

Session 19: Introduction to Coactive coaching

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Module 4

Creating a safe space and setting up coaching to work:

- ✓ Coactive coaching, how it can be used and examples of questions
- ✓ The knowledge, skills and behaviours of an effective coach
- ✓ Creating a safe space for working together, what safety means and how we do that
- ✓ What we do when things don't work
- ✓ Environments that help coaching to flourish
- ✓ Contracting, monitoring and reviewing



Today we are exploring

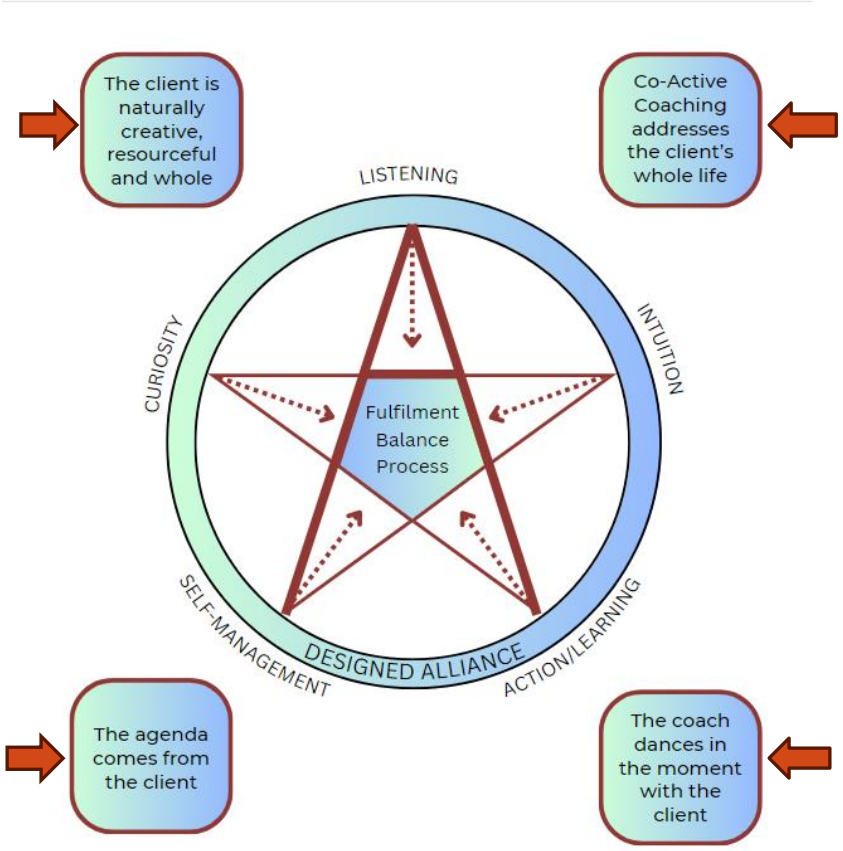
- ✓ Background to coactive coaching approach
- ✓ Model and principles
- ✓ Example of coactive coaching
- ✓ Using coactive coaching in your own coaching practice
- ✓ Other coactive coaching resources

Background to Coactive Coaching

- ✓ **Laura Whitworth** was the creator of the Co-Active Model with Henry Kimsey-House and Karen Kimsey-House and a recognised leader in the development of the coaching profession.
- ✓**Karen Kimsey-House**: cofounder and CEO of The Coaches Training Institute. She founded The Coaches Training Institute (CTI) in 1992 with Laura Whitworth and Henry Kimsey-House. Together they created the Co-Active philosophy of relationships that informs CTI's coaching and leadership programmes.
- ✓ **Henry Kimsey-House**: one of the first professional coaches in the field. Cofounder and lead designer of training programs of CTI.

- ✓ The term "Co-Active" refers to the **fundamental nature of a coaching relationship** in which the coach and coachee are **active collaborators**. In Co-Active coaching, this is a relationship — in fact an alliance — **between two equals** for the purpose of meeting the coachee's needs.
- ✓Book first published in 1998 – now on 4th edition

Coactive coaching model



The four cornerstones form a container that holds the Co-Active conversation.

In fact, the cornerstones make it possible to have a truly Co-Active conversation.

In order for engaged and empowered relationship to exist — the "co" in Co-Active — and in order for life-giving action on the part of the coachee to manifest, these four form a necessary structure.

Naturally creative, resourceful and whole

- ✓ People are, by their very nature, creative, resourceful and whole.
- ✓ **They are capable**: capable of finding answers; capable of choosing; capable of taking action; capable of recovering when things don't go as planned; and, especially, capable of learning. This capacity is wired into all human beings no matter their circumstances.
- ✓ In the Co-Active model it is more than a belief — **it is a stand we take**.
  - ✓ The alternative is a belief that people are fragile and dependent.
  - ✓ With that belief, the coach's job would be to guide the coachee to the safest possible outcome.
  - ✓ You can feel the difference.
- ✓ When we take a stand for other people's natural creativity and resourcefulness, **we become champions on their behalf**, not worried hand-holders.
- ✓ As coaches, when we assume resourcefulness and creativity, **we become curious, open to possibilities, discovering with the coachee**, not dictating.
- ✓ ***We expect to be amazed.***

Naturally creative, resourceful and whole

- ✓The key here is "naturally."
- ✓Yes, of course, there are times when the circumstances feel overwhelming, when even the most resilient human being feels the mountain is too high, the road to cross too wide, the effort simply not in his power.
- ✓Circumstances and that inner sabotaging voice that says, "Why bother?" or "You don't have what it takes," can leave anyone feeling less than creative, resourceful, and whole.
- ✓On those days, more than on any others, **it is our place as coaches to see the true, natural self who was and is still capable**.
- ✓**We remind our coachees of their own inner light and help them find it again** — because it is there. Naturally.

Focus on the whole person

- ✓ For most new coaches or people in a coaching role, the question that's often foremost on their minds is this: **"What's the problem to solve?“**
- ✓ This **person is more than the problem** at hand
- ✓ This is **a whole person: heart, mind, body, and spirit**. And the issue, whatever it is, is not neatly isolated. It is inexorably entwined in the coachee's whole life
- ✓ A coach or anyone in a Co-Active conversation ought to be tuned in to the influences that are present in each of these different dimensions
- ✓ **Spirit:** the sense of **living according to values or a calling or a power greater than oneself**
- ✓ A decision in one area of life inevitably ripples through all areas of life

Dance in the moment

- ✓ A conversation is a **powerful and dynamic interchange** between people.
- ✓ It's natural to pay attention to the content of the conversation — the words, the positions, the ideas.
- ✓ And yet, as important as the words and content are, **there is much more going on** in every moment.
- ✓ There is as much information, sometimes more, in **how the words are said** versus the words chosen; sometimes there is more information in **what is not said** than what is said.
- ✓ For the coach, a conversation becomes an exercise in **listening intently at many levels** and, of course, choosing to respond, to intervene.
- ✓ The information about **what to say or ask does not come from a script**.

The agenda comes from the client

- ✓ The relationship is entirely focused on getting the results clients want
- ✓ The coach's job is to make sure the agenda does not get lost: "holding the client's agenda"
- ✓ The coach ensures the clients are always steering towards fulfilment and balance, and are able to engage with the process of their lives
- ✓ Coactive coaching is not about the coach's expertise, advice or solutions
- ✓ The coach's expertise is coaching
- ✓ The coach's job is to help the client:
  - ✓ articulate their dreams, desires and aspirations
  - ✓ clarify mission, purpose and goals
  - ✓ achieve their desired outcomes

Dance in the moment

- ✓It comes in the moment, in this moment, and then the next moment. To "dance in this moment" is to **be very present to what is happening right now** and to respond to that stimulus rather than to a master plan.
- ✓ To "dance" is to respond from a Co-Active core — meaning both "co," as in **collaborative,** and "active," as in **moving the dance forward**.
- ✓ In a truly Co-Active conversation there are **moments when the coach leads** the dance, **moments when the coachee leads the dance**, and **moments when it is not clear at all who is leading** and who is following.
- ✓ All three states of the dance are natural; the third, the point where movement seems to lose leader/follower clarity, is a rare state of connection.
- ✓ It is a place of **being tuned in to each other** and a place, frankly, of **vulnerability** — a **willingness, built on extraordinary trust, to go with the flow of the conversation**.
- ✓ It does feel like an **exquisite dance to the music**, with **both partners in tune with the tempo, tone, and steps**. This agility is all for the sake of the coachee's learning and discovery.

Principles of coactive coaching

If the beliefs are the container of the coaching relationship, the heart of the co-active coaching model is made of its three principles

1. Fulfilment: what fulfilment means is deeply personal to the coachee. It evolves with the coaching relationship and can become deeper and more meaningful over time

2. Balance: coaching for balance focuses on widening the range of perspectives for the coachee, adding more choices; balance is not a goal in itself, but the coach will check in with the coachee to review if they are going towards balance or away from it.

3. Process: the journey is more important than the destination. The coach can bring learning and awareness into the coaching relationship. The coach will meet the coachee wherever they are in their process, in their journey, highlighting the road ahead in the direction of the intended destination.

Using Coactive Coaching in your practice

- ✓ Can use as a model and process in it's own right – from your first interaction with your coachee
- ✓ Can underpin what you do, honouring the foundational principles when using other models
- ✓ Can explore the model with your coachee in case there are aspects that could help them with their child or young person: https://coactive.com/resources/blogs/7-tips-to-bringing-coactive-coaching-home-with-dos-and-donts



Other coactive coaching resources

CTI website has blogs, example videos of coaching and live events: https://coactive.com/

