

Cathartic Change via Facilitated Coaching Angus McLeod

Gloucestershire CIPD, Cheltenham, 2012

WITH BONUS-SLIDES!



Four Levels of Coaching

Observing the Coachee, NOT the coach

- 1. Intellectualizing
- 2. Intellectual pauses
- 3. Deeper level accessing Self-reflective experiencing (SRE)
- 4. Same but with pauses >2 seconds, sometimes minutes



Sydney Video #2

Now view video and return to Model

BONUS SLIDE - SRE tips

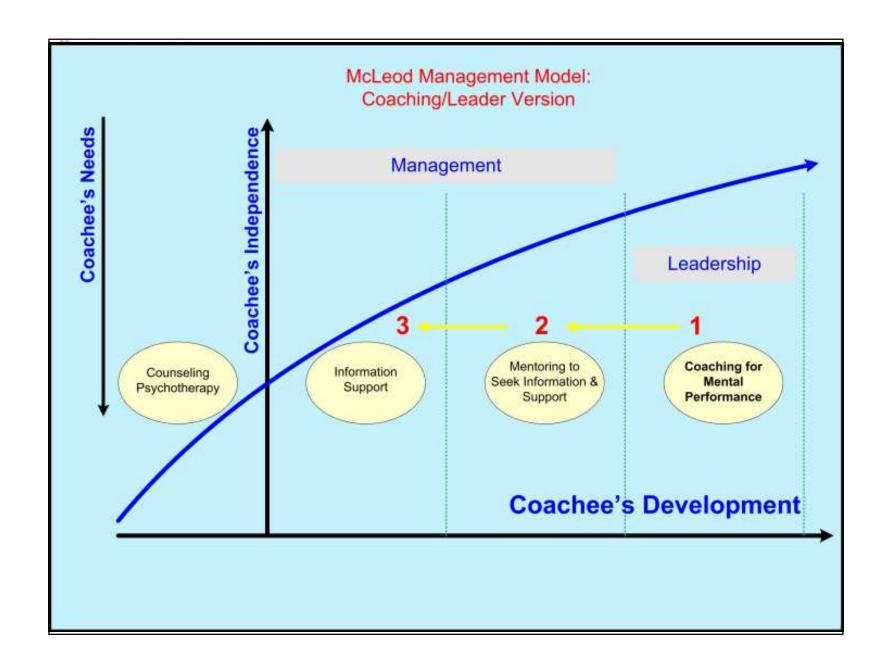
- Breathing quickly subsides
- Eyes defocus or move once and defocus
- Head may tip (look for whites of eyes!)
- All tics/movements stop
- Shoulders may sink (notice against background)
- Face muscle-tone relaxes, hues may pale

Key Coach Skills for catharsis

- Sensory Acuity
- Reflective Language
- Management of Silence (e.g. see 'trailing off')
- Managing dialogue, for example:
 - Trailing off as the coachee is entering SRE
 - Interruption and re-triggering for SRE
- Not needing content or context, see McLeod, PC

Critical Competences

- Rapport/Trust
- Coachee willingness to enter SRE states
- Coach ability to be <u>silent</u> as coachee goes SRE
- Coach ability to <u>interrupt logic</u> where SRE may be more powerful, and re-trigger SRE state
- Coach ability to <u>facilitate deepening</u> of SRE
- Start facilitation from 1st moment, not later



BONUS SLIDE – McLeod Model

- We can start by facilitating (1) invariably
- Move to mentoring (2) if needed
- Only then move to support/direction (3)
- Return to coaching again
- Applies to first meeting coachee
- Applies to first meeting with procurement!

BONUS SLIDE: Mindset

- Servant Leader
- Their outcomes
- Questions are wholly for them, I don't need content or context to coach

For more on context-free coaching, see:
Performance Coaching, McLeod, Crown House.
Or come and work with us!

BONUS: Other Example SRE Skills

- Repeating coach's trigger phrase (or part) softly (1,2,3,4,5,6,7.. times)
- Repeating coachee's significant words with eye-contact
- Repeating coachee's significant words (or part) increasingly softly (1,2,3,4,5,6,7.. times)
- Follow breathing etc

BONUS SLIDE: Other Rare Skills

- Check sustainability of outcomes with Goal/Target
- Always question for both sides of motivation
- Check sustainability of motivated actions
- Interrupt for significant...
 - Hot-words and phrases
 - Expression of event or feeling

BONUS SLIDE: Hot Words & Phrases

- Any value-judgment referring to themselves
- Action words about self, like 'accomplished', 'managed', 'developed'
- A named emotion or event of significance
- Sensory words, like 'felt' and 'sensed'
- Expletives
- A word that sounds out of place
- Precision words
- Extreme value-judgments (both positive and negative) about others

From Self-Coaching Leadership, McLeod, John Wiley & Sons



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