So you’re Thinking about Coaching?

A PROSPECTUS

...in Summary

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So you’re Thinking about Coaching?

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Coaching is a powerful, personalised way to build leadership capability and ensure learning is applied in real work-time to achieve long-lasting development outcomes that really matter to you.

Forward-thinking leaders increasingly see coaching as an essential adjunct to leadership capacity-building, enabling considered self-reflection, self-revelation and guided expansion to personal mastery.

Everyone can benefit from some coaching from time-to-time – having a supportive, sounding board to help you help yourself learn to lead more effectively – with calm, poise, balance, judgement and integrity.

Maybe you just want to find out what “all this coaching stuff is about”. Or perhaps, you’ve already decided you want to do some coaching and you’re looking to see who might be the best choice to help you. Either way, you’re probably wondering about things like:

- What is coaching and why do it?
- What can coaching help me with?
- What is your coaching approach like – and will it suit me?
- What happens inside a typical coaching session?
- What do I need to do to make coaching work?
- What does our coaching cost?

We hope this profile of our coaching services gives you some simple, straightforward answers to questions like these. After all, if you’re going to invest time and money in personalised leadership coaching, you want to make sure you’re clear on the reasons for doing it, the results you might get and the benefits you and your organisation might expect.

We’ve included extensive insights into our coaching approach so you can decide whether it might suit you. All coaches have different approaches, use different frameworks, tools and techniques and have a different personal flavour. What suits one person just won’t suit someone else. The fit between you, your coach and the coaching approach is critical for your learning comfort and success.

You may well have a fair idea about what kind of coaching help you’re interested in already – though maybe you haven’t exactly sat down and translated it into specific goals and action plans. If, once you’ve looked through this summary of our services, you’d like to explore the idea of coaching with us further, we can provide you with some tools you might find useful to help you consider in more depth what you want coaching to help you achieve.

We hope you find this useful in making up your mind – and good luck with your coaching journey!

Bill Cropper
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1. Why Do Coaching?

This is the first question you’ll probably ask.

After all, if you’re going to invest time and money in personalised leadership coaching, you want to make sure you’re clear on the reasons for doing it, the results you might get and the benefits you and your organisation might expect.

Whether its one-on-one or group-based, coaching is a series of conversations that help you to get clear about challenges you face in various facets of your leadership role – and then help you formulate improvement goals and try-out actions for yourself or your team that move you closer towards where you imagine being.

- Forward-thinking leaders increasingly see coaching as an essential adjunct for building their leadership capability and achieving long-lasting development outcomes.
- Everyone can benefit from having a coach – a supportive, sounding board to help you help yourself learn to lead more effectively – with calm, poise, balance, judgement and integrity.
- Coaching is a powerful, personalised way to ensure learning is retained, acted on and applied in real work-time to help you get long-lasting results that matter.

Here are some of the benefits people tell us they derive from coaching...

- Coaching helped me clarify the vision of what I really want
- Gives me a quiet space to reflect – free from the pressure of work
- I get to work on what I want to work on – the things that matter to me.
- You can be more open and honest about issues that worry you
- It’s something I’m doing for my self first – and it also benefits the organisation
- You get to work at your own pace – and set your own goals
- You feel safer talking about touchy issues – and know you’re not being judged
- It’s a time when I can slow down – and really think deeply about stuff
- It helps keep me motivated and focused – and gets me to take action
- I see situations and myself more clearly – and what I can do differently
- I’m more aware and understand my emotional patterns better
- Opened up possibilities – to look at what I could be doing not just what I’m not

2. What can Coaching Help me with?

You probably have a pretty good idea of what kind of coaching help you need already – though maybe you haven’t exactly sat down and translated it into specific goals and actions plans. That’s OK. Coaching can do that for you....
Part of what coaches do is help people get in touch with their gifts, talents, wants, values, needs and dreams, as well as help them come to understand themselves and what motivates, drives or inspires them. As we often say, coaches help people reveal themselves to themselves...

Here are some challenges we’ve helped people work on over the years...

- How can I get more adept at **leading change** and get others on-board with it?
- How can I **improve the way I get on** with other managers and leaders?
- How can I **build a more cohesive team** that works well together?
- How can I **grow my leadership role** to meet new work challenges?
- How can I **adapt to new roles and relationships** emerging in my organisation?
- How can I **handle work-stress and tension** in a more balanced way?
- How can I go about **creating a more productive work culture**?
- How can I **handle difficult situations** in more emotionally intelligent ways?
- How can I **improve the work behaviours or general culture** in my team?
- How can I **work on my own management practices** to get better results?
- How can I **personally take a more coaching approach to leadership**?

What challenges do you face at work where you think coaching can help?

3. **What is Coaching all About?**

Put simply, coaching is an extended conversation.

It’s about guiding you through a process of self-change and improvement to identify critical challenges and areas for improvement, set yourself goals and strategies to reach them, and overcome the inevitable obstacles that get in the way...

Whether its one-one-one or group-based, coaching is actually an extended conversation. While the conversations are different for different people and situations, they almost always have a common thread. They’re about:

- Identifying the challenges you face in various facets of your leadership role – personally, professionally and operationally - and then...
- Helping you formulate improvement goals and try-out actions for yourself (and for your team) that moves you closer towards where you imagine yourself being.

There are many different kinds of coaching – and finding someone who has as a coach has the right skills, background and experience to match your coaching focus is paramount.
We usually find leaders want to address a combination of these...

- **Coaching for Personal Mastery**: Increases your level of personal mastery and promotes personal growth and self-awareness. This includes emotional coaching – understanding and dealing better with feelings, both your’s and others.
- **Executive & Leadership Coaching**: Reflecting on your role and how to refresh your leadership to make it even more effective. This can also take in specific assistance for developing new approaches to organisation renewal or business improvement.
- **Coaching for Change**: Helping you work through a specific change management challenge or initiative in your team or organisation.
- **Critical Issues Coaching**: To better engage with a critical strategic, leadership issue or management concern that keeps coming up for you.
- **Conversational Coaching**: Raising your level of conversational skills can dramatically improve your leadership effectiveness and the quality of your interactions with others.
- **Performance Improvement Coaching**: Aimed at specific performance difficulties, behavioural patterns or other things you single out that are just not happening well for you at work.
- **Specific Skills Coaching**: Equipping you with specific leadership or communication capabilities and tools to enhance role performance, meet new challenges or beat old ones that keep coming up.

We think having a personal vision of what can be better or different is absolutely fundamental – as is the concept of *voluntarism*. You can’t forge a very productive coaching relationship with someone who doesn’t want to be coached.

If you think we can use coaching to ‘fix’ you, think again. Coaching only works when you’re willing to fix yourself!

**Here’s a few other things we think coaching is about:**

- **Coaching is** an extended conversation you have with your coach.
- **Coaching is** a continuous cycle of questioning, reflecting and listening.
- **Coaching helps you** get insights into your thinking, feeling and behaviour.
- **Coaching should help** to energise you and encourage you to take action.
- **Coaching helps you** find answers for yourself – to your own questions.
- **Coaching gets you** to challenge and confronting your own limiting beliefs.
- **Coaching’s about** finding/trying out solutions to specific problems.

We also think coaching involves learning from action…
We take an action learning approach to all our coaching assignments.

- Action learning is critical to any coaching approach.
- Action Learning combines action and learning.... We take deliberate action – or something happens to us – and then we reflect on what we learned from that action.

And that’s Action Learning! It’s also the Coaching Cycle in action too. The coach helps people learn from their own experience and take progressively new and better action.

But it’s one thing to read a general description of what coaching is about.

Maybe you’re saying to yourself now: “Yes, but when you break coaching down, what are the really key elements? So let’s look at a few other things coaching involves – things to do more with you and the personal side of coaching.

4. The Personal Side of Coaching

Whatever particular coaching challenges or goals you set for yourself, we’ll end up at some time or another, talking about how YOU fit into the picture.

All of us tend to spend a lot of our time focusing on ‘problems out there’ and how other people create difficulties for us. We spend too little time with ‘us in-here’ – seeing how what we do and how we are contribute to many challenging situations arising for us.

All coaching – no matter what the specific focus - is about personal change. People rarely change on their own. You need to feel supported and you want some guidance. Coaching covers all of that. There’s no single model of personal change that suits everyone.

While we have in-depth experience in many different coaching contexts, coaching doesn’t fit into neat categories – and we always coach for both performance and personal growth....What we’re talking about here, of course, is coaching for self-awareness and personal mastery.

Here are some personal awareness areas coaching can help you with:

- Coaching is about seeing choices: The more aware, the better the choices we can make. We can choose to respond differently to people, events and situations and see a wider range of possible options, solutions and choices
- Coaching is discovery: gaining self-insight, exploring your ideas and responses to challenging situations and getting in touch with your talents and strengths

...continued over >>>
Coaching is centrally concerned with helping people understand and critically reflect on the impact these things can have on their thinking processes, actions, behaviours and achievement of goals...

And a good coach sometimes takes a challenging stand between you and your thinking to make you more aware of what’s going on in your head, to help you see the outcomes of your thinking on decisions and actions you take – as well as on the people around you.

There are many types of personal change that can help you improve the way you are at work – and at home for that matter. Some things you can do by yourself - and there’s other things you sometimes want a coach to help you with.

Here’s some areas of personal mastery you might want to work on:

- Getting a better understanding of my own emotions and why I act the way I do sometimes
- Creating more positive emotional climates that energise the people I lead
- Managing my moods more effectively to reduce conflict and lead for positive action
- Controlling difficult emotional patterns (e.g. anger, aggression, hostility) in myself and others
- Coping better with stress and pressure at work or handle conflicting priorities
- Overcoming negative attitudes and developing a more positive outlook
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Stop being overwhelmed by the complexity of situations and constructively confront them.

Checking your self-talk and reframing negative programming

There’s no one right path to follow for personal change that suits everyone. Be suspicious if someone tells you they know all the answers and there’s only one right way to do personal change. What you need to find is YOUR way and YOUR answers.

A good coach will know this and work with you on YOUR path as you uncover it for yourself.

5. The Emotional Side of Coaching

Coaching is about feelings too. It helps you become more aware of the positive and negative emotional patterns we all have. Feelings can make or break our ability to achieve the goals that matter to us – personally or professionally. They build or erode self-confidence, our ability to embrace change or persevere to see something through, and they also determine how resilient we are when we encounter those unavoidable setbacks and obstacles...

We believe any coaching approach needs to incorporate the tools and ideas of Emotional Intelligence (EI). It’s indispensable – no matter what type of coaching you’re doing or what the specific focus is.

Why? Because EI isn't just a fringe activity for managers anymore – it's fast becoming a critical competency for any capable leader.

- Leaders have an immense impact as ‘energizers’, ‘mobilisers’ and ‘meaning-makers’ on the performance, culture and prevailing emotional climate of the people around them.
- Whether it’s the workplace, school or home, emotions percolate through every aspect of our lives. They affect how we think, who we are and how we live.
- They exert a powerful pull on how we behave and how we cope with change and stress. They dictate how well we manage relationships with work colleagues, friends, loved ones and ultimately, they determine how productive, happy, satisfied and effective we are...
- More and more leaders now connect successful outcomes with their own level of emotional intelligence and personal mastery - their ability to ‘tune into themselves’ and be more mindful of the impact their feelings and behaviour have on the people around them.
- How leaders manage their moods and how aware they are of their own emotional patterns affects the emotional climate and behaviour of their teams. The basic business case for EI is simple: Good moods equal good work. Bad moods are bad for business.

Here’s a string of ideas on what EI coaching can look at…
Great leaders spend much of their time promoting positive emotional relationships. Whatever coaching goals you have – whether it’s to be more visionary, to manage relationships better or to inspire high-energy performance – the critical factor to begin with is inside yourself. It has a lot more to do than you may think with your own level of emotional intelligence.

6. Conversational Coaching

Knowing when and how to use different conversational tools is a vital but neglected element for personal mastery, inspirational leadership and business success.

We specialise in coaching with a conversational focus by addressing real conversational challenges you face.

Conversations are at the core of what leaders do. The essential actions you take happen almost entirely through conversations. When you dig down into what leaders do day-in and day-out, they spend a lot of time having conversations.

- They’re the major way we build relationships, solve problems, make decisions, take action and learn together
- Conversations are the playing field where leaders most visibly exercise their level of personal mastery and emotional intelligence. Conversations set the emotional tone and build the positive working relationships that ultimately determine the performance culture of your workplace. Through conversations, we connect with others, inspire, influence, empathise, energise, and move people to action.
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- The quality of conversations leaders have is a telling indicator of team culture, leadership climate and change success. It’s one of the key elements for the effective functioning of any team or organisation.

- The calibre of conversations you engage in is one of the key indicators for the effective functioning of your team. When conversations are off-colour, coordination breaks down, relationships suffer and fuel bad feelings, mistakes multiply and productivity plummets.

In fact, leadership can really be defined as ‘a string of conversations’ - but most of us never stop to think how we might become better at them. Conversations are simply too important for leaders to ignore.

Here’s some common conversational coaching challenges we can help with:

- How do I get my point across persuasively without people misunderstanding me?
- How do I get people to speak up in meetings and share ideas more openly?
- I often put off having difficult discussions to avoid argument and conflict…
- How do I say what I need to say and raise difficult issues with people?
- I want to have better meetings and deal with real issues rather than avoid them.
- How can I keep discussions on track and constructively channel conflict?
- How do I talk to people about change and get them to understand the need for it?
- How do I replace dead-end debates with more skillful discussion and dialogue?
- How can I connect better and really understanding what people are on about?
- People always misinterpret my motives or don’t understand my way of thinking...

7. What’s our Coaching Approach?

The next question is whether our coaching approach will suit you, your personal learning style and your specific needs. All coaches have different approaches, use different frameworks, tools and techniques and have a different personal flavour. What suits one person just won’t suit someone else. The fit between you, your coach and the coaching approach is critical for your learning comfort and success.

With a background of 20 plus years in leadership development and change management, we’ve built up a fair bit of experience facilitating, guiding, mentoring and coaching leaders and their teams…

In recent years, we’ve been focussing more particularly on personal mastery skills for leaders, providing individual and team-based coaching in a range of different contexts – executive and leadership coaching, change management and team coaching, conversational coaching, self-development and performance improvement coaching, and coaching for personal and
emotional mastery – as well as helping people develop their own coaching skills to take on a more facilitative, coaching style of leadership.

1. Our coaching approach is personalised, specific to you and non-judgemental.

We work with you to realise the goals that matter most to you - to help you uncover your full potential, achieve higher levels of self-awareness, become a better leader and tackle specific challenges you face in your existing or emerging role and work context.

2. The focus of coaching sessions is individually determined and controlled by you.

Whether it's performance role coaching, increasing your personal mastery and leadership awareness, working with teams, conversational coaching, relationship building, leading with emotional intelligence, managing change or tackling your own management or workplace improvement priorities – you choose what you need to work on.

3. And we're flexible about you changing your coaching course or direction too.

We know things come up between coaching sessions that might change the tack you want to take with us or lead you to rethink your goals or focus for coaching. Sometimes, too, as your thinking or insights deepen, new lines of self-inquiry emerge that may be more relevant to you.

4. We know how important a comfortable, emotionally "safe" coaching environment is.

When you're at work, you seldom get a safe environment to practise in. You're under pressure 'playing the game' – there's no time to reflect, it's too risky to try out a new tool or approach and you rarely get feedback about what you're doing – or not (as the case may be).

You need to feel safe during our sessions together. That means creating an atmosphere of positive mutual regard between us, where you can say what you feel, speak your mind and feel free to take risks, open up, explore yourself deeply and admit mistakes – without feeling blamed or judged. We also carefully protect the confidentiality of your sessions with us.

5. We take a values-based approach – aligning values-awareness to your challenges

Whether you choose to explore and discuss them directly, values are always with us. They're often an essential key to understand what's happening for someone with a recurring problem, troublesome behaviour, or continual conflict situations. We help you identify your key values or beliefs and explore how they impact on how you handle particular problems or situations.

6. We ‘optionalise’ with you – not suggest ‘right’ answers or approaches

We know there's never one right solution, one single contributing factor to a dilemma or one person or cause to blame. We help you identify multiple options and choices and weigh up the consequences for yourself, through testing different hypothesis and scenarios and asking open-ended questions that promote discovery of new possibilities.

7. We take an action learning, practice-orientated approach

We’ve outlined what Action Learning is in Section 6. During each coaching session, we'll discuss try-out actions to practice, tools you can use to master your specific challenges and also explore how to adapt what you learn to your every-day work situations, model new skills and behaviours and build upon your unique experiences, skills, strengths and knowledge.
8. We cognitively coach to develop your critical reflection and inquiry skills

With cognitive coaching, you get in touch with your thinking patterns – your mental models and assumptions – learn to reflect on how significant an impact they have on you, and develop sound habits of questioning your own thinking – what we call *inquiry*.

9. We challenge you – respectfully - and give unconditionally constructive feedback

We assume you’re not doing coaching just to have your current thinking patterns confirmed (though we’ll do a bit of that too!). We challenge you to look at what you’re doing from some different angles, see yourself through some different lenses and try on some different mental models. But we always do it respectfully. In fact, we’ll often brainstorm and challenge our thinking together. And when we give feedback, it will always be unconditionally constructive.

10. We use tools to support you through the coaching process – and beyond.

Over the time we spend together, you’ll build up a customised kit of tools – all laid out in a simple to follow, step-by-step format – suited to your particular coaching challenges. Tools are processes, techniques and approaches that will help you bridge the gap between theory and practice, between ideas and action. They promote creativity, innovation, self-expression and self-discovery – and we see them as an absolutely essential ingredient for good coaching.

We also encourage you to work toward self-sufficiency by learning how to apply our self-coaching model between sessions.

**Here’s what we suggest a typical series of coaching sessions might look like:**

- **Structure:** Although the particular coaching path will be different for different people, there are 5 broad stages in the coaching process you’ll work through with us that apply in any coaching context (see our 5 stage coaching process below).

- **Sessions:** A typical coaching program consists of 5 x 2-3 hour sessions every 3-4 weeks or so, with a blend, if you want, of individual, small-group and on-line email/phone coaching.

- **Phone or E-Coaching:** While we can conduct coaching purely by phone or e-dialogues, we recommend blending this with some face-to-face sessions (eg. a face-to-face where possible at the beginning and end of a coaching series).

- **For phone-coaching sessions:** We suggest varying the structure of coaching sessions to schedule in a 1-hour session every 2 weeks.

- **Other arrangements:** are possible to suit your own timing and commitments - but generally we suggest at least 2-hour sessions with a minimum of 3 sessions.

- **Review:** Our coaching agreements include a progress review after session #3 at which point you decide to proceed or withdraw from the coaching relationship.

- **Tool-kit:** Over the coaching period, you’ll have the opportunity to build up your own personalised kit of tools to support your coaching practice and try-outs and sustain yourself after coaching finishes.

- **Major coaching frameworks:** We use include action learning, Peter Senge’s 5 Learning Disciplines, the 5 Conversational Capabilities, the 4 Emotional Intelligence Dimensions and self-coaching and continuous loop coaching models.
8. Our 5-Stage Coaching Process

“But what’s our coaching look like in action?” you ask. Although the particular coaching path will be different for different people, there are 5 broad stages in the coaching process you’ll work through with us that we think apply in any coaching context - as this diagram shows.

Of course, after Stage 1, you may decide we don’t connect well enough and not continue. Stage 4 includes continuous coaching cycles (see Section 11 for more on this).

Stage 1: Contracting – our Preliminary Session. The first contact session we have with you is critical. This session (usually an hour or so) is a preliminary conversation where we can do things like:

- Exchange ideas on what coaching is and your expectations
- Discuss your general coaching focus - background, work/organisation context, desired coaching outcomes and directions
- Explore groundrules, values, principles and understandings for successful coaching and how these sit with you
- Find out more about each other as people and talk about our preferences for a good coaching relationship
- Finalise a coaching plan and schedule of meetings – if you decide to continue.

Of course, after the first meeting, you may well decide you can’t work with us. That’s OK. There are different styles of working together and one coach can’t suit all people.

Stage 2: Rapport-Building – Coaching Session #1. Trustingness and rapport are essential foundations for good coaching so a good relationship between us is critical. Hopefully, by the time we finish our first session, you’ll feel we’ve:

- Created a constructive, relaxed conversational climate for coaching, where you can express yourself openly and you feel listened to and understood.
- Begun to develop a positive regard for each other and also identified the conditions where we can respectfully challenge you
- Both got a better idea of the challenges you face, the kind of coaching work you want to do and what’s happening personally and performance-wise for you
- Begun to explore your ideas about coaching goals you want to set yourself - but don’t expect these to be fully formed by the end of this session.

Starting with Session 1, after each session, we’ll agree on a couple of self-coaching activities you can do between sessions. For example, a personal reflection exercise tailored to your coaching context, a checklist, pro-forma, self-assessment survey or tool to practice.
**Stage 3: Goal Setting – Coaching Session #2.** Now we can move together into a basic action pattern of situation analysis, visioning and goal-setting. We might repeat this a couple of times during the coaching process as new issues or challenges emerge or you become more clear on the goals you really want to achieve. We’ll:

- Analyse more closely what the real challenges are and what’s contributing to any dilemmas you may be encountering. Of course, difficulties don’t always drive the coaching agenda especially when you’re using coaching as an opportunity to expand your capability and build on your strengths.
- Explore your ideal vision of yourself as a leader (or person for that matter), your aspirations, values, needs and set goals or performance challenges.
- Identify skills, tools, capabilities or personal practices you want to develop to achieve your goals – and strategies and actions for how to get there

**Stage 4: Ongoing Coaching Sessions.** Once you’ve identified your goals, ongoing sessions follow a continuous loop coaching cycle (see Section 9). Sometimes you’ll modify or refine your goals as we go deeper into situations but largely, our sessions will review progress and address obstacles and issues that arise along the way for you. During this stage we help you:

- Observe your own processes of thinking, feeling and behaving
- Explore causes and contributions to problems and situations
- By offering feedback on your approaches - strengths and deficits
- Examine underlying assumptions and how these affect goal achievement
- Identify successive try-out actions and tools – small steps that move you forward towards your goals

**Stage 5: Change Actions.** Once you’re equipped with new tools, this is where we start embedding new habits and approaches through lots of practice.

- You’ll need less formal coaching support as you become more self-learning, self-aware, self-critical and self-reliant.
- During this stage, the coaching relationship usually becomes more informal, less regular and more directed by you than us, as you take on more responsibility for carrying on your own self-coaching work.

**The last part of the 5 Coaching Stages is Self-Direction....**

We don’t want you developing unhealthy dependency on coaching.

- An underlying coaching aim and value is working towards self-empowerment, self-determination and self-sufficiency.
- We want you to settle into sound habits of self-inquiry and reflection to increase your capacity to change by yourself and self-analyse in order to better achieve your goals (see our Self-Coaching Model in Section 16).

At this stage, the coach or you can then decide to exit the relationship.
9. What happens in a Typical Coaching Session?

This diagram shows you what happens in a typical coaching session with us. Based on the action learning cycle, it’s called Continuous Loop Coaching because it’s a simple 5-step process we use over and over again in every coaching session.

The model’s generic. By that, we mean that while the content of coaching sessions change to meet your particular needs, goals and context, the steps we work through stay the same.

Here’s an explanation of the 5 steps in Continuous Loop Coaching...

- **Step 1 – Re-Connect**: This step happens at the start of each session. It links back to any try-out actions we agreed in previous sessions. We talk about:
  - What’s been happening for you between coaching sessions
  - What particular approaches or tools worked or didn’t
  - Any intersession self-coaching activities you did since last time and…
  - Re-consolidate progress made so far and what needs to happen next.

- **Step 2 – Focus the Session**: Your goals have already been set, but this step is a check-in to re-focus on what specifically this session should cover. Why?
  Because between sessions, new situations, issues or insights might have come up that have changed your thoughts or feelings about what you want to work on in this session. For example, maybe there’s a new and unexpected challenge that’s arisen or a hot issue coming up you want to be prepared for.

- **Step 3 – Continuing Dialogue Goals, Behaviours and Obstacles**: We continue our conversation about your situations, goals or issues. For instance:
  - When this happens, what do you do? How do you react?
  - What do you think to yourself? How does that make you feel?
  - What mental models or thinking patterns are you aware of?

- **Step 4 – Analyse, Situation-Find & Option-Make**: Usually our session then flows into finding underlying patterns or causes to work on. We might explore:
  - What you could do or think differently and what gets in the way
  - New approaches, techniques or tools you could try in this situation
  - What would be different or better for you if you did this?
  - Whether your goals are still the right ones?
**Step 5 – Develop Try-Out Actions:** From what’s been learned together during the session, you can now:

- Decide on what the short-term goals might be for between sessions and...
- Say what you'll do differently - what new approaches or tools you might use.
- Identify for yourself intersession try-outs - real-time attempts to try a different approach to something.

Before we finish the session – or shortly after sometimes, you make yourself up an action plan for trying out before next session. It should outline:

- What will I do differently? *(My try-out actions)*
- When will I do this? *(eg. Whenever X arises I will try to Y)*
- What strategies or tools do I need to support me in this?

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**10. What do I need to Do to make Coaching Work?**

Coaching is not a quick-fix. Things won’t magically change overnight. It’s taken you years to learn some of the habits that are now being bothersome for you - which you certainly won’t unlearn in a few weeks.

**So what about your role or contribution? What will coaching call on you to do for yourself? We'll sort some of this out in our first meeting....**

Personal growth and change is neither easy nor quick. It takes time and practice – it’s not an event, it's a process!

- Coaching takes perseverance and commitment to the process, willingness to critically self-reflect and of course behavioural practice along with the discipline to do it and keep it up.
- The biggest barrier to getting the results you want from coaching is YOU. We all have ‘blindspots’ – things we can’t see or rather not know about ourselves. But we bet you already knew that.
- If you pursue a coaching path, you’ll be challenged by the changes you see you may have to make – and perhaps even more so, by your natural resistance to them.

⇒**Here’s some of the coaching commitments we’d ask you to consider...**

- **Discipline to do daily actions:** to set your goals, develop a personal change plan and then track coaching progress by keeping records of your self-reflections, try-outs, practice, insights and what happens in each of your coaching sessions

- **Feedback:** Opening up to change by seeking out feedback about ourselves from others. Remaining open, non-defensive and appreciative of candid feedback about how your behaviours come across and impact others

- **Self-disclosure:** Sharing self-doubts, facing up to barriers and fears that get in the way, being more honest, open and “telling your truth” about yourself...*cont >>>*
## Behaviour change:
Open up to new possibilities and alternatives and replace old behaviours, thoughts and emotional patterns with new ones. Able to recognise what aspects of ourselves aren’t working for us and be diligent about working on changing them.

## Perseverance in practising in new habits:
Translating our personal leadership vision into positive action and being prepared to try out new ways. You need to rehearse a new behaviour until it becomes automatic - mastering it at the level of implicit learning. Only then will the new wiring replace the old.

## Inter-session assignments:
Yep, there’s usually homework attached to coaching and it’s important to do it if you really want to get results and make progress.

## Self-responsibility:
We’ll also encourage you to work toward self-sufficiently and take responsibility for your own change by using our self-coaching model between sessions (see Section 16)

## Sustained commitment and patience in handling setbacks:
– when you lapse back into the old patterns or a new approach you try doesn’t exactly work the first time (or the second either!)

Last, but not least, it helps if you’re able to step back and laugh at yourself from time to time. Sure coaching is serious – but we like to have some fun along the way too!

### 11. What does our Coaching cost?

Coaching costs – yet for many leaders and their organisations the investment is well worth it and the returns in terms of **better performance, more effective teamwork, less stress, increased capability and more resonant leadership** – well, you just can’t put a price on those. We try to be flexible and we won’t tie you up in coaching contracts with fixed numbers of sessions.

We won’t ask you to commit your money to something you’ve never tried before – so our first 1-hour coaching session, where we do a preliminary analysis and you get to size up your fit with our approach – is free.

If you feel you can make a connection with your coach, we’ll map out a series of coaching sessions together. And if you can’t connect with us – that’s no big deal. Coaches don’t come in one-size-fits-all!

- We suggest arranging coaching in blocks of 5 x 2-3 hour sessions for face-to-face sessions, (with a session every 3 weeks or so) OR 10 x 1-hour phone sessions 2 weeks apart. Other arrangements are possible to suit your own timing and commitments – but generally we suggest at least 2 hour sessions with a minimum of 3 sessions.
- All our coaching schemes include a progress review after Session #3, at which point you can decide to proceed or withdraw from the coaching relationship.
- There are different rates for face-to-face and phone coaching; we also offer discounts for people from non-profit, community-based organisations, personal applicants and schools.
So you’re Thinking about Coaching?

- Face-to-face coaching sessions are $275 per hour (GST incl) plus any expenses. Phone coaching $220 per hour (GST incl). Contact us to discuss other rates.
- With phone coaching, we still prefer, if possible, to arrange for at least one face-to-face session at the beginning and end of your coaching block.
- We generally don’t charge for short phone/email support between face-to-face sessions. For example, you might ring us to work through an issue that’s arisen for 15 minutes or phone for a 10 minute phone check-up.
- There’s a $110 one-off charge to cover provision of coaching tools/resources used during the sessions. Other costed items may include overnight accommodation, travel to and from your location, and other incidentals. We always, of course, clear these with you first.
- Whenever possible, we schedule coaching sessions to coincide with other workshop training engagements to minimise travel and accommodation expenses.
- Cancellation or rescheduling of sessions will be mutually agreed. Late cancellation (less than 3 days before the session) will be charged.
- Termination is at the discretion of either party as negotiated after completion of Session # 3 in the coaching block.

12. About your Coach...

Bill Cropper, principal coach at The Change Forum, has a wealth of practical experience in strategic change management, leadership coaching, learning and group facilitation in a wide range of federal, state and local government organisations throughout Australia.

Bill has a down-to-earth, outgoing and open style; personal mastery of a wide range of facilitation tools, techniques and processes and customarily work comfortably with people at all organisation levels – senior executives, operational managers, staff and other consultants.

He is a preferred learning consultant and leadership coach for a number of public sector agencies, providing facilitation/coaching services to senior executives, managers, facilitators, work teams and community groups around change management, team reformation, organisation renewal, strategic planning, and the application of Peter Senge’s 5 Learning Disciplines to strengthen the leadership-learning capacity of organisations.

He is an advocate of participative, team-based work and learning-centred leadership as keys to sustaining change and creating successful business futures. His consulting assignments consistently embrace coaching and skills transfer as a fundamental strategy in strengthening the learning capacity of learning communities to be more self-reliant in managing their own change processes.

As well as his ongoing passion for learning-centred leadership and team-based approaches to ‘living-at-work’ work, Bill is keenly interested in the benefits of conversational coaching and dialogue to promote more productive, open interchanges and facilitate personal growth and change mastery and he runs a very popular public series of coaching clinics on Constructive Conversations and Difficult Discussions as well as leadership forums on Personal Mastery: Leading with Emotional Intelligence, Leading through Teams, Learning to Lead Change and The Leader as Coach.

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