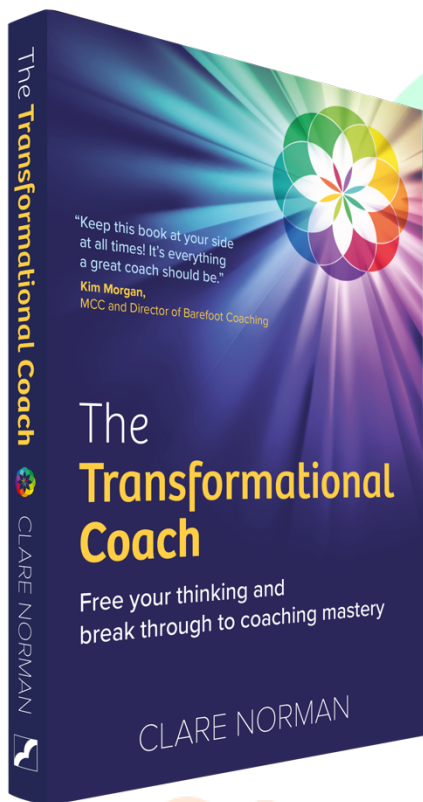


The Transformational Coach

by Clare Norman MCC

Job Aid



In the film *The Empire Strikes Back*, Yoda, one of the greatest Jedi Masters from a galaxy far, far away, is Luke Skywalker's teacher.

He has many words of wisdom for the young man, as Luke learns the ways of the Force. The pair are in a swamp, with Luke learning to use the Force that's all around him to make stones levitate; but then the robot R2-D2 alerts Luke that his spacecraft is sinking into the mud.

Luke thinks it's impossible to retrieve his ship, but Yoda suggests that he's too certain of this, and it is this mindset that will get in his way. Luke must unlearn what he has learned.

Yoda wants Luke to question what he has been taught, to untangle himself from societal programming.

Coaches don't need to learn to use the Force, but we do need to unlearn ingrained mindsets and beliefs that get in the way of our being the best coaches we could be.

The *Transformational Coach* covers 83 such mindsets that we have learned in life and work, and this job aid provides you with an index to said mindsets, so that you can quickly access them to refresh your memory once you have read/listened to the book and choose which one to focus on shifting next.

Clare Norman MCC






	OLD MINDSET	NEW MINDSET	PAGE
	Do what I tell you to do	Provide psychological safety so the thinker can figure out their next move	2
	Only children need boundaries	Adults need boundaries too	5
	You should always try your hardest	This should be hard work for the thinker, not for the coach	7
	It's rude to interrupt	It's useful to interrupt if it enables the thinker to move away from known thinking towards new thinking	15
	Don't talk back	Challenge assumptions, offer disruptive reflections and insight into 'blind spots'	18
	If you can't say something nice, don't say anything at all	Offer a ratio of 5.6:1 positive-to-constructive feedback	22
	Mind your 'Ps and Qs'	Acknowledge who the thinker is being in the moment	24
	Say 'sorry'	Let it be OK to make mistakes in a session	26
	Eye contact is polite	Being side-by-side or audio-only allows for more vulnerability	28
	Don't be nosy	Do be curious on the thinker's behalf	29
	It's rude to look at the clock	We signal time checks to trigger new thinking	30
	Don't get too big for your boots	Own your coaching strengths	32
	Don't be selfish	Put your own oxygen mask on first	34

	OLD MINDSET	NEW MINDSET	PAGE
	Follow the rules	Honour the thinker's needs	40
	Finish what you start	Simply break the stalemate	42
	More is more	Less is more	45
	I must understand everything	I don't need to understand, as long as the thinker does	47
	Be quiet and diligent	Say what you see, hear and sense	55
	There's a right answer for everything	Whatever emerges, emerges	57
	If it's not measurable, it's not to be trusted	Felt sense is wisdom	60
	Take copious notes	Be present and let your memory work for you	62
	Show the working out	Keep your questions pithy without selling them	64
	Every subject is important	Thinkers decide which avenue(s) to explore	66
	Teachers hold the truth	Be curious about multiple truths	67
	Offer praise such as 'great', 'interesting', 'excellent'	Offer positive acknowledgement of who they are	69
	Fixed mindset	Growth mindset	71
	Always try your hardest	Being easeful leads to better coaching	74



Mindsets From... **PEERS**






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	OLD MINDSET	NEW MINDSET	PAGE
	Do what it takes to fit in	Be yourself	78
	Be likeable	Be challenging	80
	Think about a clever response before they stop talking	Don't think ahead; stay in the moment	82
	Here's what I would do	What is going to work for you given your personality and context?	84
	Breaking up is hard to do	Ending is necessary	86
	Let's do this...	How would it be if we did this...?	89
	Silence is awkward	Silence is golden thinking time	90
	The loudest voices have the most influence	Being there is useful in itself	92
	Don't air your dirty laundry in public	Ask about mental health	94
	We avoid discussions of difference	We acknowledge our own and others' unique privilege and restriction	96

	OLD MINDSET	NEW MINDSET	PAGE
	Act like a service provider	Be a partner, so thinkers can move out of consuming and into thinking for themselves	103
	Be the fixer	Be the resourcer	106
	Be an expert in your field	Enter a coaching session without memory, desire or understanding	109
	Work as quickly as you can	Get to what matters most, then slow down to explore	111
	Always be serious	Be playful and experimental	114
	Be more efficient by multitasking	Be more effective by single-tasking	117
	Consultancy perpetuates dependency	Coaching leads to independent, critical thinkers and decision makers	119
	I am responsible for the outcome	I am responsible for the coaching process, the thinker is responsible for the outcome and their future	121
	Don't ask a question unless you know the answer	Ask questions that lead to new knowing	123
	Don't bring your home life into work	Enable the thinker to bring their whole self to coaching	125
	Business people are hard-nosed and harsh	Boundaries around time, fees and so forth are professional	127

	OLD MINDSET	NEW MINDSET	PAGE
	You work for me	We work together	132
	The boss says jump, you say: 'how high?'	We talk about both our needs	134
	Come with solutions, not questions	Be OK with not knowing	136
	Knowledge is power	The coach's knowledge is limited	138
	Think like me	Challenge my assumptions	140
	I must have the answer when someone asks me a question	I can ask a question so the thinker finds their own answers	142
	Feedback is painful	Objective feedback is useful	144
	Why?	What and how?	146
	Always be professional	Show your human credentials	148
	People are not resourceful	People can figure it out with support	150
	Lead them to the answers that are 'good for them'	Only the thinkers know what is good for them	151
	I need to produce and send written notes	Thinkers are adults and can capture their learning in words that are true to them	153

	OLD MINDSET	NEW MINDSET	PAGE
	The work happens when we are together	The work happens when we are apart	158
	Change happens are the session	Get the shift in the room by doing it now	160
	We must understand today's reality	Today's reality is only useful if it is new thinking	162
	What have you tried already?	When you think about things you have tried already, what have you learned?	164
	Face-to-face is best	Virtual is just as powerful	165
	Rapport is everything	Match for rapport, mismatch for change	169
	Tell me more	What meaning do you make of that?	171
	I'm curious	Get them to be curious	172
	Use the established formula	Trust your intuition	173
	I must hold the thinker accountable to progress	I support the thinker to find ways to hold themselves accountable	175
	Parrot back what the thinker has told you	Highlight the essence and notice the emotions	177

	OLD MINDSET	NEW MINDSET	PAGE
	We sit and talk	We use all the thinker's senses to access new learning	180
	Start from the end of the last session	They are now a different person	182
	Work on the presenting problem	The presenting problem is rarely the problem	183
	Coach the individual	Coach the system	185
	Building trust takes time	Cut to the chase	188
	There are lists of powerful questions	Powerful questions lose their potency in any other coaching conversation	190
	Build psychometric tests, 360-degree feedback or personality assessments into the start of a coaching programme	Assessments set up a Parent-Child rather than an Adult-Adult relationship	192
	When a session is over, it's over	Closing the session fully allows for continued new thinking afterwards	194
	Coaching sessions are a set length	It's OK to finish early	196
	There is scarcity of time, resources and people	Adopt an abundance mentality	198
	Keep calm and carry on	Take recovery time before you need it	200
	Pride comes before a fall	Account for your whole self, and enable thinkers to account for their whole self	202

I hope this index is useful to you as you continue to unlearn what you have learned, in pursuit of that illusive coaching mastery. Keep coming back to it, as mastery is a perpetual process.