



Personal Coaching Conversation

Foundation

Application

Skills

Personal Coaching Conversation

Business Coaching

New Coach Basics

Reading The Client

Coaching The Essence

Application Practicum

Strong Start Beginner

Overview

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By participating in this module, you will improve your understanding of personal coaching and add to your comfort and competence in personal coaching at different levels. It will support you in developing a framework that allows you to coach people at any stage on their path of development, and realize how your own life path influences your ability to coach others at different levels and stages.

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Client, benefactor, sponsor, vision, focus, trust and intimacy.

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What is personal coaching?

Personal coaching is any conversation that develops the individual. Personal coaching is based on the level of trust and intimacy that exists between your client and you, and that the client has with him or herself. It takes into account the level of conversation that the client is able to have at any given time and the kind of focus that he or she is wanting. All forms of coaching have personal coaching elements. Business and corporate coaches can expand the possibilities of overall success by strengthening the personal coaching dimension of their work.

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Personal coaching and small business coaching, personal coaching and corporate coaching, personal coaching and consulting, personal coaching and mentoring, personal coaching and therapy, growth and change, leveraging history and being history, trust and control.

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The Framework for Personal Coaching

Levels of Personal Coaching

- Articulation of Goals
- Awareness of Benefits of Coaching
- Awareness of Self
- Intentional Changes
- Evolution/Attraction
- Intuition/Flow

Path of Development

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Benefits

By immersing yourself in the concepts and tools of personal coaching, you explore fundamental questions of human happiness and fulfillment and how to support others in their quest for rich and meaningful lives. A close study of this subject can reward you with clues about how to do the same in your own life.

This course is designed to:

- **Refine** your ability to read the indicators describing the level at which a client is most able to respond to coaching
- **Gain** additional tools and skills to deliver real value to clients at every phase of their personal development
- **Better** understand your own life path, and how the phase you are in affects the kind of coaching you are most comfortable providing
- **Distinguish** personal coaching from other forms of coaching (business, corporate, etc.), so that you can effectively choose when and how to apply personal coaching in your work
- **Understand** more clearly the levels of trust and intimacy that are accessible in any personal interaction, and gain more confidence and skill at coaching every level of interaction
- **Develop** familiarity and competence with the path of development and other personal coaching tools and resources



Definitions

The following are common words used to gain a better understanding of the coaching process, particularly in regard to personal coaching conversation.

Client: The person or organization that receives the coaching.

Benefactor: The person or organization that receives the primary benefit from the coaching.

Sponsor: The person or organization that pays for the coaching.

Vision: The intended outcome or target that the coaching supports.

Focus: The areas of life that the coaching conversation includes.

Trust: The confidence/reliance a person places in self or another.

Intimacy: The understanding a person has for self or another.



Concepts

What is Personal Coaching?

Personal coaching is a unique and powerful form of human interaction where the agreed purpose of the interaction is the development of one individual – the client. For the purposes of this course, Coach U defines personal coaching as any coaching conversation that develops the individual. A personal coach engages in a coaching conversation with the intention of clearing a path for the client to walk.

Personal coaching may take place in a private practice setting, or it may take place in a small business or corporate setting. If the ultimate benefit is to the individual, the form of coaching is personal coaching. On the other hand, if the agreed purpose of the coaching is driven by the company's vision, and the ultimate benefit of the coaching is to the individual as it relates to the success of the business or company, then it is business or corporate coaching. There are certainly spillover benefits. Personal coaching often results in a more effective employee, and business coaching often has carryover value into the individual's personal life.

What distinguishes personal coaching from business or corporate coaching is who the intended ultimate benefactor is – and the way that the value and effectiveness of the coaching is measured. If the ultimate recipient of value is the business, it is business coaching; if the ultimate recipient is the individual, it is personal coaching. Yet in practice, the lines are never that clear. All coaching has personal, business and corporate aspects and benefits.

In personal coaching, you must be fully present with the client in order to be fully engaged as a coach. The depth of connection between you and the client is directly related to the degree of trust that has developed between you two, and the level of self-knowledge that the client is ready, willing and able to share. A masterful coach has developed a great deal of trust for self and intimate self-knowledge which allows him or her to be fully present in the moment, and which can serve as a model for the client.

As in any relationship, the initial stages of personal coaching are invested into developing trust and rapport. Coaching is at its finest when a high level of trust and intimacy has been developed. With some clients this happens very quickly; with others it takes time and for any given client, there are areas where trust and intimacy are easier and more difficult. If you experience a high level of trust and intimacy coaching a client in one area, you cannot assume the same level of trust and intimacy in another area. It is important for personal coaches to be skilled in the art of developing relationships, because even the most brilliant coaching insights fall flat if the trust is not in place and therefore the client is not open to the new information and discovery. This can become even more challenging due to the virtual (i.e., long-distance) nature that often characterizes modern coach-client relationships. It is essential that you develop an internal gauge to measure the appropriate level of trust and intimacy that is appropriate with each unique client in each unique situation.



Regardless of who the client is, who the benefactor is, who the sponsor is, whose vision is being honored/forwarded, etc., the relationship that you build with a client is the access point for the success of coaching. Just as the client sets the initial level of disclosure based on his or her comfort level with trust and intimacy, the client also sets the level of success that is ultimately possible as a result of coaching. Using the personal coaching tools effectively increases the level to which the client will engage in the coaching.



Distinctions

Although personal coaching can take place inside of other types of coaching, it is important to distinguish between and be conscious of the type of coaching you are undertaking.

Personal coaching versus small business coaching

In small business coaching it is the vision of the business owner that drives the coaching. The primary beneficiary of the coaching is the business. The individual benefits within the context of how their development impacts the success of the business.

Personal coaching versus corporate coaching

In corporate coaching the focus is the corporation and your primary responsibility is to the corporation and it's vision. Although the individual may personally benefit from the coaching, that is usually not the stated purpose of the coaching.

Personal coaching versus consulting

Personal coaching asks the client for individual development, change and growth. Consulting offers answers to challenges or problems based on the expertise and experience of the consultant.

Personal coaching versus mentoring

A mentor is an expert with experience in a particular field or within a particular company who can guide others to move forward within the company or field as they did. A coach is an expert on the development of people, in general, and helps people move forward on their own unique path that may be very different from the coach's.

Personal coaching versus therapy

Therapy focuses on the life an individual is living or has experienced and deals with the accompanying emotions. A typical outcome of therapy is the creation of more useful and healthy coping skills, dealing with issues and healing the individual. Coaching focuses on what a person wants, beginning in the present and moving forward, developing the person to engage life with new behaviors and ultimately to achieve their definition of success.

Growth versus change

Often times a coaching interaction is focused on a person's desire for the immediacy of change; they want something different, right now. There is nothing wrong with making a change of a client's current reality; however, sustainable change only occurs when a person is willing to invest in the growth that supports the change. The Path of Development outlines several useful tools to work on growth steps in a coaching interaction. Sometimes it is useful to create an immediate change that opens up space, time and energy to work on and nurture the true growth. It is reasonable and enlightening to ask a client whether they are willing to invest in the growth necessary to sustain the change or if something different is all they are interested in at this time.

**Leveraging history versus being history**

A helpful distinction in determining whether a client is dealing with a situation that could or should be supported by therapeutic intervention is whether they can actually leverage their past experiences as a value for the present or if they are wedded to their history continuing to play out the same patterns and behaviors. A useful question to consider is whether their past is an issue or a fact. We all have volumes of facts about our prior experiences that are useful to our path of success.

Trust versus control

One of the primary focuses of a personal coaching interaction is the development of trust in the relationship. Truly valuable coaching relies on both the coach's and the client's ability to completely let go of any need for control and allow the power and wisdom of both people to create the synergy that happens in coaching. For the coach, letting go of control means turning your focus to who the client is not solely what they want. The more you can support the client in the wonder and curiosity of themselves and their interactions in the world the more they will grow and create sustainable change.



Application

The Framework of Relating

Stages of Personal Coaching

The depth of the personal coaching conversation, that you are able to engage in with any client, depends on the amount of trust and intimacy that the client has, both with you and with self. In general, as a coaching relationship progresses, the level of trust and intimacy between you and the client increases and the level of trust and intimacy the client has with self also increases. Therefore, a coaching relationship typically progresses through several different stages. A useful metaphor is to think of these stages as levels in a six-story building, each one providing a different view.



Stage 1 – Articulation of goals: The client identifies what he or she wants. Goals are described and fit into a vision that the client holds of self and the future. This is the ground floor of any coaching relationship, a willingness to trust you with enough self-disclosure so that true goals can be established. Focus on drawing out the client’s vision and developing trust and rapport.

Stage 2 – Awareness of benefits of coaching: The client develops an awareness of what coaching is and how it could help him or her. You help expand and articulate goals, develop strategies and identify resources in such a way that the client realizes he or she is talking to a competent professional. This credibility may inspire the client to endow the coaching relationship with real power.

Stage 3 – Awareness of self: The client’s self-awareness and self-understanding develop as he or she follows a path of action. You support this process with tools, like Coach U’s Personal Foundation program, that provide structure and measurable direction. The result is: expanded knowledge of self and renewed confidence in one’s own ability to effect change. At this stage many tools are accessible by the client to use in appropriate areas of their life. (Note – many coaches do not go beyond this stage, because a good and valuable service has been provided.)



Stage 4 – Intentional change: The client gains a high level of competence in setting goals, making plans, succeeding, and enjoying the fruits of success. He or she experiences satisfaction and feels relatively in control of life because he or she knows the rules of the game and is winning. The emphasis is not so much on learning how to succeed, but about choosing where to succeed. At this stage you acknowledge and celebrate with the client and assist the client in the refinement of goals and the transfer of skills from one life area to others.

Stage 5 – Evolution/Attraction: The client's development becomes more natural, less linear, and more attraction based. Goals are continually upgraded based on new information, new sources of value and new opportunities. Astonishing results can happen very quickly and seemingly without effort as the client makes shifts to embrace ever more abundant ways of being. You witness remarkable transformations and may experience a similar evolution yourself. The coaching partnership becomes increasingly important because it grounds and orients the client as he or she enters into uncharted personal territory.

Stage 6 – Intuition/Flow: The client's actions and habits are fully aligned with values so that intentions no longer need to be articulated. The client regularly experiences ease, abundance and purpose, and has a quiet yet powerful confidence that is based in very high levels of self-trust and self-knowledge. Personal development becomes simply a habit of self-refinement and the full expression of values. You are unnecessary at this level, but highly valued. The techniques for coaching at this level are very simple: trust your inklings, tell the truth, be fully present, and have a marvelous time!

The six different stages of coaching represent levels that a “typical” coaching relationship might go through over time. One level is not better or more important than another. The object is not to raise the client to the next level – the client will go there naturally when it is time. What is essential is the ability to coach at all levels, to play “full out” wherever the client happens to be.

It is equally important to recognize that clients don't go through these stages in order. People are continuously cycling through the different stages in different ways and in different aspects of their lives. For example, if you've been enjoying a level five or six conversation with a client about their love life you cannot assume the conversation will stay at the same level when it moves to their money situation.

Coaches who are highly familiar with the six stages of personal coaching, and who know the key indicators of each stage, are the ones who can quickly assess where a client is most readily available to receive coaching. They have fine-tuned awareness that tells them, like a reliable gauge, what to talk with this client about and how.



Path of Development

The path of development is the cornerstone of the Coach U approach to personal coaching. It provides a general framework, like a toolbox, into which fit all of the personal coaching tools and programs. Alternatively, it can be thought of as a map that you can use with clients, simply reflecting back to them a “You are Here Now” message, and helping them see where they want to go. As with the six stages of personal coaching, it is important to remember that these stages are not always linear and a client may be in different levels with regard to different facets of life.

The path of development is just that – a path. There are stages along the path that might be thought of as different views along the way. For example: as you climb a mountain you might move from desert grasslands to scrub oak forest to lush deciduous trees to towering evergreens to rocky outcroppings far above the tree line. Each stage or viewpoint is different from the rest but none is necessarily “better” than the others. Although later stages tend to feel preferable than lower ones, all are equally valuable ways to experience life.

The six stages of development roughly correspond to life stages, like those developed by psychologist Erik Erickson. The restoration stage is a time when people work out the lingering issues from childhood; this generally occurs during the earliest phases of adulthood, which are our teenage years. People tend to deal with personal foundation topics in their twenties and enjoy the full responsibility of the adult stage in their thirties. The forties tend to be the time when people learn to operate from attraction. The fifties are the decade to enjoy the fulfillment stage and the sixties is a time for many when the focus shifts from fulfillment to legacy. Of course, some people take a highly accelerated path through the stages while others remain in the restoration stage for their whole lives.

A simple and useful tool for evaluating one’s stage of life is to ask the question, “How is your life going... really?” Here are some typical answers:

- **Restoration Stage:** (sigh!) “Stressed, frustrated, hectic, out of control, crazy, etc.”
- **Personal Foundation Stage:** (hopeful) “Working on things, figuring it out, starting to make sense of things, etc.”
- **Adult Stage:** (candid) “Fine, really. Some things aren’t going my way, but I’m working them out.”
- **Attraction Stage:** (enthusiastic) “Absolutely beautiful! There are tons of wonderful opportunities and I’m looking for the right ones for me.”
- **Fulfillment Stage:** (non-charged, understated) “Super, thanks for asking.”
- **Legacy Stage:** (calm) “Super, thank you for asking. Tell me, how is your life going... really?”

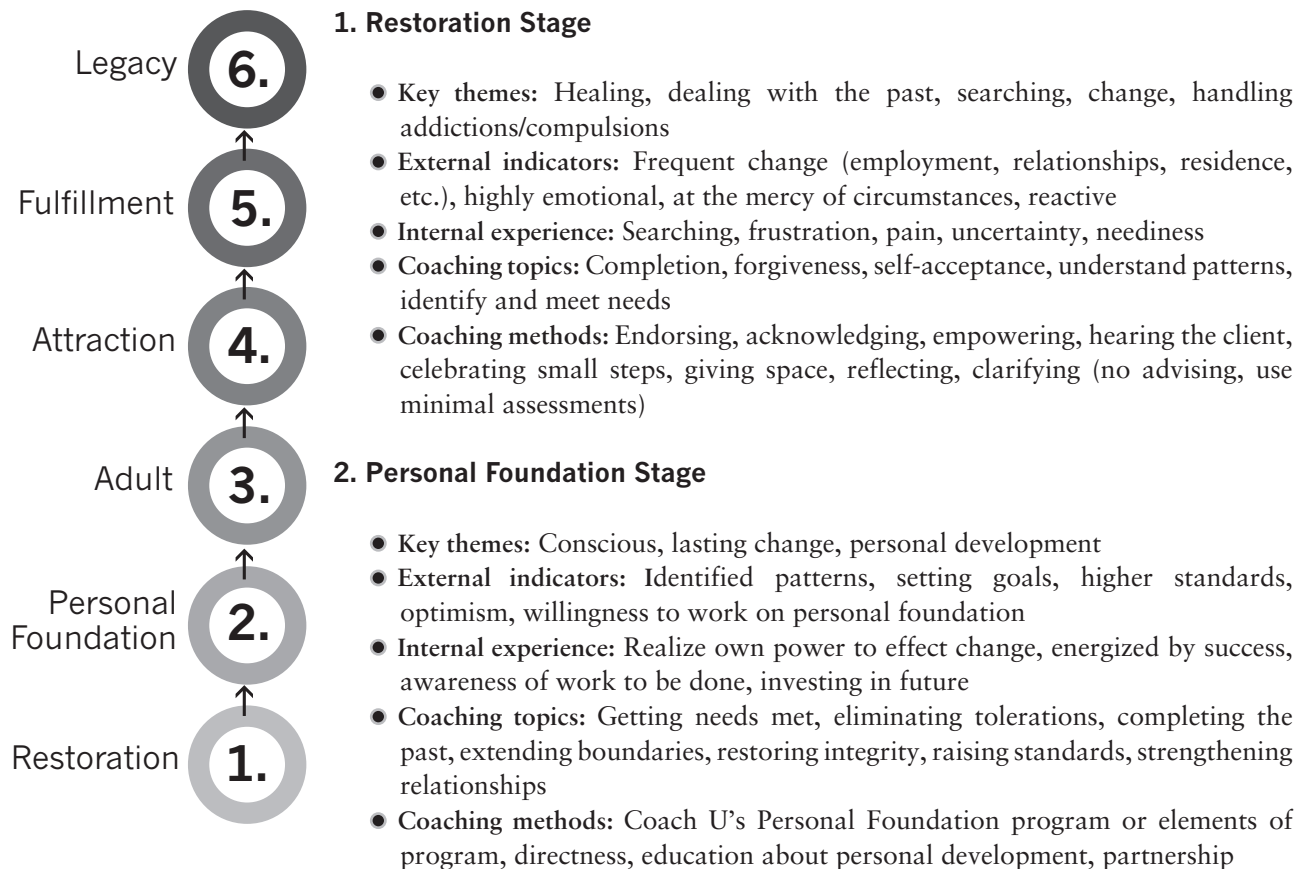
This simple question can be further refined to determine the stage a person is experiencing in any part of their lives: “How is your love life going...really?” “How is your career coming along... really?” “How is your _____ going...really?”

It is essential for you to be able to accurately identify where the client is, on the path of development, so you can coach appropriately. For this reason, general rules of thumb are important. At the same



time, you must always remember that people are complex, and can be at many different stages, on the path of development simultaneously. For example, they may develop much more quickly in inter-personal relationships, family and community than they do with career and money, or vice-versa. Further, people can seem to drift back and forth across different stages depending on the time of day, the specific situation or relationship, etc. So although these stages provide a useful rule of thumb for understanding personal development, they must not be perceived as fixed and absolute.

The Path of Development



3. Adult Stage

- **Key themes:** Acceptance of responsibility, articulation of intentions, exploration of values, personal standards
- **External indicators:** Ownership of responsibility, internally motivated (versus driven by external circumstance), non-reactive, consistent with standards
- **Internal experience:** Not taking things personally, consciously responding to situations (versus unconsciously reacting), awareness of choice
- **Coaching topics:** Dealing with situations in the present, orientation around values, establishing reserves, strengthening relationships



- **Coaching methods:** Listening, giving direct feedback, assessments, acknowledgement, accountability, strategizing, challenging, validating

4. Attraction Stage

- **Key themes:** Developing strong, nurturing, energizing relationships, consciously designing community
- **External indicators:** Healthy detachment, objectivity, ease, lightness
- **Internal experience:** Abundance of opportunity, huge changes, full acceptance of self, enjoyment of life, evolving
- **Coaching topics:** Vigilant development of the fit between conduct, values and calling, consciously directing client's process of attraction
- **Coaching methods:** Being fully present, intuiting, checking values

5. Fulfillment Stage

- **Key themes:** Development of synergy, fine-tuning values
- **External indicators:** Consistent and great work, effortless success, high level of skill, awareness and competence, mutually fulfilling relationships
- **Internal experience:** Work is rewarding, life feels meaningful, peacefulness, sense of "rightness" or perfection, honoring self and others
- **Coaching topics:** Aligning intention with core values, co-creative partnership, spontaneity
- **Coaching methods:** Collaborating, curiosity, exploration, truth-telling, intuiting, acknowledging, being present with

6. Legacy Stage

- **Key themes:** Vision and purpose, contribution to the world
- **External indicators:** Highly acknowledged for contribution (others build upon it), extreme well-being, fully present with and genuinely interested in others, tremendous exchange of value
- **Internal experience:** Complete satisfaction with self allows focus on others and contribution to the world, tremendous value in being alive
- **Coaching topics:** Exploring opportunities for impact, enjoyable co-evolution (client may direct your development)
- **Coaching methods:** Truth telling, intuiting, being present



Resources

Additional resources associated with this module can be found in the resource area of the web site. From the student area you can access these by searching under the name of the course. When the course description page appears you will find a link to the list of additional resources. Each item is a live link to it's actual location on the website. Click on the item to access the information.

Throughout the course or anytime you find valuable resources for a particular course please feel free to add to the value of our curriculum by forwarding the resource to revampteam@coachu.com.

Thank you for participating in the collective wisdom of Coach U. Together, we all continue to learn.