

Coaching *for* Breakthrough Success

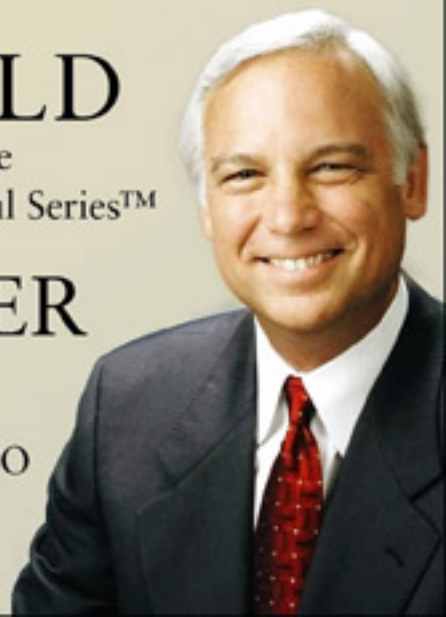
*Proven Techniques for Making
Impossible Dreams Possible*

JACK
CANFIELD

Co-creator of the
Chicken Soup for the Soul Series™

DR. PETER
CHEE

President and CEO
of ITD World



Praise for *Coaching for Breakthrough Success*

“Canfield and Chee have crafted the standard for anyone wanting to be an effective coach. Their actionable and timeless wisdom shows up through principles, questions, quotes, cases, and tools that will enable any aspiring coach to achieve their aspirations. Anyone being coached should make sure that their coach knows and follows these standards.”

—Dave Ulrich,
professor, Ross School of Management, University of Michigan,
author of *Leadership Sustainability*

“*Coaching for Breakthrough Success* masterfully shares extremely powerful questions, the heart of professional coaching approaches. The Situational Coaching Model combined with the wonderfully long, and comprehensive list in many chapters will dramatically inform your coaching and empower your clients. This is a ‘must have’ for any professional coach who wants to take their clients to new heights of understanding and transform their effectiveness. Extremely well done!”

—Thomas G. Crane,
author of *The Heart of Coaching: Using Transformational Coaching
to Create a High Performance Coaching Culture*

“*Coaching for Breakthrough Success* is the most exciting and innovative book on the art of coaching to come along in years. Using their Six Paradigms of Situational Coaching, Canfield and Chee show step by step how anyone, anywhere can assist others in improving performance, and achieving personal satisfaction in life.”

—Robert B. Tucker,
innovation expert and author of *Innovation is Everybody’s Business*

“This powerful, practical book gives you the tools and strategies you need to be an excellent business and executive coach, to help your clients in every area, and to build your coaching business profitably.”

—Brian Tracy,
author of over 58 books in 38 languages

“After years of working as an executive coach, I slowly came to the realization that knowing *the answers* to the tough questions wasn’t as important as knowing *the right questions to ask* in the first place. This book provides just such resources. Read it and enter the pantheon of great coaches!”

—Kerry Patterson,
four-time *New York Times* bestselling author of *Crucial Conversations*

“The ability to coach is the very essence of effective leaders. Engaging the heart and inspiring the mind will unlock the utmost potential of people in any organisation. This book puts it all together and provides proven techniques to achieve breakthrough performance. I believe it will have a profound impact on you as it has done for me and my organisation.”

—Thomas Soo,
General Manager, Intel Technology

“Coaching is one of those terms that is thrown around on nearly a daily basis in modern management circles. But what does coaching mean? What should people do to make coaching effective? Why is coaching so valuable? These otherwise vague questions are insightfully answered in this outstanding book.”

—William J. Rothwell, PhD, SPHR,
professor, The Pennsylvania State University and author of over 80 books

“*Coaching for Breakthrough Success* contains practical techniques to help you engage the hearts and minds of your people and inspire them to realize their fullest potential.”

—Christopher Goh Soon Keat,
Director, Global Learning and Leadership Development,
Agilent Technologies Singapore (International) Pte Ltd

“*Coaching for Breakthrough Success* has had a profound effect on me, as well as the people in my workplace. My team has told me that since studying Jack and Peter’s book I have become a better listener, communicator and leader. The decisions we now make are *our* decisions, and my staff are taking more ownership of the work they do. My career development has come on leaps and bounds after I applied what I learned from this book.”

—Nick Jonsson,
General Director, Sophie Paris

Coaching *for* Breakthrough Success

*Proven Techniques for
Making the
Impossible Dreams Possible*

Jack Canfield and Peter Chee



New York Chicago San Francisco Athens London
Madrid Mexico City Milan New Delhi
Singapore Sydney Toronto

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This book is printed on acid-free paper.

This book is dedicated to

*Jack Canfield's family:
Inga, Travis, Riley, Christopher, Oran and Kyle*

*Peter Chee's wife and daughter:
Eunice and Adelina*

*Peter Chee's parents and siblings:
Thomas, Agnes, Maria, Kathleen and Rita*

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The impeccable design and development team at McGraw-Hill Education for masterfully executing the publication of this book.

The families of Jack Canfield, Peter Chee, Angelina Cheong, and Serey Alcaraz for their constant love, support and inspiration.

INTRODUCTION

We welcome you to the fulfilling and rewarding world of coaching. You have in your hands a book that will help you make a profound difference in the lives of the people you coach, and in the process of coaching people to achieve breakthrough success, you will also grow tremendously and your life will be deeply enriched.

This book is not for those who want to be ordinary coaches. It is a book devoted to all those who want to become *great* coaches for others and support people in realizing their dreams.

Have you ever shared your dream with others and had people laugh at it or say that it was impossible? We have, but because we believed strongly in our dreams and we had great coaches who worked with us and believed in us, we have been able to achieve much more than we ever could have on our own. We want to share with you our own stories that relate to coaching.

Jack Canfield's Story

Jack grew up in Wheeling, West Virginia, where his father made \$8,000 a year working in a florist's shop. His father was a workaholic and his mother was an alcoholic. Jack had to work summers instead of vacationing in order to help his parents make ends meet. He was able to attend college on a scholarship where he earned money to pay for his books, clothes, and dates by serving breakfast in one of the college dorms.

Later during graduate school, when he ran out of money, he ate what he later called his “21 cent dinners”: tomato paste, a sprinkle of garlic salt, and an 11 cent bag of spaghetti noodles. His life back then was not what one would call a picture of success. He was more concerned about surviving and getting through the day than with chasing his dreams.

A few years after graduate school, things started to change when he met W. Clement Stone, a self-made multimillionaire who became his coach and mentor. Stone hired Jack to work in his foundation, where he was coached in the fundamental success principles on which he still operates today.

One of Jack’s lifelong dreams was to become an accomplished author. When he and his friend Mark Victor Hansen came up with the idea of the *Chicken Soup for the Soul* series of books, people said, “You must be dreaming. This will never work.” When the first manuscript was completed, more than 140 publishers turned it down. Most people would have given up, but fortunately Jack and his coauthor continued to coach and encourage each other. As well, they sought out coaching from others; they persisted until 18 months later a publisher decided to take their book. Today there are more than 200 *Chicken Soup for the Soul* books, and the series has sold more than 125 million books in more than 40 languages around the world.

Throughout his career, Jack has benefited tremendously from coaching. He has passed on the gift to the thousands of people whom he and his organization coaches. Through his coaching programs he has witnessed many amazing transformations in people: clients have overcome lifelong phobias, self-destructive habits, and limiting beliefs; people who were once broke have become multimillionaires; people who were lost and depressed have discovered their passions, subsequently positively impacting thousands of lives. Such has been the impact of coaching in Jack Canfield’s life.

Dr. Peter Chee’s Story

When Peter was 11 years old, Thomas Chee, his father, asked him about his dream for life. That was one of the earliest coaching

questions he ever heard, and it came from his father. After several coaching conversations, his father asked if he would like to write down his dreams. He agreed, and on a piece of paper he wrote that he wanted to be a doctor of management; he wanted to train managers and travel to countries all over the world; he wished to be a CEO of a multinational corporation; and he wanted to become well known in the field of learning and development.

At the age of 11, Peter was very mischievous and playful. He was consistently at the bottom of his class. His teachers mentioned that he was a slow learner, careless, and lacked abilities. They said he was embarrassed by his own lack of progress. His friends and teachers felt that he was “building castles in the air,” and his dreams appeared impossible to achieve.

Today, when we look at the piece of paper on which he wrote his dreams, we notice that he has fulfilled all of his dreams plus much more. He has become an innovative author and one of the world’s best trainers and coaches who has impacted the lives of leaders from more than 80 countries in the world. He lives with his lovely wife Eunice and their adorable daughter Adel in their dream home close by the sea and the hills on a beautiful island. When we study his life, we find that the three most outstanding factors behind his success are unrelenting motivation to succeed, unusual clarity of his goals, and continuously learning from the best in different fields.

When he was growing up he cultivated success habits through coaching and training. He has been truly blessed to have had many people who trained and coached him including his father and some of the world’s leading gurus: John Maxwell, Brian Tracy, Anthony Robbins, William Rothwell, Robert Tucker, and Jack Canfield.

Peter Chee and Jack Canfield’s stories are just two of the many coaching success stories from all over the world that you will read about in this book.

In *Coaching for Breakthrough Success*, we want to share with you the mindset and practices of a great coach. We want to show how by applying these principles you can make a phenomenal difference in adding value to people’s lives. Throughout this book, when we use the word “client,” we are referring to the person you are

coaching, regardless of how you are connected. When you apply coaching not only in the workplace, but also with your customers, friends, and family who are open to being coached, the benefits you will derive are tremendous.

Coaching, in a nutshell, is an empowering process of drawing out solutions from people through effective listening, asking great questions, using feedback, appreciating and continuously supporting people to take ownership, and be accountable for taking action to realize their goals.

Part I of this book deals with The Coaching Principles (TCP), symbolized by the *heart of a coach* model. This forms a solid foundation for life, impacting values, beliefs, and philosophies that permeate successful coaching relationships. When we analyzed existing coaching books, we realized that the core principles of coaching have not been sufficiently elaborated in a coherent manner. *Coaching for Breakthrough Success* is the first book to deliver 30 of the most important coaching principles, comprehensively illuminated in a well-organized manner.

In Part II we share with you the Situational Coaching Model (SCM). This constitutes a contemporary conversational model that is symbolized by the *mind of a coach*. It consists of six crucial coaching paradigms that a coach can use in a flexible manner to navigate a coaching conversation. He does this by shifting smoothly from one paradigm to another so as to best meet the needs of the client and the situation. This is the first book to explain the SCM that underlies the effectiveness and uniqueness of each coaching conversation.

Part III consists of the Achievers Coaching Techniques (ACT), which are symbolized by the *energy of a coach*. This resonates within eight key themes that enable you to deliver great results in coaching. This is the first book to bring together the ACT, which constitute many of the most powerful techniques practiced by the world's top achievers applied specifically in coaching while still adhering to the core principles of coaching.

In the true spirit of thriving on originality and innovativeness, this is the only book that presents an all-encompassing *Meta*

INTRODUCTION

Model (30-6-8) that guides you through the entire book in a holistic way to help you achieve professional mastery in coaching. The full-blown model is presented in the next two pages of this book. The numbers 30-6-8 depict 30 of TCP, the six paradigms of the SCM, and the eight themes of ACT. It would be useful for you to bookmark the page that shows the Meta Model so you can easily refer to it when desired.

The heart of a coach (TCP), the mind of a coach (SCM), and the energy of a coach (ACT) build upon each other and work together to produce the best results in coaching that empower people to achieve breakthrough success and to make their impossible dreams possible. They have worked for us and for the many people that we have coached all over the world. We believe that when you persistently practice these principles, paradigms, and techniques, it won't be very long before you obtain truly extraordinary results in coaching. We know that your coaching journey will be filled with more joy, fulfillment, and realized dreams.

We had a dream of creating a resource that would add great value to the much-needed literature on advanced coaching. We had a dream of equipping people to help others make their impossible dreams possible. We had a dream of enriching lives by enabling coaching greatness. We commemorate the realization of our dream with this book.

Go ahead, turn the pages, and begin your magical journey of bringing out the very best in yourself and in others.

Coaching for Breakthrough Success

Making the Impossible Dream Possible

META MODEL 30-6-8: *The Heart, The Mind & The Energy of a Coach*

PART I

The Coaching Principles (TCP) —The Heart

1. The Coaching Spirit

1. Believe in Human Potential for Greatness
2. Fulfillment Flows from Adding Value to Others
3. Bring Out the Best in People and Let Them Lead
4. Use Influence Rather than Position
5. Thrive on Challenges and Flexibility
6. When We Grow Others, We Grow Ourselves
7. A Coach Still Needs a Coach

2. Relationship and Trust

8. Maintain Authentic Rapport and Humor
9. Touch a Heart with Care and Sincerity
10. Practice Integrity and Build Trust

3. Asking Questions and Curiosity

11. Curiosity Ignites Your Spirit
12. Ask Questions that Empower and Create Buy-In
13. Avoid Judgmental and Advice-Oriented Questions
14. Powerful Questions Release Solutions
15. Asking Great Questions Requires Practice

4. Listening and Intuition

16. Listen Rather Than Tell
17. Be Present and Turn Off Your Inner Dialogue
18. Avoid Jumping to Premature Conclusions
19. Be Impartial and Non-judgmental
20. Listen Deeply, Use Observation and Intuition

5. Feedback and Awareness

21. Embrace Feedback to Triumph
22. Awareness and Acceptance Cultivates Transformation

6. Suggestions and Simplification

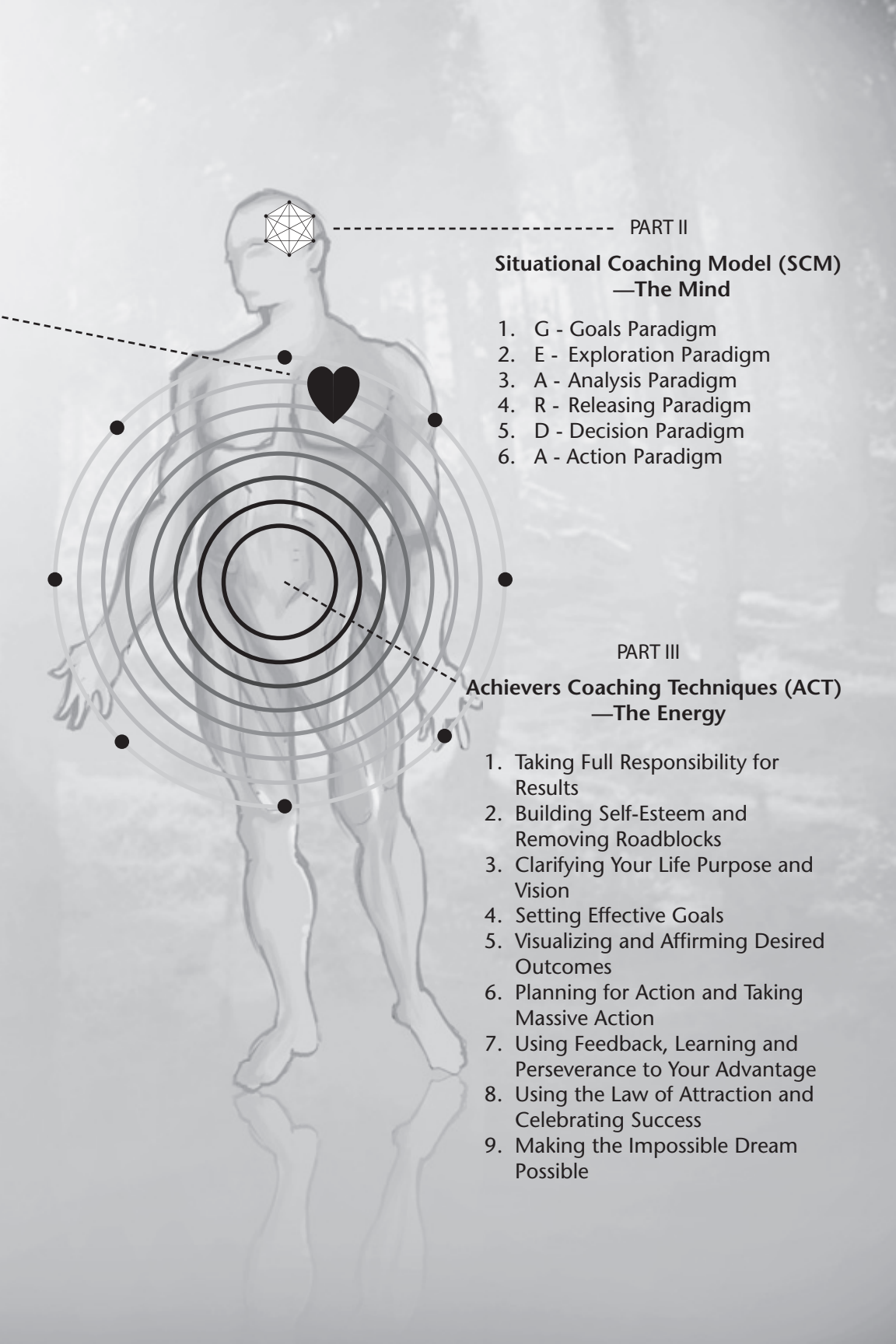
23. Get Consent Before Giving Suggestions
24. Use the Power of Simplicity

7. Goals and Action Plans

25. Establish Goal Ownership and Commitment
26. Create Strategies and Action Plans for Goals
27. Keep Score of Goals and Action Steps

8. Accountability and Accomplishments

28. Support Goals Completion Continuously
29. Accountability Drives Accomplishments
30. Acknowledge Efforts and Progress



PART II

Situational Coaching Model (SCM)
—The Mind

1. G - Goals Paradigm
2. E - Exploration Paradigm
3. A - Analysis Paradigm
4. R - Releasing Paradigm
5. D - Decision Paradigm
6. A - Action Paradigm

PART III

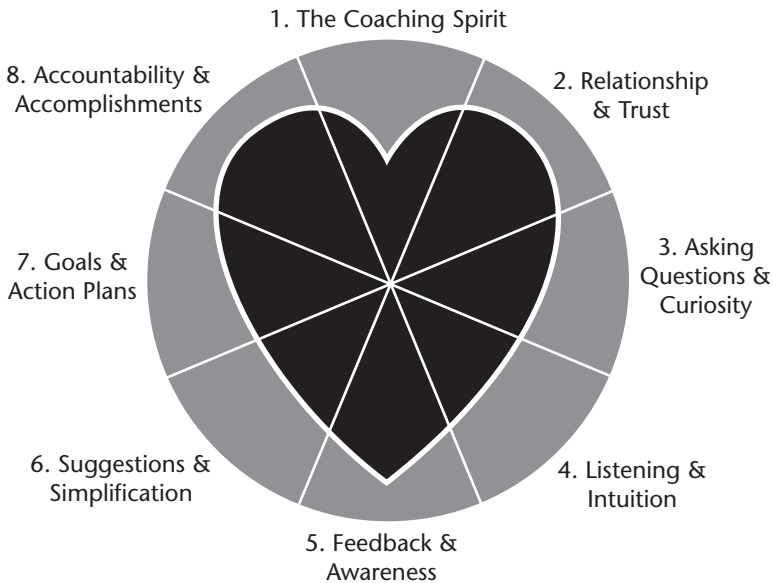
Achievers Coaching Techniques (ACT)
—The Energy

1. Taking Full Responsibility for Results
2. Building Self-Esteem and Removing Roadblocks
3. Clarifying Your Life Purpose and Vision
4. Setting Effective Goals
5. Visualizing and Affirming Desired Outcomes
6. Planning for Action and Taking Massive Action
7. Using Feedback, Learning and Perseverance to Your Advantage
8. Using the Law of Attraction and Celebrating Success
9. Making the Impossible Dream Possible

PART I

THE COACHING PRINCIPLES (TCP)

The Heart of a Coach



CHAPTER 1

THE COACHING SPIRIT



PRINCIPLE 1

Believe in Human Potential for Greatness

Man was designed for accomplishment, engineered for success, and endowed with the seeds of greatness.

—Zig Ziglar

At the heart of a great coach is a firm belief that each person is a uniquely valuable individual with distinct gifts and potential for greatness. A coach knows how to appreciate what is special in others and believes that every person is created to be magnificent in their own way.

Leadership guru John C. Maxwell asserts that talent is never enough. “Belief lifts your talent. Your talent will not be lifted to the highest level unless you also have belief.” There are four main ways in which believing in human potential for greatness can be a talent lifter.

- Lift your talent to coach by believing in people’s potential for greatness.

- Lift the talent of the people you coach by believing in their potential for greatness.
- Lift your talent by believing in your own potential as a great coach.
- Lift the talent of the people you coach when they believe in your potential as a great coach.

As a coach, you gain increased motivation when you are able to see the champion in each person you coach. When you have strong faith and belief in the potential of the people you coach, it lifts their talent and inspires them to accomplish more. When you believe in your own potential as a great coach, you lift your own talent and motivation to coach. When the people whom you coach believe in your potential, it will lift their talent and motivation to be coached.

The net positive effect in believing in one's human potential for greatness is multiplied when it permeates the relationship between the coach and client. Coaching is an unconditionally supportive relationship, and as you coach you want to offer full acceptance and an unbiased belief in the person you are coaching regardless of his or her present performance.

It has been said that belief is more than a thought that a person possesses; it is a thought that possesses the person. A belief in the unlimited human potential for greatness is a habit of the mind in which confidence becomes a virtue to be embraced. In order to be a highly effective coach, you need to make believing in people, yourself, and your mission one of your top priorities. If you want good results, you have to perform good actions. If you want to perform good actions, you must have good expectations. To have good expectations you must first believe your goals are achievable.

The globally acclaimed author of *Fully Human, Fully Alive: A New Life through a New Vision*, John Powell, estimates that an average person taps only 10 percent of his potential, sees only 10 percent of the beauty that is all around him, hears only 10 percent of its music and poetry, smells only 10 percent of its fragrance, and tastes only 10 percent of the deliciousness of being alive. Since most people neither see nor seize

the untapped opportunity that constantly surrounds them, there is a vast potential waiting to be unleashed.

You know that people are always capable of much better results than those they are currently getting. This might include better physical fitness, higher job performance, more loving relationships, and so on. As a coach, you will encounter situations where people do not succeed or don't measure up to expectations in the face of huge commitments. During such times, your belief in their potential for greatness is even more important; that belief needs to remain steadfast.

Even at a time when someone is going through great difficulties at work or at home, as a coach you must still be able to see the goodness in them and bring it to the surface. This is easier said than done, but believing in people no matter what must be a conscious choice, a decision you make, and a habit you inculcate with constant practice even when it's challenging. If, as a coach, you covertly believe that your client is not able to succeed in achieving his or her goals, if you feel that she or he is not capable enough, this can undermine your entire coaching process.

If you are coaching someone to become an effective presenter and have seen the person performing poorly, you may have formed a belief that this person is unlikely to become an effective speaker. When this happens, your ability to coach the person will be flawed. When you are pessimistic regarding the outcome, this will undermine your coaching conversations. Your negative expectations could subconsciously affect their confidence and lessen the likelihood of success. This does not mean that if someone sets an unrealistic goal that you should not explore ways to make changes to the goal or work on a different goal. But it *does* mean you should maintain a positive view of the outcome of your coaching.

Sun Tzu wrote in *The Art of War* that when troops prepare for battle, if they lose the fight within their own minds even before the battle begins, their chances of winning are diminished by up to 50 percent. He emphasizes the profound effect that belief has on the ability to win. The certain belief in the great potential that lies within all people, releases the power that drives a successful coaching practice.

CASE STUDY: DAVID'S STORY

David was a general manager of a multinational shipping company based in Long Beach, California, and formerly a captain in the armed forces. His father fought in World War II and while raising his kids had followed a strict military regimen. David was well known in his company as a very tough, no-nonsense boss. His employees feared him since he was good at finding people's faults, though he also fixed them. His command-and-control style meant that employees were not expected to act proactively and creatively in the face of escalating environmental changes. Employee morale was low, and business was declining rapidly. David had to face this crisis on his own without the support of his employees. The prolonged high stress affected David to the point that he had to undergo heart surgery.

One of our professional coaches worked with David. It was very difficult initially, and for the most part his staff believed that he could not and would not change. The coach had confidence in David's greatness and believed that he was capable of notable achievements. When David knew that the coach was fully present for him and would champion his cause without being judgmental, he began to speak what was in his heart. When David fully articulated the tremendous pain in his life and his coach listened empathically, it was as if a massive weight was lifted from his shoulders. David became aware that his leadership approach was not bearing fruit. The awareness and acceptance of how his approach was limiting his achievements became the eureka moment that fueled his transformation. It gave David the motivation to invent his new approach to leadership, which he called "Participative-Appreciative Leadership."

Old habits take time and discipline to change, so David's coach encouraged him to create a way to remind himself to stay with his new approach until the new habit became locked in. One of the many self-created support structures that proved effective for David was this: He instructed all his employees that every time he reverted to his old style of leadership, they were to say to him, "Yes, Captain!" He knew—or suspected—that when they did this he would laugh out loud at himself, interrupting his old military pattern.

THE COACHING SPIRIT

As he constantly replaced his old pattern with the new one, he began to reap the rewards of what his coach believed he was capable of achieving. His belief in himself soared, and so did his performance.

Nine months into the coaching relationship, David had created a new work culture that increased staff satisfaction and performance. The change was so profound that he received the “Outstanding Leader of the Year” award from his head office. His wife expressed deep gratitude when she told the coach that David was now a changed man. In his acceptance speech David said, “I am eternally grateful to my coach for believing in me when no one else did. You are the wind beneath my wings. You lifted me up and that changed my life.” When he paused to wipe away his tears, you could have heard a pin drop. The song “Wind Beneath My Wings” sung by Bette Midler played in the background, and David’s coach and staff were moved to tears.

The mindset of a coach includes the belief that people are inherently good; they want to contribute, and they want to improve. The coach knows people make mistakes but that most people do not make those mistakes intentionally. Remember to take a stand for people’s greatness and always start from a belief that people want to succeed in their goals and commitments. Everyone has talents and strengths, and the role of a coach is to bring these out and to help people to use their core genius purposefully. When they do, they will shine magnificently.

The more you believe in people’s potential, the more reason they will give you to believe in them. Eventually you will wake up one morning realizing that you have also been transformed, and the way you look at people and life will never be the same.

Imagine when you are searching for that rainbow, faced with an apparently unassailable mountain range in your way, that there is a coach who truly supports you, wholeheartedly believes in you, and knows that you are capable of climbing over those mountains. You will be inspired to grow and become the best person you can be. Such an experience is tremendously uplifting and enriching. That is

when you will embody the true spirit of a coach who firmly believes in human potential for greatness.

*You must understand that seeing is believing,
but also know that believing is seeing.*

—Denis Waitley

PRINCIPLE 2

Fulfillment Flows from Adding Value to Others

*Where your talent and the needs of the
world cross, your calling can be found.*

—Aristotle

Calling, Life Purpose, and Fulfillment

Great coaches realize that coaching is a calling, a clarion command to use your talent to serve something bigger than yourself for a greater good. Answering a calling keeps our life purpose from becoming self-ish, while it addresses our deep desire to use our lives for something significant and worthwhile. Ultimate fulfillment and significance come from a lasting sense of joy and satisfaction, from fully living a life purpose centered on adding value to others. An important part of personal fulfillment is the sense that we are part of something bigger than ourselves, that our work makes a difference for others. As coaches, we know that the world is a better place because of what we have done.

How Coaching Adds Value to People

Coaches add value to people, in five ways. They help people to find satisfaction in (1) achieving goals, (2) overcoming problems, (3) learning and developing, (4) installing new beliefs and habits, and (5) experiencing fulfillment in their work and lives by uplifting others. As we saw in the earlier case study of David, the coaching process made a big difference for David and created lasting fulfillment

for the coach. The strong feeling of fulfillment and gratitude that he received touched the coach so deeply that he would remember it for the rest of his life.

What People Appreciate and Remember Most

When world-renowned leadership author Richard Boyatzis asked people who had been the most valuable people to them in their careers, he found that about 80 percent of all people said that it was those who had helped them extend their dreams and reach for new positive experiences in their lives. On the other hand, those people who highlighted people's faults and made others feel small were not valued.

The Absence of Fulfillment

We all know people who pursue money, power, or pleasure as an ultimate end. They are never happy because they can never get enough, and they always want more and more for themselves. These things are temporary and fleeting, and even if their possessions make people feel good for a while, soon enough they run out; yet like an addiction, they keep yearning for more. There are many people in the world who seem to work very hard and achieve success, money, and fame—yet a true sense of lasting fulfillment is still largely absent from their lives because they have not dedicated themselves to serving a greater good. The positive emotions of true fulfillment tend to come most strongly as a result of hard work and sacrifice in the service of an end that is bigger than yourself.

CASE STUDY: JESSICA'S STORY

At the age of 28, Jessica was depressed and devastated. It had been a bed of roses when she was in school in Hong Kong. She won a national interschool speech contest, wrote award winning poems, was very popular and scored straight As. She was in a great school with supportive teachers, counselors, and schoolmates. When she was able to shine, she felt loved and appreciated by the people around her.

After completing her master of banking and finance degree in Sydney, Australia, she took a job as branch operations executive in a bank.

Twenty-four months into this unfulfilling job, she was totally disillusioned about life. She hated her boss and secretly called him a sadist since he seemed to gain pleasure from making people suffer—just because he had gone through a lot of pain himself. At the slightest mistake he would trample on Jessica in front of others. He never seemed to leave the office, and his staff was not supposed to leave before him.

Jessica's parents had high expectations of her, but she felt no love from them when she could not achieve the success they wanted from her. Her boyfriend decided to leave her, sending a note saying that he could not live with a loser. Every night she cried herself to sleep in her lonely apartment.

A friend invited Jessica to a life-changing seminar by Anthony Robbins. During the seminar she raised her hand to say that she needed help and expressed the seriousness of her problems. "Before the end of the seminar," she says, "I was approached by a coach who said he was willing to work with me with no expectations or monetary reward; I decided to give it a try. Since my coach was a very busy person from Malaysia, we did two-hour sessions every two weeks using Skype. My coach knew that the pain in my life was unbearable. He did not talk much, so I did most of the talking. By the third session, I broke down in tears. After I had poured out all my suffering, I suddenly felt empty but much lighter. He then started to ask me about what I loved to do most and what I did well in school."

The coach gave Jessica a template to fill out each week over a period of 12 weeks. She was to write down what she did well and enjoyed doing at work. It was difficult at first but eventually she came to a realization that what she did well and loved to do at school and at work boiled down to similar things. "I loved to express myself in front of many people, socialize with like-minded people and develop and create new things that others could enjoy. My coach asked me how I could embrace my true strengths and passion and that became my revelation. Before that I had totally forgotten about my giftedness. Now I began to engage it."

With encouragement from her coach, Jessica had the courage to visualize what her life would be like if she used her gifts to the fullest. "He even asked if I wanted to create my own affirmation." She fashioned one that sounded like, "I am gratefully and masterfully presenting, creating,

and relating with people.” She recorded this with her special tune on her smartphone and programmed a reminder to play this six times a day.

“My turning point came when my coach asked me how I could change the circumstances that I was faced with. I thought about it for a whole week, and the answer came when I met the head of training in the bank during a training session. I spilled out my affirmation to him and asked if I could work with him. I was astounded when he called my boss, called my coach, and then called me to say yes.”

From then on, Jessica’s coach worked with her to hone her passion and strengths to the point that she got a standing ovation from people who attended the training that she created and delivered. She later spoke on national TV about her turnaround story. Jessica continued working with her coach for eight months more until, as she says, “I felt it was time I helped others. One of the final questions from my coach was, ‘Why do you think God gave you special talents and what do you think you have been put into this world for?’ After several months of soul searching, I believe I found my life purpose which is summarized as ‘enriching lives with love and humility through transformational programs.’”

In a long letter to her coach, Jessica wrote, “When there was a dark storm on my horizon, and I didn’t think I could get through it, you had unceasing faith in me. You saw the goodness in me and gave me the courage to be what I was really born to be. You gave me hope and inspiration to stay alive when I felt my life was worthless. I will always remember your words, ‘The future is in your hands. It’s time to come alive, because your moment has arrived.’ And true enough you helped me find the answers that lie deep within me, that I alone could not reach. I want to thank you from the bottom of my heart. I made it through the ‘hurricane’ of my life. The world is a much better place because of a great coach like you. You have inspired me to pass on this gift to others through my life purpose.”



A Fulfilling Job

A fulfilling job engages your strengths and talents in contributing to people, the organization, and the community. Such fulfillment is intrinsic

and comes from within through acknowledgment, acceptance, and affection rather than from money or material gain, which are extrinsic. You cannot demand fulfillment. Nor can you create an experience of fulfillment in someone else—that must come from within. It is a result of doing the right things, and it flows naturally when you make a meaningful contribution to a cause that positively impacts the lives of others. Coaching can ultimately bring happiness, satisfaction, and meaning to the life of the coach, as well as to the people being coached.

Benefits of Fulfillment for the Coach

To add value as coaches, we need to constantly prepare, grow, and develop ourselves.

- Fulfillment gives the coach more inspiration to be even better at her or his job. It releases a profound sense of happiness that money alone cannot provide.
- Fulfillment creates gratitude and gratitude attracts even more to be grateful for.
- The joy that comes from a sense of meaningful fulfillment directs people toward more fully living their life purposes that make significant contributions to others.

As a coach, it is important to align your vocation with your life purpose. When you do that, you will derive the greatest satisfaction and happiness in your journey through life. Coaching is a skill you can practice long after retirement, and those who continue to coach never really retire. Mother Teresa is a prime example of someone who served till her last breath, and as a result, her impact on the world lives on. You too, can make a lasting contribution to creating a better world through coaching.

Words of Wisdom

Stephen R. Covey, in his book *The Eighth Habit: From Effectiveness to Greatness*, wrote about primary and secondary greatness. He stated

that secondary greatness involved position, wealth, talent, and popularity, whereas primary greatness is about service above self, contribution, respect for all people, moral authority, servant leadership, and sacrifice. Covey speaks of the need to live, to learn, to love, and to leave a legacy. The people who have made the greatest difference in the world understand the significance of adding value to others.

Consider Nobel Prize winners such as Nelson Mandela, Albert Schweitzer, and Mother Teresa. These people were less interested in their positions or possessions than in their contributions to others. Study their lives and you will notice that they wanted to make things better for others. A coach who sincerely lives this principle does not see coaching as a task or a job but as a privileged calling. By doing so, he or she makes life really worth living. A coach's fulfillment flows from adding value to others.

*I don't know what your destiny will be, but
one thing I do know: The ones among you
who will be really happy are those that
have sought and found how to serve.*

—Albert Schweitzer

PRINCIPLE 3

Bring Out the Best in People and Let Them Lead

*At the center of your being you have the answer; you
know who you are, you know what you want and
you know what you need to do.*

—Lao Tzu

Empowerment and Self-Leadership

To bring out the best in a person, you must first believe that the best is within them and that they are capable of doing much better. This has its roots in Coaching Principle 1, but it takes much more than believing in a person's potential for greatness to bring out the best in them. A coach uses effective listening and asks the right questions (more

details in Chapters 3 and 4) to draw out solutions that lie within his or her clients. He lets people lead themselves and make their own decisions rather than providing the answers.

Since leading others begins with self-leadership, one of the best gifts a coach can offer is to help people to lead themselves well. Lao Tzu, a well-known ancient Chinese philosopher, stated, “The leader is best when his work is done, the goals fulfilled, and the people will say: ‘We did it ourselves.’” When you stop wanting to control people, *that’s* when you begin to empower them to take responsibility for and ownership of the choices they make and the actions they take.

Ken Blanchard, author of *Leading at a Higher Level*, said, “Empowerment is the process of unleashing the power in people, their knowledge, experience, and motivation and focusing on that power to achieve positive outcomes.” Empowerment means people have the freedom to decide and to act. It also means they are accountable for their results. The strength of empowerment is self-leadership, the ability and willingness to lead, to take initiative and be proactive—in short, to make things happen. Empowerment, in fact, is what the coach gives to people. Self-leadership is what people exercise in order to make empowerment work.

One of the main causes of a lack of empowerment is the coach’s over-management. She feels fully accountable for the outcome of coaching and is reluctant to relinquish control. When a coach keeps managing, controlling, and instructing, the outcome is disempowering. The client feels powerless and lacks autonomy; he becomes dependent on the coach. The sense of ownership is absent and his motivation and creativity are impeded. Soon he begins to lose trust in himself and his capability to lead himself. This problem, if allowed to continue, suppresses the client’s development, ultimately preventing him from being the best he can be.

When you push people where they don’t want to be pushed, you will face even more resistance. To reduce the resistance for change and action, the coach has to give the power back to the person being coached. As a coach you have to ensure that the client is responsible for the outcomes she creates. You will also realize how liberating that

is for you as a coach. If she makes inappropriate decisions, she—and *only* she—is accountable for them and you are not to be blamed for that. If she does something very well, you can rejoice with her, but she gets the reward and acknowledgment.

Sometimes the client is not used to being empowered. Occasionally you'll encounter people who are accustomed to working under highly controlling managers and have developed the habit of waiting to be told what to do. Many people are used to being bossed around and so lack a feeling of personal empowerment; they've forgotten how to take responsibility for leading their own lives. If personal empowerment is a new habit for a client, it will take time to instill it. As a coach, you must emphasize the benefits of empowerment and persist in encouraging and facilitating self-leadership in your clients. Above all, you must not revert to the command-and-control approach, which is not the way to effective coaching.

Directive versus Nondirective Approaches

Here are three different scenarios that demonstrate what a coaching conversation will sound like if, as a coach, you are in control and you are using a directive approach versus using a nondirective approach and allowing the other person to lead:

Scenario 1: Removing Roadblocks

The person you are coaching had a major conflict with a key customer. If you're exerting a directive position then you could say, "The customer is always right; you should apologize and make good with the customer." But if you want to empower the person, to lead them, you might ask a question like, "What could you do to make things better for you and your customer?"

Scenario 2: Establishing the Agenda

The person you are coaching is unsure about which direction to take the conversation. If you want to be in control, you could say,

“I have been thinking about what we should focus on today, and I am convinced that we should deal with your financial goal first.” But if you want the person to take the lead, then you might ask, “Where would you like to focus our conversation today so that you can move forward with your important goals?”

Scenario 3: Making Decisions on Next Steps

The person you are coaching is considering moving to another department. If you take charge, you’ll say something like, “You have to talk to your boss first before making any rash decision.” If the client is in charge, then you’ll say, “What action might you take if you feel it is necessary to discuss your intention with others?”

Effective coaches constantly choose to use a nondirective approach to coaching and to empowering people to succeed at leading themselves. They have faith that people are always capable of improving and finding their own solutions. The person with more information, responsibility, and investment in their own future is not the coach. The person being coached has more information about herself or himself, their past, present, future, their environment, and their circumstances. The client has more responsibility, and she or he puts in more time, more resources, and is more affected by the outcome of their actions than the coach. Therefore, it is logical to let the client set the direction and make his or her own decisions on those things that will impact their lives.

Do your best and expect the best from those whom you coach. Remember that coaching is about helping people to realize their *own* inner wisdom and to release the talent and strengths that lie within them. A great coach is someone who helps you look inside yourself so that you eventually find your own internal wisdom and guidance.

The former chairman of IBM, Thomas J. Watson, said, “Nothing so conclusively proves a man’s ability to lead others, as what he does from day to day to lead himself.” When the people you coach are able to lead themselves well, they will produce better results, and they will earn the right to lead others. As coaches, we make a much bigger difference in people’s lives when we allow them to find their own solutions,

when we enable them to take ownership and responsibility for their actions, and when we empower them to lead themselves. That is when we bring out the best in people.

*He who controls others may be powerful, but
he who has mastered himself is mightier still.*

—Lao Tzu

PRINCIPLE 4

Use Influence Rather than Position

*Use positive influence to energize people so that
they collaborate with you because they want to,
not because they have to.*

—Jack Canfield and Peter Chee

A wise coach knows that when it comes to determining the coaching agenda, making decisions, and taking action, the person being coached has to be empowered to lead. When it comes to creating a successful coaching relationship and enabling a fruitful coaching conversation, the coach uses relational influence to lead rather than positional authority. To influence is to get someone to make decisions or take action because he or she really wants to as a result of their own free will. According to Laura Whitworth, the coauthor of *Co-Active Coaching*, the role of a coach is not to set the agenda but to *focus the coaching conversation* in line with the client's agenda and move it toward action.

The notion of the boss as the coach or of the coach acting like a boss does not work when the command-and-control approach is being used. When the boss instructs people what to do and uses his authority to get things done, this does not constitute good coaching. As a coach, you will use a very different approach, collaborating with people rather than acting as an autocrat or boss. With positive relational influence from you, the people you coach will do things willingly and wholeheartedly.

CASE STUDY: JOHN'S STORY

John was a sales engineer of a leading equipment supply company who had accumulated a number of customer complaints. At first, a director in his company was told to resolve the issue with John. In the second instance, John chose to work with a professionally trained coach. The outcome of each encounter was very different.

Here is a snapshot of the conversation for the two different encounters:

First Instance

Director: John, let's spend some time today dealing with your problem of having constant misunderstanding with customers.

John: What?

Director: What do you mean by what? You should show some respect to me and take this matter seriously. Otherwise you'll regret it.

John: Whatever you say.

Director: I heard that when customers complain about your service, you just argue with them and do not take any corrective measures. Why do you do that?

John: It's not about my service; it's the company's practices that are not customer friendly.

Director: I don't believe that is the case. You need to change yourself instead of blaming others. What you are doing is causing the company a lot of trouble.

John: What change do you want me to make?

Director: Stop arguing with the customers and give them what they need.

John: They need timely deliveries and lower prices, and that is not in my control.

Director: The company is already doing its best on prices and speed of deliveries.

John: So what can I do?

Director: I don't know. You tell me.

John: I don't know. You should tell me, since you are the one in charge.

Director: This conversation is getting us nowhere.

John: Well, I am just looking to you for direction.

Director: Just do as you are told and stop causing problems with customers.

John: Yes, sir. So sorry, sir. I need to go and pick up my wife now. Could you please excuse me?

Outcome

John felt victimized, frustrated, and confused. He did not know what to do, and things just got worse. This is a conversation gone wrong and violates Coaching Principle 4. The boss is attempting to coerce rather than to influence.

Second Instance

Coach: Hi, John. How are things going with you?

John: I am feeling down. A lot of complaints and problems from customers.

Coach: You know, John, I really appreciate your openness. I would love to be of service to you. Would you like to spend some time talking about this with me?

John: That could be helpful.

Coach: I am really curious; please tell me more.

John: I am faced with a lot of customer conflicts, and this is causing me sleepless nights. They keep complaining about our prices and delayed deliveries.

Coach: I understand how you feel. What do you think can be done to overcome this challenge?

John: I would have to consult the top management and explore some possible solutions.

Coach: John, I believe that you can get on top of this challenge. Imagine if you were in the top management. What would you do?

John: Well, let me think. (Pause for a few seconds.) Okay, I would increase our storage capacity and stock quantity in line with demand, since we found that this is the main cause of delayed deliveries.

Coach: Sounds good. What else could you do?

- John:** It will make a big difference if we communicate effectively with our customers to show how our product is differentiated and why it's of superior quality and worth paying for.
- Coach:** That's very interesting. I am glad to hear great ideas coming from you. Is there anything else that you can do personally to make a difference?
- John:** Thanks for this great question and your constant encouragement. I realize that I should also be more patient. I need to listen to the customers and work on solutions instead of giving excuses and arguing with them.
- Coach:** This sounds really brilliant. Would you like to come up with an action plan and work with the top management to put the solutions into action?
- John:** That would be great. I would love to do that.
- Coach:** When would you like to get started?
- John:** I will get on with it first thing tomorrow morning.
- Coach:** How do you feel about today's conversation?
- John:** I value this very much and thank you. I really appreciate your support.
- Coach:** You are very welcome. Shall we meet next Friday to work on this further and evaluate your progress?
- John:** Yes, certainly. I look forward to working on this and to sharing good news with you.

Outcome

John was highly motivated; he made changes and he took action to produce results. This was an effective coaching conversation that clearly demonstrates how a coach uses the positive relational influence of asking questions, listening, and caring, rather than using authority.

Increasing Your Relational Influence

When you practice Coaching Principle 1: Believe in Human Potential for Greatness; 2: Fulfillment Flows from Adding Value to Others; and 3: Bring Out the Best in People and Let Them Lead. Your influence as a coach is already making an impact because you have demonstrated a

deep faith in people. You sincerely want to make a positive difference for them, and you are empowering them to lead themselves.

There are many more ways that a coach can heighten his relational influence. Some significant ways include establishing a caring and trusting relationship with the client and championing their agenda (further details in Chapter 2); being a good listener, showing interest in the other person, and asking great questions that are helpful to them (more details in Chapters 3 and 4); providing useful feedback and suggestions to nurture and enrich them (more details in Chapters 5 and 6); providing continuous support and encouragement toward accomplishing goals, acknowledging progress, and showing genuine appreciation (more details in Chapter 8); and helping them discover and focus on their talent and strength (more details in Chapter 12).

Just as a good servant leader has a strong relational influence over followers, a servant coach works with people as a collaborative partner and sets a good example by serving people from the heart. A coach shows the way by being humble and giving up any impulse to be superior over others. People who act as if they are better than others and that they always have the right answers often make poor coaches. They trip over themselves when they make wrong judgments at the expense of others. Thomas G. Crane, author of *The Heart of Coaching*, states, “To become the powerful and magnificent coach I am capable of becoming, I must learn how to detach, to set my ego needs aside, and to listen deeply with my heart.”

Coaching does not reside in the domain of therapy. Therefore coaches must give up the need to fix others. Instead, they guide people to find their *own* solutions. When a coach applies positive relational influence, the client becomes more motivated and committed and puts in more effort to achieve results willingly rather than being instructed to do so. That is when you realize the power of coaching by using influence rather than position.

*Managers who use influence and integrity
to empower people are the ones who become
truly respected coaching leaders.*

—Jack Canfield and Peter Chee

PRINCIPLE 5

Thrive on Challenges and Flexibility

Problems are to the mind what exercise is to the muscles, they toughen and make us strong.

—Norman Vincent Peale

Challenges with the People You Coach

When you coach, you will inevitably come face to face with adversity, which can appear in many different and unpredictable forms. Here are just a few examples:

- You entered into a coaching relationship with someone and then come to realize later that deep inside, they are still looking for a consultant to provide them with all the right answers. That is not the role of a coach.
- Someone comes to you for coaching who is totally lost. They don't know what they want and where they are going, and they keep changing their mind during each coaching conversation. Things are going in circles.
- You're working with someone who prefers to think of coaching as a purely social discourse. They vent their frustrations without creating any clear outcomes, assuming their employer provides them a coach as part of their entitlement.
- Someone you coach commits to take action steps after each conversation but keeps coming back with good reasons for not getting things done.
- After several conversations, the person you are coaching sets a resolution to wake up at 5 a.m. so she can find time to finish writing her book. Each time she tries, she fails, and the old habit of waking up late persists.
- You progress through many conversations with a client, setting clear goals. Suddenly the person is faced with a major family crisis and has to switch gears to focus on different problems.

Challenges with What You Do as a Coach

Some of the setbacks that you might face in coaching include:

- You ask too many inappropriate questions, and that causes people to feel interrogated and helpless.
- You make inaccurate assumptions about people, causing them to feel wrongly judged.
- You get carried away in your own thoughts when the person you are coaching is speaking. This causes you to feel lost.
- You give unsolicited advice to the client and as a result, he feels controlled and disempowered.
- You jump to conclusions too quickly, missing out on important implications that affect the person you are coaching.
- You feel emotionally affected by the many problems that you and the client are facing. As a result, you are not able to think objectively.
- After listening to the client talking nonstop for too long, you have an overload of information, and this confuses you.
- You feel frustrated or resentful about the lack of progress with the person you are coaching.

Thriving on Challenges

To thrive on the many coaching challenges that pop up from time to time, you need to approach coaching with the right attitude. Every problem is an opportunity to learn and rise higher. When you look at matters from this viewpoint, you have the internal strength to work persistently and use the various techniques, models, and skills of effective coaching included in this book. Whatever the problem is, one thing separates good coaches from poor ones: their reactions to the challenges they face. John Wooden, a well-known basketball coach and accomplished author said, “Things turn out best for

those who make the best of the way things turn out.” It is the attitude more than the aptitude that ultimately determines the altitude of a coach.

An important step in weathering setbacks is not to personalize it and to make sure that you understand that *having* a failure does not make *you* a failure. Don't take things personally, and don't let problems drag you down. When that happens, you become an ineffective coach. Focus on learning from your mistakes and appreciate the good side of the difficult situation. Identify solutions and take action to bounce back. The reality of coaching is that the challenges you and your client face are potentially endless; each relationship will be unique. When you embrace the coaching challenge and approach it with optimistic determination, that's where the fun begins.

Flexibility

In the face of inevitable challenges, it is essential to take a flexible approach to coaching. Each situation you face as a coach is unique and cannot be treated with a formula solution. What worked yesterday may not necessarily work today or in the future. Whatever brilliant insight, question, or idea you had in the previous sessions could be irrelevant or inappropriate in subsequent conversations. Coaching is a client-centered relationship, and every person is different. Therefore each coaching assignment presents a new challenge, not to be taken for granted.

The people you coach need flexibility because they are facing the realities of constant changes in their environment. These could change their coaching needs and objectives. Your client may not know what she really needs from the coaching relationship, and she may want to change direction as a result of the practical issues she faces in real life. A coach needs to be spontaneous, even in the middle of a coaching session, adapting to the needs of the client. Each response you receive from your client gives you information about where to go next. A coach constantly senses what is most important and chooses a skill or question that

suits the circumstances. The art of sensing and adjusting along the way, the readiness to embrace change and to move in a new direction with agility is what Laura Whitworth, coauthor of *Co-Active Coaching*, calls “dancing in the moment.”

Creating the Coaching Challenge

If you feel a lack of challenge in a coaching relationship, both you and the client may just be sailing along on a light breeze, enjoying the conversation but not achieving much. The lack of challenge is never good for a coaching relationship. Coaches need to ensure that their assignments pose strong enough challenges to the clients so as to stretch them to grow. As a coach, you want to bring out the best in your client. In this way, she or he derives far greater benefit, and you also are challenged to become a better coach.

If you pose an obstacle sincerely to a client, you’re indicating that as a coach you believe they are capable of achieving more; this actually strengthens them. This is not to say the client has to accept your challenge. It’s still their choice, and they might take on the hurdle only partially or come up with another challenge. Of course, they might also fully accept the challenge. Whichever way they decide, they are likely to end up better off with the challenge than without.

We had the experience of coaching a person who wanted to complete a tough research project that was critical for her next promotion. However, she got caught up in too many social activities. We discussed various options with her, and she came to realize that she was procrastinating due to a lack of confidence. This caused her stress to escalate to such a level that she was mentally paralyzed, feeling down, and lost for ideas. We challenged her to eliminate three hours of social time every day in order to complete her research project within 60 days. She freaked out; instead she counter-suggested that she commit to 1½ hours each day and take 10 days from her annual leave to complete the project within 90 days. We continued to coach and challenge her, and she ended up accomplishing her goal within four months. She got her promotion

within six months. Later, she mentioned to us that without effective coaching, accountability, and our constantly challenging her, she would not have been able to get through such a tough project on her own. Challenging the people you coach in the right way almost always reaps better results.

CASE STUDY: ZAHARA'S STORY

After Zahara heard about the power of coaching, she attended a training session to get herself prepared to coach. She thought that things would go smoothly after that, but she had no idea that there would be so many obstacles to overcome when she started coaching. One of her first assignments was to coach Mohamed, a manager from another department, and she was shocked to find out that when she tried to coach him, he would not cooperate with her. There was a strong cultural barrier; he was prejudiced against her, and he felt that a female coach did not have the right to tell him what to do.

Whatever skill Zahara used was ineffective, as Mohamed's mind was practically shut. She and Mohamed had very empty conversations; she could tell that he was just going through the motions because his boss had made it compulsory for him to receive coaching.

With much anguish, Zahara expressed her frustrations to the director of learning who recommended that she get coaching support. "From the questions my coach asked," she says, "I realized that I had the solutions and it gave me the courage to speak to Mohamed using direct and respectful communication. I made it very clear to him what real coaching was, and after I clarified that, as a coach, my commitment was to listen to him, to serve him, and to champion his agenda rather than to tell him what to do, he began to open up to coaching." Things improved, and Mohamed started to get benefit from the coaching. However, after two months of making good progress, Zahara encountered a new series of obstacles. Mohamed had serious problems in his working relationship with others; he concluded he was a "victim" of negative politics in the company. Their coaching conversations quickly became an avenue for him to express his

displeasure about others. He said he wanted to improve his relationship with his colleagues, but he would not take any action. Every time he felt angry with others, he changed his mind about trying to improve things. To add to the problem, Mohamed felt like he had “lost it all” when the stock market crashed, wiping out his family savings.

Despite her best efforts, Zahara was emotionally affected by his problems. In fact, she was consumed by his problems. During their sessions she got lost in her own thoughts, so her ability to listen and ask good questions became blocked. Her belief in Mohamed and herself became weak, and she began to judge him negatively. “At one point,” she says, “I felt that he was wrong in several ways and I forgot about the Coaching Principles, so I tried to advise him what to do. He detested it and started to shut me out again. I felt like a helpless coach. My stress level went out of control, and I just wanted to quit.”

At that juncture, Zahara’s coach spent a lot of time listening to her, asking her very important questions about her future. The coach continued to have faith in Zahara, even when Zahara had lost faith in herself as a coach. “It was a good thing that I persisted and decided to focus on finding solutions rather than on the problems. I started to learn from my mistakes and looked at it as an opportunity to improve. When I finally accepted that the work of a coach needed great mental and emotional strength, I changed my mindset and began to welcome the challenges that I faced in coaching.”

Zahara stepped up and apologized to Mohamed for her shortcomings. She told him that she sincerely cared for him and wanted to continue to offer him supportive coaching in line with his goals. He decided to give her another chance; in the subsequent eight months of coaching, both coach and client continued to face challenges but the difference lay in Zahara’s ability to rise to the challenge. She began to believe that “when the coaching gets tough, the tough coach gets going,” and she worked on finding ways to become a stronger coach.

When the coaching assignment came to an end, Mohamed had been empowered through the coaching process to find many of his own solutions and was able to turn his life around. “When he expressed his sincere gratitude to me,” says Zahara, “he was very pleased to hear

from me that because of him, I had become a better coach. Since then, I have coached 35 other managers to achieve higher performance at work. I fully believe in the Coaching Principle, 'Thrive on Challenges and Flexibility' because this is what it really takes to become a great coach. I have also been coaching other coaches, and people in my organization refer to me as a resilient coaching leader. I eventually became the first woman in my company to hold the position of senior vice president."

As Zahara's story demonstrates, the best coaches are those who are resilient in the face of adversity. They know that the path of least resistance is the path of weakness, whereas the path of greatest resistance is the path of strength. Effective coaches know how to fail forward, and how to turn setbacks into stepping stones for success. When clients fail, the coach helps them to learn and to see the bigger picture. Coaching is a process that takes time and persistence; it's not about just giving answers and a quick fix. Coaching people to help them find their own answers and to achieve worthwhile results means rising to triumph in the face of challenges. The bigger the problem and the bigger the goal, the bigger the gain will be when it is conquered.

The beauty of coaching is that when people face high aspirations and tough obstacles, they can learn how to develop themselves to become more masterful. As a coach, you need to be courageous. You will constantly believe in people's greatness and rise to the challenge of any given situation facing the person you are coaching. When faced with challenges and the need to be flexible, you tackle it with faith, confidence, and enthusiasm and work persistently to win. When you are able to thrive on challenges and flexibility, you will be well on your path to coaching greatness.

*The greatest glory in living lies not in
never failing but in rising every time
we fall.*

—Nelson Mandela

PRINCIPLE 6

When We Grow Others, We Grow Ourselves

When we push others down, we can't help but push ourselves down. When we bring others up, we can't help but bring ourselves up.

—Jack Canfield and Peter Chee

There are coaches who coach for a fee and there are coaches who coach for free. If you coach for a fee, you will find that the joy and fulfillment of coaching far surpasses any financial reward you may earn. In his book *Winning with People*, Dr. John C. Maxwell talks about the Boomerang Principle, which says that “when we help others, we help ourselves.” Even when there is no direct return of investment on those we have helped, the sense of fulfillment, which comes from helping others, is in itself worth it. People derive a true sense of happiness when they act in the service of others and are involved in charitable works without demanding anything in return. If you coach for free, of course, you will also receive those same benefits.

The Benefits of Coaching People

One of the most valuable outcomes from coaching people is that you also develop yourself in the process of coaching. It is the genuine passion and intention to grow others that spurs us on to transform ourselves. To develop others, we have to first develop ourselves . . . and to continuously change others, we can't help but continuously transform ourselves. Before we coach, we learn, we prepare, and we reflect on how we can be an effective coach. During the coaching session, we gain hands-on experience and practice coaching skills and techniques. After coaching, we reflect on what transpired during the dialogue and what went well, what didn't, and how we can do better next time. This cycle of learning returns over and over again throughout the entire coaching relationship. As we coach more people, we inculcate knowledge, skills, and competencies in coaching that will help us in many aspects of our professional and personal lives.

When we constantly apply these coaching competencies into what we do daily, we are enriched and we become better leaders, team players, spouses, parents, and friends. Thomas G. Crane, author of *The Heart of Coaching*, asserts that transformational coaching is applied leadership. In many ways, being a good coach for the people who work with you makes you a better leader because the ability to coach and develop people has come to be accepted as one of the major competencies of a good leader. According to John Whitmore, the author of *Coaching for Performance*, “A manager’s job is simple—to get the job done and grow his staff. Time and resource pressures limit the latter. Coaching is one process that accomplishes both.”

If you are a leader who effectively coaches others, you grow your people. When that happens, they produce better results; this in turn brings you and your organization to a higher level of success. When you coach a lot of people in your company, and they see the great value that occurs, this motivates them to become coaches too. This creates a multiplier effect that often goes beyond those who report directly to you. It helps create a culture of coaching and leadership excellence throughout the whole organization. This is what Jeff Fettig, the chairman of Whirlpool Corporation, did to grow his organization. He fully committed himself to coaching people and to creating a coaching culture. He firmly believed that when he developed others, he developed himself and when he developed himself and others, he developed his organization. Coaching people is so important to developing leaders that Jack Welch, the legendary former CEO and chairman of GE, decreed that those who did not coach others would not be promoted. Welch knew that when his leaders grew others, they grew themselves and the organization.

As you have seen in the Coaching Principles explained in the earlier part of this book, when you develop as a coach, you learn to believe in people’s potential; you learn how to empower people to bring out the best in them and to let them lead; you cultivate the ability of using influence to motivate people from within rather than using authority to command them from without; and you develop resilience and the ability to thrive on adversity and flexibility.

As you delve further into this book, you will discover other principles that when applied in coaching will develop your ability to establish rapport and build good and trusting relationships with people. You'll learn how to become a good listener in order to gain valuable input from others; to use intuition and observation to help you discover solutions and root causes of problems; to ask effective questions to draw out the best from others; to give and receive effective feedback for creating awareness and making improvements; to provide useful suggestions and use the power of simplicity to establish clarity and focus; to set goals and develop action plans that create ownership and commitment; to establish a system to keep track of action steps and progress; to solicit accountability that drives accomplishments; and to provide ongoing encouragement, support, and acknowledgment for the attainment of goals.

When you successfully apply the Achievers Coaching Techniques explained in Chapters 10 to 17, you will become a highly effective coach. When you grow to such a level, you will have acquired the ability to help people transform and develop themselves in the following ways:

- Changing their mindsets and their habits
- Overcoming their limiting beliefs
- Building stronger self-esteem
- Discovering their life purposes and their visions
- Using the power of visualization and affirmations to accelerate the accomplishment of their self-chosen goals
- Coming up with effective strategies and action plans to achieve their goals
- Staying in action to achieve their highly ambitious goals

These same capabilities will also help you become a better team player, spouse, parent, and friend. For example, when you develop better listening skills, your spouse will feel that he or she is important to you and that you understand them better. Your friends will appreciate you

more when you give them the gift of attention by listening to them more intently. Your children will feel more understood when you take time to listen to the problems they are facing rather than simply telling them what to do. When you continue to coach people over time, you will discover that it will benefit all areas of your life.

CASE STUDY: KAYASHIMA'S STORY

As a quality manager working in the United States for a multinational Japanese manufacturing company, Kayashima had to learn to adapt himself to work with people from very different cultural backgrounds. His style of dealing with employees was focused on problem solving and controlling processes and people to ensure conformance to the quality standards that were set. By standardizing and controlling the work flow, he was able to ensure quality but his team members were not developing themselves very much and they lacked creativity as things had become fairly routine and predictable. Over time, there was a lack of performance improvement, motivation was low, and people felt “robotic” as they were not really engaged at work. “When I started to learn about the coaching principles,” he says, “I noticed that they were quite different from my predominant behavioral style, so I wanted to challenge myself to learn a different way of doing things and to find out for myself how it would impact the results that I achieve.

“I learned and practiced coaching at work by getting involved in coaching sessions every two weeks with my team members. I attended coach training, prepared myself before each coaching session, applied the principles when I coached, and after each session, I would think back about what I learned and how I could be a more effective coach. This went on continuously for six months and then suddenly over dinner one evening, my wife and daughter gave me the most beautiful smile, and guess what they said? ‘You are a good husband and father, and we love you always.’ It was a very touching moment for me, and a big surprise as I did not remember them saying that to me before. Later they explained to me that over the past months, I had been more patient and

THE COACHING SPIRIT

understanding and had cared for them more. Little did I know that when I acquired new coaching habits that were beneficial to my team, I had unconsciously adopted them with my loved ones as well, and they just loved it.”

Instead of controlling and always telling people what to do, Kayashima practiced effective listening, asking questions that elicited the good side of people.

His other Japanese friends were amazed and asked him how he had managed to overcome his weaknesses and develop the many good habits that got his team members and family to appreciate him more. “The gist of it,” he says, “was that through practicing coaching principles and techniques, I had learned how to motivate, support and encourage people from deep within, and they felt important, capable and cared for instead of being manipulated by me. I also now know how to raise people’s self-esteem and ask powerful questions that help people create self-awareness coupled with a strong willingness to change their mindsets for better achievements. I believe that this is just the beginning, and I am committed to continue coaching and to learning more coaching techniques because I see worthwhile gains to the people I coach. My experience of becoming a coach has radically changed me for the better and as long as I am still alive, I wish to continue coaching.”

From Kayashima’s story, it is evident that coaching enabled him to change and grow in many ways. Because he was clearly aware of the phenomenal development he would experience from coaching, he had the passion to continue coaching and to commit himself to it for the rest of his life. We know from our own experience that our involvement in coaching has significantly shaped our lives for the better. Growing others and growing ourselves goes hand in hand.

In the process of giving we are already receiving

—Jack Canfield and Peter Chee

PRINCIPLE 7

A Coach Still Needs a Coach

*To be a great coach, you yourself need to be humble
and coachable.*

—Jack Canfield and Peter Chee

As you have seen in Coaching Principle 5, the path to coaching greatness can be a very challenging one. It's like scaling a very tall mountain, a journey of a thousand miles that requires you to continuously learn and develop. To become more and more successful, you need to humble yourself and learn from other coaches. You yourself must receive coaching so you can be a shining example of the power of coaching. When you begin your journey as a coach, the learning curve can be very steep. There will be times when you have to travel to a lower point of the mountain before you can conquer new peaks. When you receive coaching, you will accomplish more in life and you will also become a better coach.

The main things that prevent coaches from receiving coaching are pride, complacency, and a lack of commitment. They think they have reached the peak of the mountain . . . but they have not. They are content with where they are and do not aim to go higher. Either that or they give up and start descending when they find that climbing to higher levels is too tough and takes too much out of them.

The greatest enemy of learning is thinking that you already know. It keeps you from seeking new information and expanding as much as you can. When pride sets in, people think they already know it all; they close their minds to new ideas and valuable feedback, and they are not willing to admit their mistakes. Such people do not make very effective coaches. Being aware of these barriers helps those who want to become great coaches. They know that in order to overcome such barriers, they must consciously make a choice to constantly build new habits and take action to keep learning and getting coached by others.

From this book, you will gain important knowledge about The Coaching Principles (TCP), the Situational Coaching Model (SCM),

and the Achievers Coaching Techniques (ACT). You will notice there is so much to put into practice that to do it alone would be very difficult. To coach without being coached would make a coach incomplete. You need to coach and also to be coached to become a better coach. Just as leaders first need to learn how to be good followers, coaches need to learn how to be coached in order to first appreciate what it's like to receive coaching. Being on the other side of the mountain allows you to enjoy and appreciate a different view so that you become more understanding, empathetic, and helpful toward the people you coach.

Coaches also fail to teach effectively when they don't practice what they preach. When a coach encourages people to be disciplined, it would not reflect well on the coach if the coach is showing a lack of discipline. Coaches teach best by example and not by instructing. When a coach tells people that coaching is good, it is much more compelling when the coach is also undergoing coaching and has gained value from being coached. Living the life of a coach is like living the kind of life you want for the people you coach. As a coach, you need to model the more effective ways to live and work so that people can observe that you are living a balanced and happy life with good relationships, having your priorities in order, engaging your strengths, and experiencing fulfillment at work.

Coaching is more caught than taught. We catch good coaching by encountering good coaching in action. The best way to master coaching is not by being told what to do but to observe how good coaching is done, to practice coaching, and to constantly gain experience from being coached by a good coach.

CASE STUDY: SHARON'S STORY

After completing her MBA, Sharon started working in an international pharmaceutical firm. She worked very hard to prove herself and was promoted three times over a period of eight years. She was recently promoted to business manager and was given the opportunity to be trained in many areas including leadership, mentoring, and coaching.

Top management had decided to include coaching and developing employees as one of the key performance indicators (KPIs) for managers in the company. Sharon was given the responsibility to coach five people in different departments.

Sharon was a good individual performer before becoming a manager, and after undergoing some training as a coach, she thought that she knew everything. She began to behave as if she was superior to others. With much pride, she began to coach.

She admits, “When the result didn’t turn out as well as I expected, I blamed those whom I coached for not being coachable. I was given feedback from my director based on what he had gathered from the people whom I coached. I was told that instead of coaching, I was trying to teach and instruct people to accept my point of view based on my own experience, which they could not accept. I did not take the feedback well, and I argued with my director to prove that I was better than the people I coached. I was furious, and to make things worse, I failed to achieve my KPIs for the first time in my career, and as a result, I felt like resigning from the company.”

Sharon turned to her dad’s advisor, who was a trusted mentor. The family friend advised Sharon to pursue a legitimate coaching certification program and to receive professional coaching. “Over a four-month period,” Sharon says, “I had to deliver results from playing two major roles—both successfully giving and receiving professional coaching. This assignment humbled me a lot and opened my eyes. I found that I had many of my own self-image and relationship problems to be solved. I was highly stressed and living an imbalanced life like a workaholic aiming for perfection in my career. The coaching I received helped me a lot to resolve the personal problems I had, and at the same time, I learned how to be a great coach.

“It was somewhat miraculous to me that when I experienced for myself the true benefits of coaching, I improved personally and at the same time I became a better coach for others. After I became a fully certified professional coach, I was able to exceed all my work-based KPIs and received several letters of appreciation from the people I coached. I overcame my weaknesses, achieved my goals, and became

an effective coach mainly because I got the right coaching. Today I am part of a community of fellow certified coaches and we continue to learn from each other. There is a lot more for me to learn, and I do wish to continue giving and receiving coaching.”

Jim Collins, in his book *Good to Great*, stated that leaders of great companies have a unique combination of professional will to achieve outstanding results together with personal humility. Great leaders coach others to achieve excellence rather than instruct and manipulate people. They also *humble themselves* to receive coaching to keep their work and lives on track and to be able to lead *themselves* well. Great leaders know that it can be lonely at the top and that the most difficult person to lead can be themselves. They know why they need coaches to take the journeys with them. They realize that it is difficult to keep seeing themselves when they don't have a mirror in front of them. That's why they need feedback and coaching from others to help keep themselves on track to building great organizations.

As a coach, you are only human; you have your own needs to be fulfilled, problems to be solved and goals to be achieved. When you listen to the many people whom you coach and focus fully on attending to their needs without others listening to and supporting you, it can be tiresome. That is why a coach still needs a coach. One of the great challenges of being a coach is that you are constantly providing for others, accepting, and believing in them. It is difficult to focus attention on the people you coach when you have a lot of your own issues aching inside and yearning for attention.

For anyone facing huge stress, frustrated at work, having conflicts at home, facing troubled relationships, not achieving your goals, and not improving yourself, it is difficult to be an effective coach. Deprived people don't make great coaches. They won't have much to give to others; rather, they often try to use others to boost their own egos. Coaching flows from who you are, and who you are is what you have to offer. You need emotional excellence to coach well and it's difficult to give what you don't have. The day that you are

convinced how beneficial and life changing coaching can be to all human beings, you would not want to miss out on the opportunity to be coached. That is when you embrace that principle that a coach still needs a coach.

*Those who give and receive coaching are at a great
advantage compared to those who don't.*

—Jack Canfield and Peter Chee

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ABOUT THE AUTHORS

Jack Canfield

As the beloved originator of the Chicken Soup for the Soul series, Jack Canfield fostered the emergence of inspirational anthologies as a genre, and watched it grow to a billion dollar market. As the driving force behind the development and delivery of over 500 million books in print through the Chicken Soup for the Soul franchise, Jack Canfield is uniquely qualified to talk about success. Behind the empire *Time Magazine* called the “publishing phenomenon of the decade” is America’s leading expert in creating peak performance for entrepreneurs, corporate leaders, managers, sales professionals, corporate employees and educators. He is a compelling, empowering and compassionate coach who for the past 30 years has helped hundreds of thousands of individuals achieve their dreams.

Affectionately known as “America’s #1 Success Coach”, Jack has studied and reported on what makes successful people different. He knows what motivates them, what drives them, and what inspires them. He brings this critical insight to countless audiences internationally—sharing his success strategies in the media, with companies, universities and professional associations in more than 30 countries around the world.

Jack is a Harvard graduate with a master’s degree in psychological education and one of the earliest champions of peak-performance, developing the specific methodology and results-oriented activities to help people take on greater challenges and produce breakthrough results. He’s personally taught millions of individuals his unique and modernized formulas for success and has packaged them in his latest book *The Success Principles™: How to Get From Where You Are to Where You Want to Be*. This new self-improvement standard contains 64 powerful principles of success utilized by top achievers from all walks of life and all areas of commerce. *The Success Principles*—and the entire empire of “Principles” books, products, coaching programs and branded retail

merchandise—is Mr. Canfield’s next offering to the more than 100 million readers he currently reaches worldwide.

Mr. Canfield’s other best-selling books *The Power of Focus*, *The Aladdin Factor*, and *Dare to Win*, have generated millions of bookstore and Internet sales, and have launched complementary products such as audio programs, video programs, corporate training programs and syndicated columns to enthusiastic corporate buyers. He is founder and chairman of the Canfield Training Group in Santa Barbara, California, which trains entrepreneurs, educators, corporate leaders and motivated individuals how to accelerate the achievement of their personal and professional goals.

Jack is also the former CEO of Chicken Soup for the Soul Enterprises, a billion dollar empire that encompasses licensing, merchandising and publishing activities around the globe. Jack’s nationally syndicated newspaper column is read in 150 papers worldwide, and the *Chicken Soup for the Soul* radio shows are syndicated throughout North America. Jack is also a syndicated columnist through King Features Syndicate and is a popular news subject featured not only in major trade publications, but in most major metro newspapers across America and in hundreds more around the globe.

Jack’s background includes a BA from Harvard University and he also holds a master’s degree in Psychological Education from the University of Massachusetts and a Honorary Doctorate from the University of Santa Monica, Parker College of Chiropractic and St. Ambrose University. Over the past 30 years, he has been a psychotherapist, an educational consultant, trainer, and a leading authority in the areas of self-esteem, achievement motivation and peak performance.

Jack Canfield holds the Guinness World Records for having seven books simultaneously on the *New York Times* Bestseller List—beating out Stephen King. He even holds the Guinness World Records for the largest book signing ever for *Chicken Soup for the Kids Soul*. And he’s the only author to have won both the ABBY Award and the Southern California Book Publicist Award in the same year—honoring him as both an outstanding writer and a consummate book marketer.

Jack has also been a featured guest on more than 1,000 radio and television programs in nearly every major market worldwide—many of them on a repeat basis. A sample of these shows include *The Oprah Winfrey Show*, *20/20*, *Inside Edition*, *The Today Show*, *Larry King Live*, *Fox and Friends*, *The CBS Evening News*, *The NBC Nightly News*, *Eye to Eye*, CNN's *Talk Back Live!*, PBS, QVC and many others.

**For further details on Dr. Jack Canfield please visit
www.jackcanfield.com**

Dr. Peter Chee is president and CEO of ITD World (The Institute of Training and Development), a leading multinational corporation for Human Resource Development. With Dr. Chee's leadership contribution for more than 26 years, ITD World has established itself as a global learning solutions expert.

He works in close partnership with best-selling and award-winning author William J. Rothwell, who has written more than 80 books and Jack Canfield, the world's leading success coach and authority on peak performance who holds the Guinness World Records for the most books on *New York Times* bestseller list with 210 books and 125 million copies in print. Dr. Chee and Dr. Jack Canfield are coauthors of *Coaching for Breakthrough Success* whereas Dr. Chee and Dr. William Rothwell are coauthors of the book entitled *Becoming an Effective Mentoring Leader*. Dr. Chee is also the author of *The 12 Disciplines of Leadership Excellence* with Brian Tracy.

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As a trainer and developer of leaders and senior executives from more than 80 countries, Dr. Chee's training, coaching, consulting, and research experience resonate in the areas of personal excellence; the success principles—techniques for breakthrough results; leadership and team excellence; coaching and mentoring excellence; work, life, and time management; motivation and performance management; strategic management; sales and marketing; human resource development; and creativity and innovation.

Dr. Chee was the creator of the Coaching Principles (TCP), the Situational Coaching Model (SCM), and Achievers Coaching Techniques (ACT). He is a leading certified trainer for Dr. John C. Maxwell

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Dr. Chee is a Baden Powell Fellow of the World Scout Foundation, an honor bestowed by the king of Sweden. He was the president of ARTDO International, a nonprofit professional umbrella body that brings together renowned national HRD bodies, governments, and multinational companies active in HRD work globally. With his commitment to a societal-oriented philosophy, the ITD World's "love thy nation" campaigns have channelled sizable funds to support the needy sections of many national societies.

Dr. Chee has fulfilled many of his dreams. His purpose is to transform leaders and change the world with love for God and people. He lives close to the sea and hills of the beautiful island of Penang with his wife Eunice and daughter Adelina.

To invite Dr. Peter Chee to speak at your events or to train and coach your team, please go to www.itdworld.com/speakers.

For further information on Dr. Peter Chee and his organization, please visit:

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Serely Alcaraz is the Country Head, Senior Mentor, Executive Coach and Master Trainer of ITD World Manila, Philippines. She was the

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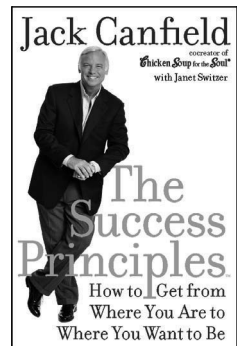
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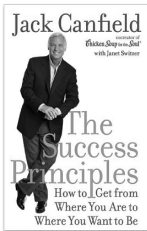
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DR. PETER CHEE

Mentor Coach, Speaker, and Trainer

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- Trained and developed leaders from over 80 countries with over 26 years international experience.
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- Inventor of the Situational Coaching Model (SCM) The Coaching Principles (TCP) and Achievers Coaching Techniques (ACT).
- Author of *Becoming an Effective Mentoring Leader* with William J. Rothwell who is an award-winning author of over 80 books and professor at Pennsylvania State University.
- Author of *The 12 Disciplines of Leadership Excellence* with Brian Tracy who has written 56 books in 38 languages.
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- Chief Mentor Coach and developer of the Certified Coaching and Mentoring Professional (CCMP) program.
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- ✓ Comprehensive and effective assessment of each participant to demonstrate attainment of bottom-line results from coaching and mentoring.

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