Path To Certification

A user's guide

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How to Conduct a Successful Coaching Triad

International Association of Coaching

Path to Certification Triads

Welcome to the IAC Coaching Masteries triad program.

Coaching triads have been touted as a powerful tool for increasing coaching skill and mastery. If you're goal is certification, or you want to become a masterful coach, or you want to continue to maintain and grow your coaching mastery, these triad relationships can help.

Section 1:

Getting Started

Section 2:

Tips for a successful triad

Section 3:

How to Give and Receive Effective Feedback

Section 4:

Observers Guides

Section 5:

Client Feedback Form

Getting started

You will need:

- 3 coaches
- A bridge line
- IAC triad materials and worksheets
- The willingness to grow and the commitment to showing 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 opportunity for learning.

Here's how it works:

Each week, at the predetermined time, 3 coaches meet to conduct one coaching session, followed by a feedback debriefing.

The coaches will alternate positions each week: Coach, client, observer

Client: Come to call prepared with the topic in which you'd like coaching.
Coach: Remember, this is to learn and grow, so be open, relaxed and trust your self and partners.
Observer: Start 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.

Tips for a productive triad

- Do your social visiting another time, or start the session early
- Observer will be the time keeper, so decide ahead when you'd like reminders of time, so you can complete the session without feeling rushed or incomplete
- Observer must listen on "mute" so not to accidentally distract the session
- Observer will listen with the attention on the coaching, rather than the client's "story"
- 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
- Read the following "How to give feedback" instructions

How to Give and Receive Effective Feedback

by Gloria Auth

Much of this material is adapted from Toastmasters' International.

To develop coaching skills, practice is a must. Coaching with triads/buddies will develop your coaching skills with people who are there for the same reason you are. You practice being a coach; you practice being a client; you practice being the observer. The relationship draws strength as you take pride in helping each other grow and develop. It's 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 of most coaches who are being observed. Try to understand that your observer is trying to help you. Don't allow yourself to become defensive. Concentrate on how the 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. Some of the comments may not be useful, but attempt to understand the point of view of the observer. If it doesn't apply, let it fly. Ask questions to clarify the feedback. The feedback is an opportunity for you to change.

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 work on developing my skill of asking provocative conversations. Would you please be on the lookout to see if I am using that proficiency?"

If you truly want to improve as a coach, you need feedback. You get to see areas where you are improving, and with more feedback, how to continue improving. Thank the observer for their feedback.

For the Observer: How to give feedback
You don't have to be an expert to offer worthwhile feedback. Everyone has valid and worthwhile feedback, regardless of level of experience or expertise. Your role is primarily to hold up the mirror to the coach, and tell the coach your observation of the coaching. Your critique is from your point of view. Keep your tone light and neutral. It's not just what you say, but how you say it.

Your goal is to provide honest reaction to the coach's coaching skills in a constructive manner. You are not a judge or person with all the answers, but a source of potentially helpful feedback. You are a friend trying to help. Your job is to provide the coach with information on the basis of which the coach may consider changes in his coaching.

Write down a few triggers. You don't need to write extensive notes, just a few key words to help you remember what you were thinking. You don't want to take your focus away from the coaching.

Be sensitive of the level of the coach.

The **novice coach** needs a high level of motivation to keep them in coaching. They are terrified of being observed. Remember your first time being observed? Use the words "next time" throughout your evaluation as a form of encouragement for them to stay with coaching. Boost the coach's confidence by noting one or two coaching strengths you observed. It gives them a place to start the next time. This is not the time to mention all the other proficiencies they didn't use. Concentrate on a single proficiency for improvement. They will be overwhelmed if you give them 5 - 10 areas to work on. Pick the most serious problem that will have the greatest impact on improving his/her coaching. Share specific tips on how to do so. Consider paring a novice coach with a more experienced observer.

The **experienced coach** really wants to know how to make their coaching better. It's not easy to critique an experienced coach. They are not looking for a pat on the back; they are looking for ways to improve.

They have enough confidence in their skills to take more critical critiques. Touchy-feely evaluations are not effective for the experienced coach.

The Oreo Cookie approach:

1. Point out the **strong points** of the coaching session. People remember what earned them praise and will try to repeat those things in the future. Praising the coach's strong points will help reinforce them. Keep your tone positive so the coach feels good about him/herself.

   Start with a positive comment. Praise the coach for something done well.
   "What I admire about your style…
   "I'm impressed with the way you ……
   "I really liked how you…
   "That was very impressive how you…

2. Every comment that **points out a weakness** should also have a suggestion for overcoming the weakness. Avoid the well-intentioned "whitewash" - or "soft-pedaling"(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.

   Avoid phrases such as, "You did… or "You were…. "You should…"You must…Or "They say. Also avoid "Do's and Don'ts" and "Rights and Wrongs".

   Use personal statements whenever possible, describing your reactions to the coaching. "I felt…", "It seemed to me…"I wonder if…"I sense

   Avoid "but" and "however" - "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."

   Give honest, helpful appropriate suggestions. Point out tactfully some area for improvement.

   "There may have been a missed opportunity…
   "It's a small thing, but be aware of….
   "The one thing you might look for is…

3. End with a **positive encouraging remark**. Never end with a negative.

   "I really admire your courage in stepping up for this demonstration."
   "Overall, I very much enjoyed…"
   "We are very pleased and lucky to have you as a member of CoachVille/our community…
   "You have some wonderful …natural coaching skills …and with practicing and learning new skills, you will be a masterful coach."

OBSERVERS GUIDE FOR THE 9 IAC COACHING MASTERIES©

When you are in the role of observer of the coaching session, use this guide to observe the session.

- Write notes for your debriefing discussion.
- Remember, you are not evaluating the coach, you are observing what is happening in the session as a way to more deeply discuss the process with the three participants afterward
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Below are a couple of key points for each mastery that you can be tuning in to as you observe.

1. Establishing and Maintaining a Relationship of Trust

The way a coach can be effective with this mastery is to keep a keen awareness on their own reactions about where the client is coming from. A coach's opinions, though certainly called for in certain circumstances, are not appropriate when building trust. This is about having a strong sense of self so that the coach can allow the client the freedom to open up authentically. This is one of the most profound benefits of having a coach.

Avoid: Thinking you know what's best for the client

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2. Perceiving, affirming and expanding the client's potential

This is where the coach's intuition and gut feelings can come into play. A coach who is hearing between the lines about what the client is saying will get curious and ask from a place of genuine interest. This can help the client to accept affirmation, thus expand effortlessly.

Avoid: Advising the client rather than enhancing the client's self understanding.

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3. Engaged Listening

Coaches who have cleared their mind and are fully present with the client will hear everything. The only way you can really listen to the client is to forget everything you think you know. The skill here, is to be able to inter-connect what you have already learned about the client without letting it interfere with what you are hearing in the moment. This is the difference between connecting the dots and making assumptions.

Avoid: Listening to your own impressions of the client instead of listening with a fresh outlook.

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4. Processing in the Present

Bringing the client into the present moment is a skill that can help beyond measure! When a client recognizes that any stress, fear or limitation is only a product of past perceptions or future projections, the space that is created for insight is profound. A masterful coach will sense how and when to invite the client into the present without negating any attachment they might be feeling to the past or future.

Avoid: Using force to get the client to see the "now".

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5. Expressing

The coach understands the importance of being client-centric. The energy of the client is evident to the coach, and the coach knows how to effectively express themselves so the client will best benefit

Avoid: Being an expert that the client should learn from.

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6. Clarifying

When a coach approaches this from a genuinely interested and curious vantage point, the client has the ability to hear themselves and their own answers. When a coach questions what they've heard in order to be in collaboration with the client, the client will feel the support and be willing to look at other possibilities. Restating to be sure you've heard the client correctly will allow the client expand on the thought.

Avoid: Clarifying for the client, based on what you think is "right".

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7. Helping the Client Set and Keep Clear Intentions

When a client is working towards an inspired goal, *they* will come to *you* with their progress. If progress is not happening, it's time to dip into one of the other masteries and get to the underlying reasons. When doing the steps to get to the intention is effortless, you know your client is in harmony with their purpose.

Avoid: Cajoling or badgering the client into action.

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8. Inviting Possibility

Exploring and discovering with the client in a way that honors their unique value in the world can be extremely liberating for the client, and for the coach. Imagine a blank canvas and both client and coach have the brushes and tools to create a masterpiece. There are no "right" and "wrong" ways to paint this picture, only possibility.

Avoid: Thinking there are limits to the way something can be approached.

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9. Helping the Client to Create and Use Support Systems and Structures

Support systems work when they are in integrity with how the client operates successfully. You will know from the client's response in the moment, and in future sessions, if the systems are effective. The point is to help the client continue the flow of growth beyond the coaching session. Also be aware that these structures and systems are woven throughout the coaching session, as each step of the conversation emerges.

Avoid: Thinking this is something you just do at the end of the session.

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IAC Coaching Masteries® Feedback Form

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

	1	2	3	4	5
M1 Establishing and maintaining a relationship of trust I feel safe to talk about everything that's on my mind, even things I hadn't realized were important.					
I freely express my emotions, fears and dreams to my coach. I do not feel judgment from the coach.					
M2 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.					
M3 Engaged listening I feel fully heard and understood.					
I speak with my coach freely, openly and at the optimum pace for me.					
M4 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.					

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M5 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.					
M6 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.					
M7 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.					
M8 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.					
M9 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.					

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Comments:

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