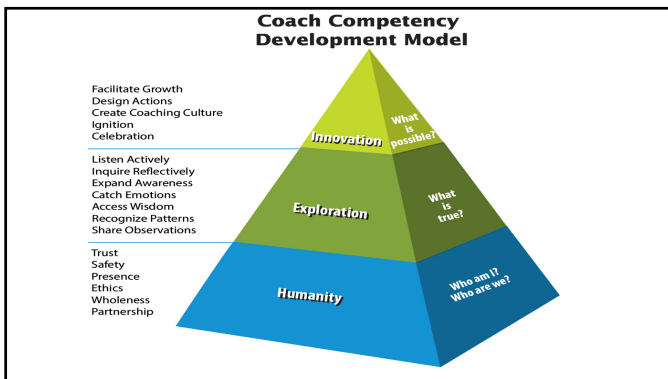




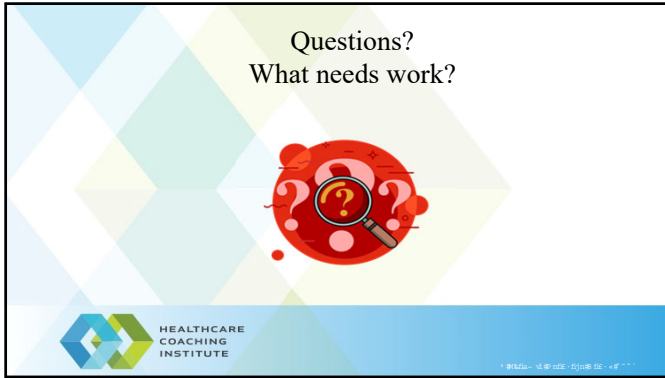
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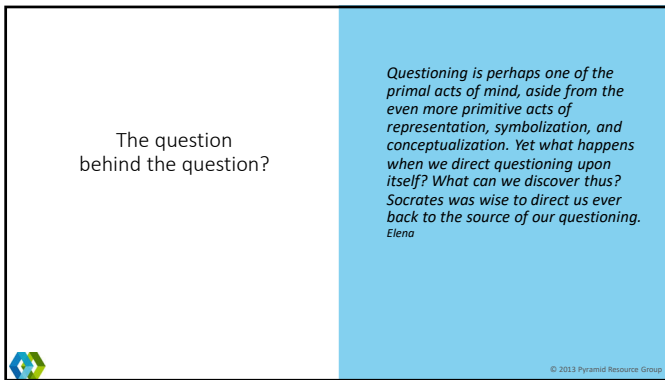
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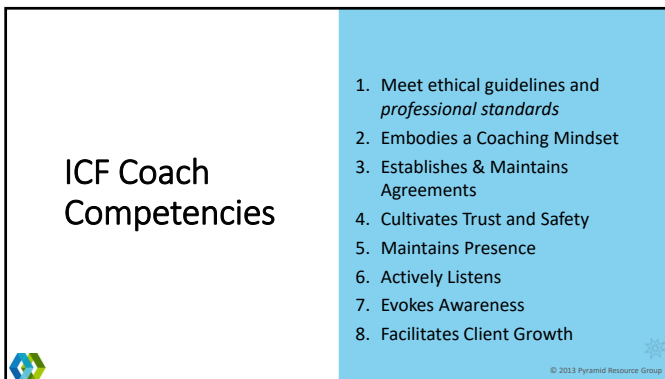
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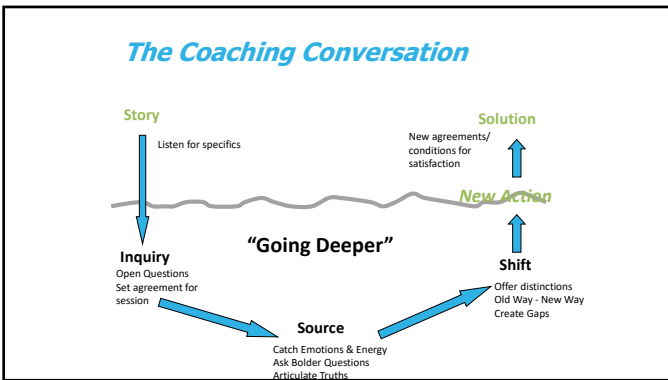


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Competency Progression			
Novice	Apprentice	Professional	Master
Coach's focus is on <ul style="list-style-type: none">How I'm doingGathering informationWhat I "know"	Coach's focus shifts to <ul style="list-style-type: none">Client"I have so much to learn"Finding a mentor	Coach's focus is on <ul style="list-style-type: none">Client development"I know there's more to learn from client's & others"	Focus is on <ul style="list-style-type: none">Client's movementAccess to wisdom"I don't know how I know"
Focuses on solution	Focuses on shifts	Focuses on source	Simply speaks truth
Needs results for the client	Results greater because of lessons from mistakes	Client is responsible for the results	Appreciates and celebrates client's results
Information overload	Sorting information	Discerning	No separation—at one
Process thinking	Critical thinking	Mindful of intuition	Intuits
Unconscious incompetence	Conscious incompetence	Conscious competence	Unconscious competence

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Small Group Mentoring ... 40 minutes Each



Goal – If you coach –
Demonstrate the skill you wish to hone.

Coach for 25 minutes with 15 minute review.



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How we listen to assess your competencies

- Help them paint a picture of what they want (*your attempt is what counts*)
- Ask, "what makes it important now?"
- Reflect and confirm what you hear them saying are the blocks to success (*what needs to be resolved*)?

Then during the coaching when the client has an insight, check to see if the insight is moving them toward their desire. Finally, before or after their commitment to action, ask they feel good about their progress.



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Goal - Agreement for the Session

```

graph LR
    Reflect[Reflect] --> FlipIt[Flip It]
    FlipIt --> Explore[Explore]
    
```

Reflect


- Clarify problem/opportunity/Aspiration?
- Understand potential result

Flip It

- Desired result or outcome.
- Want to happen?
- Want more of?


Explore

- Why important or urgent now?
- What result is possible?
- What is getting in the way for you (may lead to new goal/outcome).



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Establishes and Maintains Agreements

What Do They Want, Really?

After they tell their story, summarize what you hear they want to create or figure out. If they indicate an action, clarity on a topic, or to better understand something, ask discovery questions...

- (Action) If you make the right decision or lay out a plan you feel good about, what *would you have as a result*?
- (Topic) If you had clarity on what to do to be a better leader, connect with others better, handle yourself in meetings more powerfully, what would you achieve? OR – *how would you know you had improved?*
- (Understanding) What would clarity on this situation give you?



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The Agreement – What Do They Really Want or Need?

You may start to clarify what they want to create, but then you need to go *vertical* or deeper to coach them to discover the context and their perspective. What's below the surface?

Be curious about the meaning of their key words, patterns you notice, fears that keep sending them back into their story, and any "should" clouding their decisions.

NOTE... SETTING THE AGREEMENT MAY sometimes TAKE MOST OF THE SESSION!

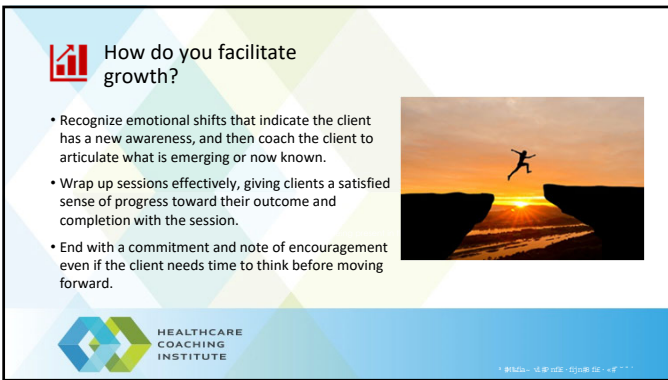


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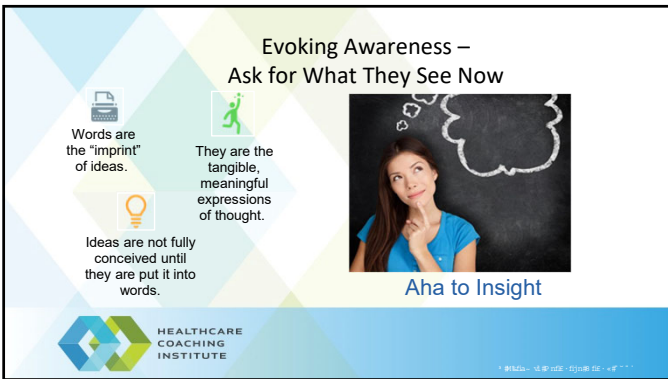
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How to Clarify a New Awareness

Remember, their new awareness might trigger guilt, embarrassment, or anger. Let them feel through it. They will breathe again.

Ask if they would be willing to share what they are experiencing now.

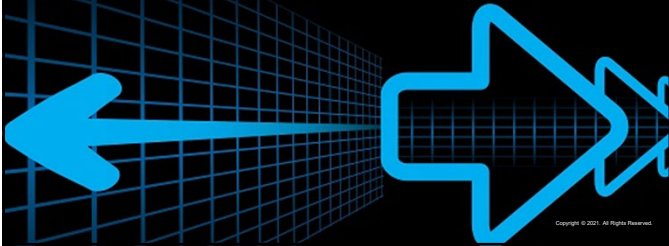
If they are willing to talk about it, you can move forward. If not, ask them where they would like to go instead.



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HAS THE DESIRED OUTCOME CHANGED?

It is important to reconfirm, modify, or change the outcome if the insight reflects a new direction or desire. This is the spine of the book between the book ends.





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When Insights Lead to Actions...

They might say they now know what they need to do. Ask them to share their plans anyway.

They need to state the steps they will take and explore what could get in the way of implementing their plan.





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WHAT WILL YOU DO?

BY WHEN?

WHAT COULD GET IN THE WAY?

DO YOU NEED ANY OTHER RESOURCES OR CAN YOU ASK SOMEONE TO SUPPORT YOUR COMMITMENT?

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THEN END THE SESSION
or agree to start on a new topic.

If they feel complete,
You can too!

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Fieldwork for Session #2

Review your Enneagram report.

Reflect on a pattern of behavior – a need that you wish to fully handle or a value that you wish to express more often.


Need Help? Read the Essential Enneagram to gain clarity.

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Reflection

What was
your most
significant
learning?



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