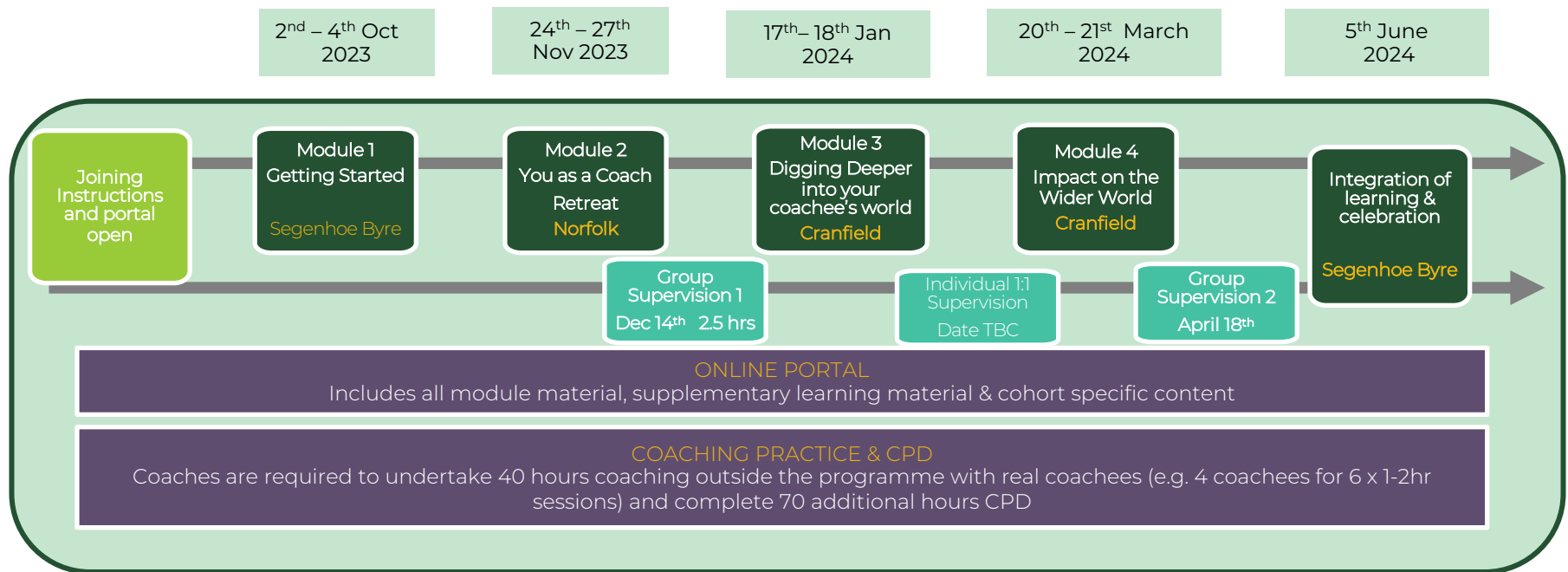
A photograph of four small green seedlings with two leaves each, growing out of a mound of dark brown soil. The background is a soft-focus green, suggesting a natural outdoor setting. A semi-transparent grey rectangle is overlaid on the right side of the image, containing the title and module information.


Coaching Mastery 23

Module 3: Digging Deeper
Day 1



Programme Overview: CM 23






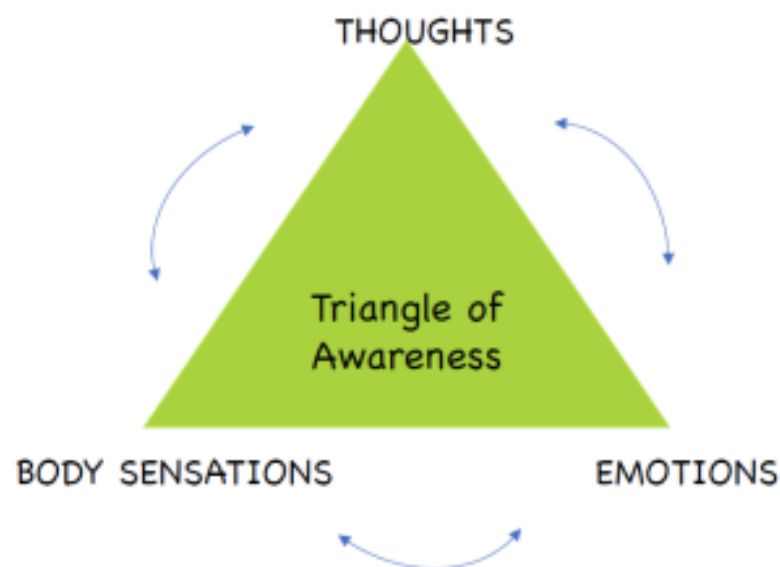
PAUSE
What is here now; physical sensations,
thoughts and emotions?

BREATHE
Just being with the breath and body

CARRY ON
Responding with awareness and
kindness

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Thriving
Life 



Pick a card that appeals to you right now...



- Tell us how it represents how you are arriving today...And anything else you want to tell us in order to feel you have arrived in the group?

Open Frame

Buddy Pairs

- What has flowed for you from the retreat?
- How has It Impacted your coaching?

Module 2 “Retreat” You as Coach



STILL

REFLECT & LISTEN

RESOURCE

RETURN

Review

What self awareness has arisen from these for you?

What do you now know about yourself?



Buddy Pairs

- What are the benefits and possible pitfalls of your personal style/tendencies?
- What frameworks that you have learned so far could you use to reflect against around your coaching



Agenda Day 1 digging deeper

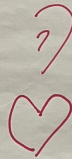
Increasing our listening skills

Times	Activity
9.00	Open Frame Retreat Review Module Gifts Module Overview Quality you want to bring to your coaching
10.45-11.00	Coffee
	Deeper Listening – TTT principles Barriers to listening
12.30 – 1.30	Lunch
1330 - 1445	What are you listening for? Iceberg presentations in supervision groups – Process (thinking and feeling) Versus Content (story)
1445-1515	Limiting and Enabling Beliefs – Re- framing
15.15-1530	Break
1530-16.10	Observed coaching
16.10-17.00	Feedback in coaching
1700-1715	Plenary + Finish



Reflect

= {E} L {E} C {E} =



→ In my coaches

→ In me

- what's my lens?
- my preferences
 - tools
 - approaches



Digging Deeper

What comes up for you?
Can you extend the metaphor?



Now pick a different card that represents a
quality/state that you want to bring into these 2 days
to gently challenge yourself in your coaching?

Tell us the quality/state...



The art of listening



Covey's 5 levels of Listening

Listening continuum		
Common levels	Empathetic listening - stop thinking about anything else other than what the other person is saying	Within the other persons map of the world
	Attentive listening – paying attention and focusing on what the speaker says	Within your map of the world
	Selective listening – hearing the parts of the conversation that interest you – ready to respond	
	Pretend listening – give the appearance of listening with casual gestures	
	Ignoring – no effort to listen	



Empathetic listening

Going beyond active listening; really understanding the person with non-judgement & compassion. This makes an emotional connection and allow someone to be seen and heard.

1. Pay attention to your body language. Use attentive posture, eye contact, gestures, expressions - **match the speaker**
2. Notice their non-verbal communication – how they sit, eye contact, facial expression, voice pitch and volume, emotion behind words or what has been left out – **noticing beyond the words being spoken**
3. Use incisive, open-ended empathetic questions which flow from what's been said to **invite deeper thought** and consideration.
4. Use a short playback of what you've heard – **in their language**
5. Notice and **reflect back emotion** e.g. 'I hear/sense that you feel...'



Listening to ignite the mind

TIME TO THINK

LISTENING TO IGNITE
THE HUMAN MIND



*"Do not be fooled by the simplicity of this process.
It will unleash the power of your whole organization."*

British Telecom

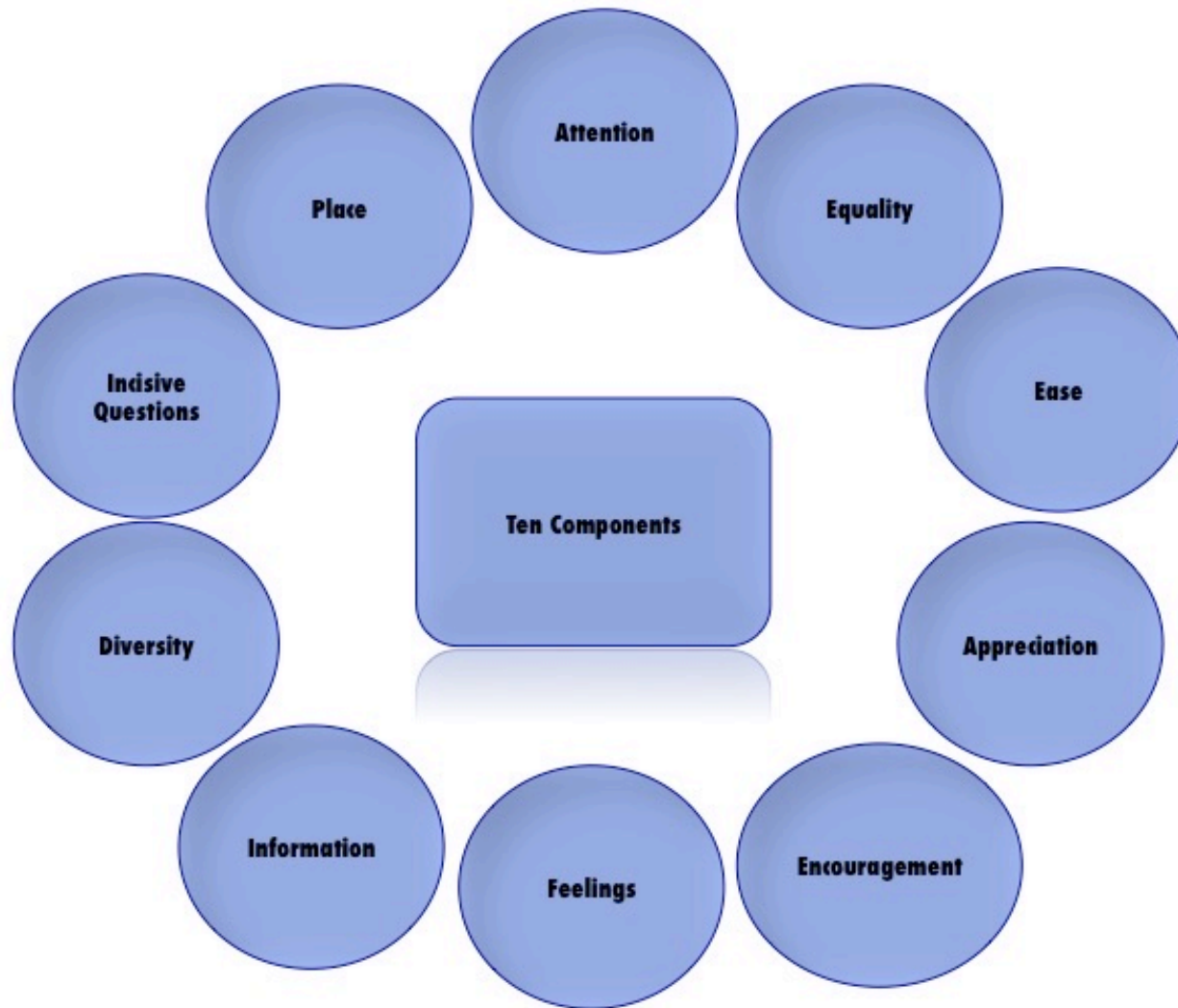
NANCY KLINE

- High quality – exquisite attention
- Equality - an equal thinking partner
- Ease – give time to think

Time to Think – Nancy Kline



10 components of a Thinking Environment



“The Thinking Environment”

The quality of everything we do depends on the quality of the thinking we do first
The quality of our thinking depends on the way we treat each other while we are thinking

Diversity: raises the intelligence of the group difference in perspectives and lived experience, richer the divergent thinking

Encouragement: Competition stifles encouragement and thinking

Feelings: allowing sufficient release of emotions to do your best thinking

Attention: listening with respect & curiosity = generates thinking. Listening to ignite rather than reply

Equality: peer thinkers even in hierarchy; equal turns and attention

Place: A physical environment that says ‘you matter’

Incisive Questions: removing assumptions that limit ideas

Ease: creates, urgency destroys. Time, no rush, no interruptions -> think for yourself

Information: Providing a full and accurate picture of reality

Appreciation: Human mind thinks rigorously and creatively in the context of genuine appreciation
Ratio 5:1

“Encouraging divergent thinking; Ensuring Diverse Group Initiatives
The mind works best in the presence of reality – reality is diverse”



Extreme Listening

What would you like to think about and what are your thoughts?

- What more do you think, feel or want to say?



'Extreme listening' / TTT experience

In pairs - take turns in listening and speaking - 10 mins for each person on a timer on a phone.

Coach 'just listens' - with high quality attention to this first question:

What would you like to think about and what are your thoughts?

Then repeat second question when there is a pause in thinking

What more do you think, feel, or want to say?

Speaker has 10 mins whether they use the silence in which to think or talk - the listener stays with them

Swap and repeat



What gets in the way of Listening?

- **Coachee**

What might the client do or be like that could stop you from listening?

- **Coach**

What might be in your style / map that might stop you from listening?

- **Other**

What other considerations might make listening difficult?



Coach

What might be in your style/map that might stop you from listening?

WANTING TO RESPOND TO STRONG EMOTION

SW Curiosity

Wanting to show support more actively

empathise

Feeling concerned re: silence

Need to rescue + safeguarding alert

hurry-up driver when coacher needs time to reflect

Lack of Confidence / so distracted

fixer

People Pleasing (if I feel they want advice)

'Not good enough' belief to coach

over-identifying

Coachee

"already knows the answer"

Sexist, racist

Arrogant Narcissistic

Judgemental Critical Hostile

What might the client do or be like that could stop you from listening?

IRRATIONAL

Reminds you of someone ✓

Say something that triggers you

Waffle / not clear

Uninterested / not bothered

Envious! Resentment



Other

What other considerations might
make listening difficult?

Cultural assumptions
influences
~~how client~~

Office/Home
distractions
(client)

Being
cold!

Not yet
Paid.

Poor place /
Place
Too hot / too cold

Lack of
Soundproofing

Hungry /
tired

Coach or
Coachee
distracted
by other issues

Quiet
Voice / Mumble
/ Accent

Strong
emotional
state

Home
distractions

Venue
distraction

Time
of day



Iceberg Presentations



Process:

- Thoughts
- Feelings
- Body Language
- Thinking Patterns
- How

Content:

- Facts
- Story
- Container
- What

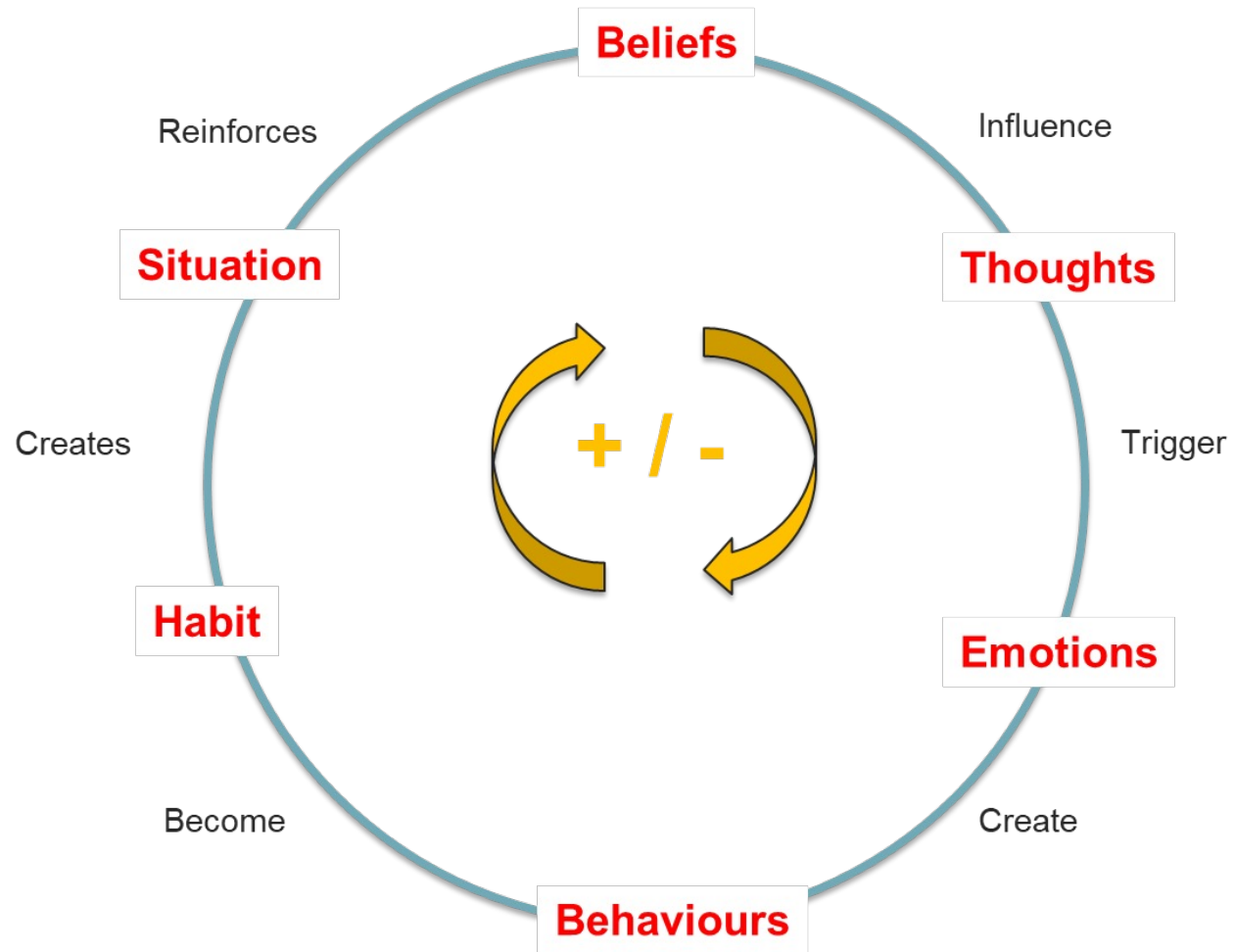
- What you noticed in thinking/feelings/body language?
- What content really struck you?
- What one coaching question you can offer them to take their thinking further?

10 minute presentations – 1st listener – listens for Process
2nd listener - listens for Content

5 minute questions and reflections



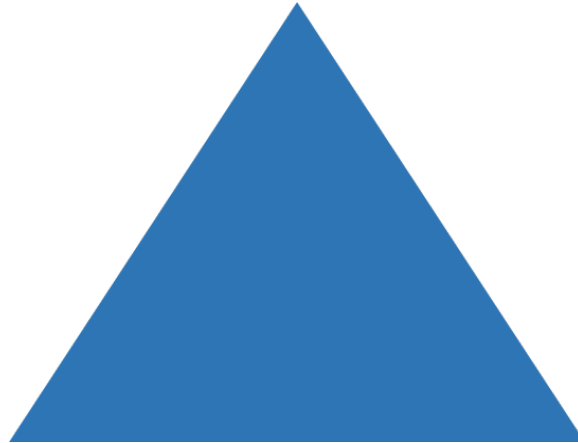
Beliefs Cycle



How our patterns of beliefs show up

PERFORMANCE

How I act based on my current dominant self image in this context



SELF IMAGE

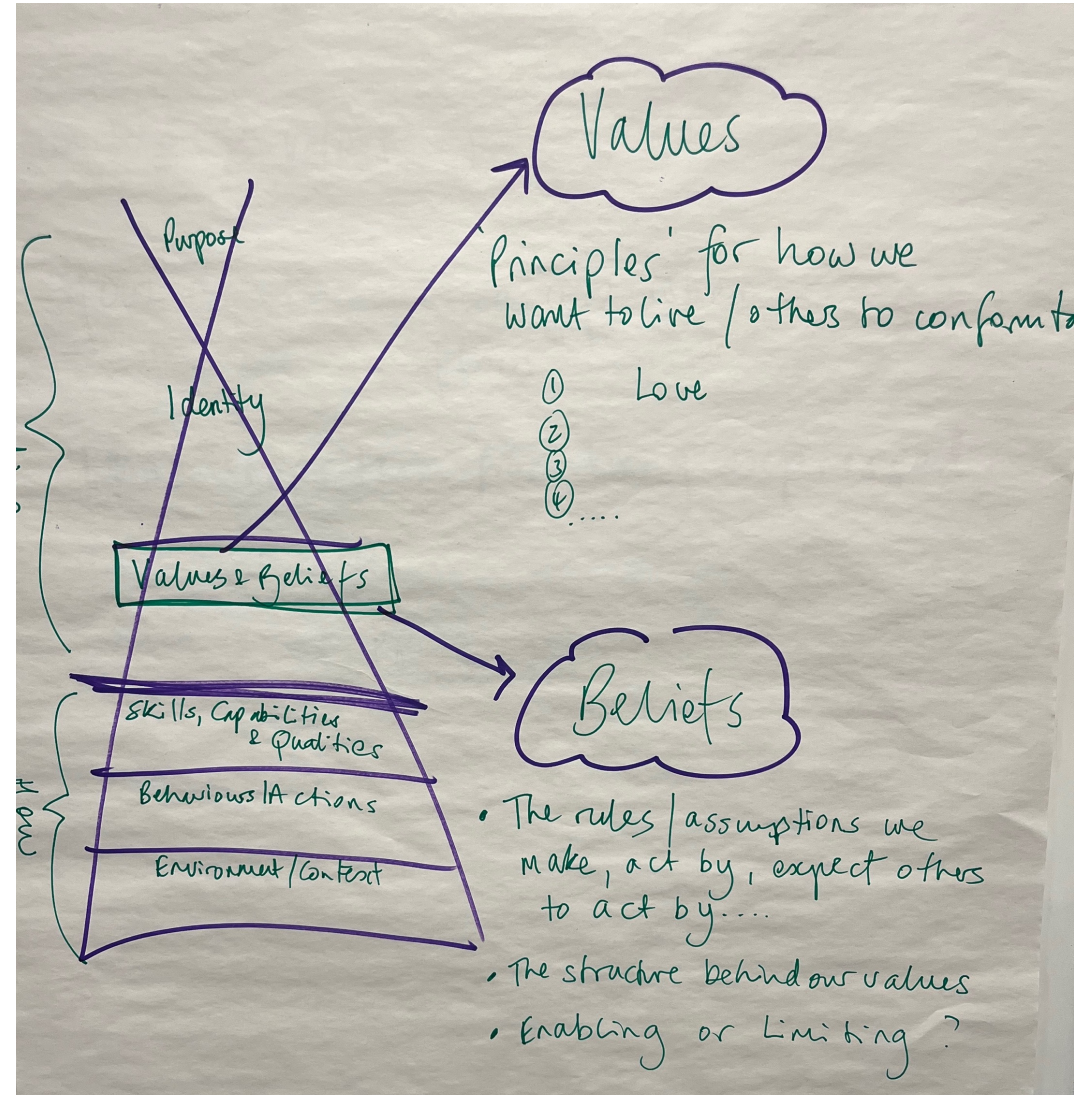
The accumulation of all the beliefs I have about myself which form a subconscious picture of my identity, dependant on the context

SELF TALK

How I talk to myself – my inner stories and dialogue
The reason behind how I react to my own opinions or other information about my performance



Beliefs and Values



Your top 2 values

How do these show-up when you are in flow?

What stops them from being expressed?

When not in flow, what are you believing which is stopping you?

Beliefs

"I can't do that here"

Enabling - The art of possibility

Limiting - The art of protection



Your Clients' beliefs?

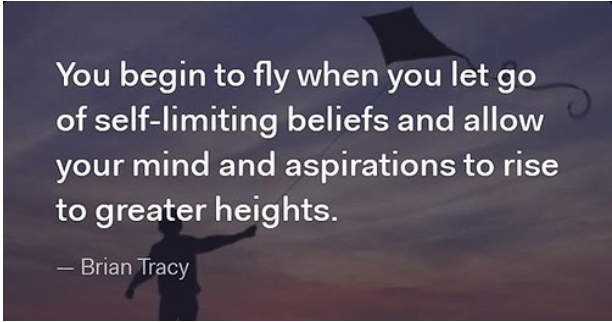
Common beliefs we hear in our clients

- I'm not good enough – self-worth, imposter syndrome
- I can't feedback to my boss – hierarchy, confidence/subservience
- I hate public speaking/presenting - context, social shame
- I mustn't upset anyone – giving feedback, being perfect, doing things for others
- I have to work at my hardest all the time – work/life balance, have to do everything



Your Coaching Beliefs

About you as coach



You begin to fly when you let go of self-limiting beliefs and allow your mind and aspirations to rise to greater heights.

— Brian Tracy

Potentially limiting

- I'm not so good at.....
listening, questioning etc
- I don't have enough
experience....

Potentially enabling

- I'm learning all the time how
to do this better at ...
- I already have this
experience under my belt

About the coachee

- They have the potential to grow and learn
- Their solution's will be better for them than mine
- They are responsible for their own choices
- That everything they think, feel or express is moving
them towards their outcomes



Limiting and Enabling Beliefs

Reframe limiting belief exercise to an enabling one

- What's the belief you want to work on and why?
- What do you want the outcome to be/what do you want to be able to do differently/better?
- Where/how might it have been formed?
- What is the positive intent of that belief?
- What would you rather believe?
- How is this a choice & better than the old belief?
- How could you hone your new / liberating belief?
- How will that enable you? (future pace)

