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PARTNERS INTERNATIONAL

BUILDING LEADERS
through
organizational and individual transformation

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Coaching Provides New Distinctions/Openings for Empowering Others in Action

As a **context**, coaching is a stand for another's or a team's commitments within a committed relationship.

As a **process**, coaching involves dialogue to show 'new' possibilities and practices.

As a **result**, coaching occurs in the inspired action of the coachee(s) and their results.

- ✓ Long-term
- ✓ Self-correcting
- ✓ Self-generating

A coach listens for possibility, for what's missing and for commitment. They observe action and speak/listen in such a manner as to evoke new action.

Focusing Questions for Capacity Development

To whom (in what situation) are you committed to provide coaching? Be specific.

- ✓ What opening/possibility do you see?
- ✓ What breakdown do you see given a commitment to a possibility?
- ✓ What is missing in terms of the competence of who you are committed to coach?
- ✓ What assessments do you make with respect to the person(s) you want to coach?

Is your relationship sufficient for coaching? Are they enrolled? Is there a demand?

- ✓ Do they see possibility for themselves?
- ✓ Are you and they clear about their commitments and conditions of satisfaction?
- ✓ Is conversation now future-oriented?
- ✓ Is there a 'mood' of enthusiasm for what is to be accomplished together?

Is the coaching contract clear?

- ✓ What do you expect of coachee(s)?
- ✓ How will we handle breakdowns? Do you have their permission to lean into their blind spots?
- ✓ When, how often and in what forms will you communicate/meet?



What breakdowns do you anticipate in the coaching relationship/process? What actions can you now see that would be appropriate?

What strategies/circumstances have you used in the past to avoid commitment, quit or give up on someone else's commitment? For example:

- ✓ Rationalize
- ✓ Get too busy
- ✓ Forget to follow up or follow through
- ✓ Give in to discomfort
- ✓ Not talk straight
- ✓ Try force

**The Model
(Domains of Being/Communication)**

| Coaching (Possibility) | Acting (Process) | Results (Outcomes) |
|---|--|--|
| <ul style="list-style-type: none"> ✓ Structures of Interpretation ✓ Paradigms ✓ Contexts | <ul style="list-style-type: none"> ✓ Performance ✓ Behaviour ✓ Experience | <ul style="list-style-type: none"> ✓ Concepts ✓ Explanations ✓ Stories ✓ Measurable(s) |
| Changes with New Stands / Distinctions / Declarations | Changes with New Commitment / Practices in time (for example, Requests and Promises) | Changes with New Action and Agreements (for example, Accepted Assertions) |
| LANGUAGE | BIOLOGY | HISTORY |



The Process

Look for openings

Is there an opening?

Assessment

Design conversation

Coaching

Is coachee enrolled?

Follow-up #1

Can coachee see opening?

Design next conversation

Coaching

Acknowledge progress

Can coachee self-generate?

Acknowledge progress

Etc.

Opportunities for Coaching

- ✓ Performance Assessment
- ✓ Breakdowns (business, projects, personal)
- ✓ Broken Promises
- ✓ Requests for Coaching
- ✓ Observed 'Missing' (for example, a new skill)
- ✓ Hallway Conversations



Coaching Competencies

- ✓ Ability to observe/listen for gap between possibility and action
- ✓ Ability to communicate so that coachee can ‘see’ what coach sees
- ✓ Ability to enroll, engage and support coachee in taking new action
- ✓ Ability to assist coachee(s) to complete past wins and failures (to be present)

Coaching Skills

- ✓ Speaking
- ✓ Listening
- ✓ Declaring and Resolving Breakdowns
- ✓ Assessing
- ✓ Designing Conversation / New Practices

Background Qualities

- ✓ Ground Rules
- ✓ Self-Consistency
- ✓ Flexibility/Creativity
- ✓ Patience
- ✓ Compassion