Handbook:

Coaching Triads – Path To Certification

2022

For IAC Path to certification: Coaching Triads

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Welcome

"The pursuit of a goal that is values-based may not be easy, but it will be joyful"

Thomas Leonard

Welcome to the IAC Coaching Masteries triad program!

Coaching triads have been recognised as a powerful tool for increasing coaching skill and mastery.

If you wish to deepen your practice with an aim to get certified and continue to maintain and grow your coaching mastery, then these triad relationships can help and support your learning.

We hope that you make the most of this initiative. We wish you the very best in your coaching journey!

The IAC Team

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Getting Started

To get started you will need:

- 3 coaches . You will be partnered with two coaches to form the triad. The coaches in this triad with you are IAC members and are on a similar journey with the IAC Masteries. We hope this gives you the opportunity to learn from each other.
- Video conferencing software: You could use any of the options available (Zoom, Microsoft Teams, Google Meet, Skype etc).
- IAC coaching triad materials that will be shared with you.
- The willingness to grow and the commitment to show up consistently, on time and ready to learn!
- An agreement with each member that this is a safe, non-judgmental space where mistakes are truly viewed as opportunities for learning. Practice and demonstrate online patience.

Please familiarize yourself with the IAC Values and IAC Ethical Principles before you embark on this journey.

How does this work?

- **Schedule:** It is recommended for members of the coaching triad to block a predetermined time (keeping in mind the different time zones) to meet each week to conduct one coaching session, followed by a feedback debriefing. We invite you to practice timing your coaching session to a 30-45 minute session to help you prepare for Step 2 of the IAC certification journey.

- **Preparation:** We invite you to review the best practices and advice for Step 2 process to familiarise yourself with it.

- **Methodology:** The coaches in the Coaching Triad will alternate positions each week between Coach, Client (Coachee) and Observer.
    - **Client:** Come to call prepared with the topic in which you would like to be coached. You may look at a goal/ aspiration or challenge you are currently facing. We recommend you to bring in real-life situations, rather than looking at it as a role-play.
    - **Coach:** Remember, this is to learn and grow, so be open, relaxed and trust yourself , your partners and the coaching process.
    - **Observer:** Start with where you are in the understanding of the Masteries. Don't worry about "getting it right", as the three of you will be discussing the session as a group, with you leading the discussion. Keep the IAC Masteries e-book for reference.

"Remind people who they are instead of just complimenting them on what they have done."

Thomas Leonard

- Find a place that is comfortable and allows privacy to carry out the coaching session.
- Observer can help as a time keeper. It is good practice for the coach to be conscious of the time.
- Complete the session without feeling rushed . Go with your own flow from the beginning to be more aware of how you coach.
- Observer must listen on "mute" to not accidentally distract the session.
- The coach triad members may choose to do a video call or even an audio call. The choice is with the triad members to choose a mode that works best. Please remember, IAC Step 2 requires an audio-recording of the coaching sessions.
- If the coach wishes to practice a specific Mastery , it would help to inform the Observer to get feedback on specific behaviours related to the Mastery.
- The observers role is to listen to the coaching conversation:
    - Listen for shifts in energy, awareness, reactions from the client, and respond accordingly
    - Debrief the client first, by having them talk about what they experienced
    - Debrief the coach second, asking how they would assess their coaching
    - Observer then shares what they heard, concluding with a three-way discussion
    - Refer to the IAC Masteries e-book to give feedback based on effective behaviours, ineffective behaviours, measures, or mistakes listed under each Mastery.
- Recording the session: You could choose to start recording of the session, to listen and observe your coaching sessions. To ensure that the confidentiality and safety of the group is given high importance, please ensure that your group is comfortable getting it recorded, and get permission from everyone in the group before you record the session.

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Guidelines : Giving and Receiving Feedback

To develop coaching skills, practice is a must. Coaching triads will help develop your coaching skills with people who are there for the same reason you are. You will practice being a coach; a client; and an observer. The relationship draws strength as you take pride in helping each other grow and develop. It is a mutual support system that makes learning fun.

For the Coach: How to receive feedback:

- Be aware that some nervousness is normal and a common trait for most coaches who are being observed. Try to understand that your observer is trying to help you. Be open to different perspectives. Concentrate on how the observations and comments can help you improve your coaching. Notice if there are patterns from your observers with similar recommendations for improvement. Focus on these areas for improvement. Consider everything your observer says. Ask questions to clarify the feedback. The feedback is an opportunity for you to change, improve and grow as a coach
- Specific requests by the coach: If you have a specific area that you want your observer to look for, let them know in advance. For example, "I would like to practice Mastery 4. Would you please observe for how I am engaging this Mastery during my coaching session?" You get to see areas where you are improving, and with more feedback, how to continue improving. Thank the observer for their feedback.

Reflect on:

- What went well?
- What could be better?
- What do you wish to practice further?

For the Observer: and coachee How to give feedback :

- Be specific :Make notes based on "what you see" and "what you hear" during the session. Avoid being judgmental *("You were wrong when you interrupted the client..")*, or generalizing *("You always interrupt…).* Stay with what you noticed. E.g.," *I noticed that twice during the session when the coachee was <specify the details of what the coach did and what you observed as its effect on the client).* Your role is primarily to hold up the mirror to the coach, and tell the coach your observation of the coaching.

- Be sensitive when you share your feedback. You don't have to be an expert to offer worthwhile feedback. Everyone has valid and worthwhile feedback, regardless of the level of experience or expertise. Keep your tone light and neutral. It's not just what you say, but how you say it. Refer to the IAC Masteries e-book for specific feedback and observations on Masteries.

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- Point out the strong points of the coaching session, to raise awareness and reinforce them further. Keep your tone positive so the coach is aware and feels encouraged.

- Provide clear and specific feedback on areas to improve further: Avoid the well-intentioned "whitewash" - or "soft-pedalling"(great coaching/wow) - not giving the coach comments on areas where they could improve. This will only allow small problems to grow into large problems. If you are confused, say so. Be sure to check with the coach to confirm he/she understands your remarks, so there is no misinterpretation of your meaning. Your job is to help the coach grow - in an open, safe, supportive, sensitive environment. You could use statements such as :
    - *"There may have been a missed opportunity...*
    - Personal statements whenever possible, describing your reactions to the coaching. *"I felt...", "It seemed to me..."I wonder if..."I sense*

- Avoid phrases such as, *"You should..."You must... "They say" or* statements that use *"but*" and "*however*" - "e.g. You started out very strong, but/however... The "but" and "however" negates everything you said before. Make two separate sentences or connect them with "and."

For the Coachee/client and Observer:

You could use the formats given in Appendix 1 to share your feedback.

Appendix 1. Resources: IAC Coaching Masteries © Feedback Form

i. Resources: IAC Coaching Masteries® Feedback Form (for Coachee)
ii. Resources: IAC Coaching Masteries® Feedback Form (for Observer)

IAC Coaching Masteries® Feedback Form (for Coachee)

After each coaching session, help your coach improve by giving feedback with this form.
1 = Totally disagree, 2 = Somewhat disagree, 3 = Partly agree, 4 = Mostly agree, 5 = Totally agree

	IAC COACHING MASTERIES ©	Score
1	**Establishing and maintaining a relationship of trust** • I feel safe to talk about everything that's on my mind, even things I didn't realized were important. • I freely express my emotions, fears and dreams to my coach. I do not feel judgment from the coach.	
2	**Perceiving, affirming, and expanding the client's potential** • I now recognize and believe more fully in my strengths and abilities. • I am more motivated to achieve my potential. The coach shows genuine interest on my behalf.	
3	**Engaged listening** • I feel fully heard and understood. • I speak with my coach freely, openly and at the optimum pace for me.	
4	**Processing in the present** • I am more aware of what I am thinking and feeling in the moment. • I feel like my coach understands me on a deeper level than most people.	
5	**Expressing** • My coach speaks authentically, directly, and sensitively to me. • The coaching conversation is like a springboard for me to discover more and improve my results.	
6	**Clarifying** • I feel clearer about myself and my situation. We were able to determine what was below the surface of my words and thoughts. • I see myself and my situation from new perspectives.	
7	**Helping the client set and keep clear intentions** • I am clearer about what I really want, and what my goals are. I feel inspired by my goals. • I am more engaged, excited and confident about my future.	
8	**Inviting possibility** • I feel like there are many more options available to me now. • I realized something new and/or surprising that is very helpful.	
9	**Helping the client create and use supportive systems and structures** • I feel I have many resources and tools to help me reach my goals. We have created meaningful structures and systems that pull me forward effortlessly. • I feel responsible, empowered and enthusiastic to take my next steps.	
Comments		

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IAC Coaching Masteries® Feedback Form (for Observer)

	IAC COACHING MASTERIES ©
1	**Establishing and maintaining a relationship of trust** Comments:
2	**Perceiving, affirming, and expanding the client's potential** Comments:
3	**Engaged listening** Comments:
4	**Processing in the present** Comments:
5	**Expressing** Comments:
6	**Clarifying** Comments:
7	**Helping the client set and keep clear intentions** Comments:
8	**Inviting possibility** Comments:
9	**Helping the client create and use supportive systems and structures** Comments:

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