

36 Principles of Transformational Coaching

from the forthcoming book:
Becoming a Transformational Coach

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36 Principles of Transformational Coaching

It's one thing to think about, consider the possibilities of, and perhaps be inspired to read a few books on the subject of becoming a transformational coach; it's another to actually cross the threshold and be a transformational coach. That leap may be bigger than you think! You have to distinguish underlying constructs—the foundation of the philosophy and imaginations of a process of such scope, then put it all into practice. I'm talking about *you*; the foundations, principles and philosophy that *you* currently have in place and how they will empower *you* and your clients to empower themselves to manifest what they say they want. Welcome to the journey!

It's taken me years to figure out what the heck I was really working and living from—what principles and values underlie my work as a transformational coach. My right brain didn't see the need to create a structure or model for what I was doing; however, my left brain—the teacher and facilitator, needed to provide such a structure for students and trainees within which to comprehend the parameters of this new field of study. Inquiring minds wanted to know!

As creator and facilitator of the Transformational Coaching Training Program at the Institute of Transpersonal Psychology in Palo Alto, CA, I've integrated my education and experience in the transpersonal, spiritual and therapeutic fields to create a model of coaching that has a bandwidth much larger than most coaching trainings. This small book will give you a taste of what's available to you when you stretch beyond your current paradigm. It's an amazing world to be explored from within this new paradigm.

In this book, I distinguish the many principles upon which this model of transformational coaching is based. These principles provide a foundation upon which to build a solid coaching practice. I encourage you to work with each principle and decide for yourself whether it is in alignment with your own truth; if not, I encourage you to find what is true for you so that it becomes a principle that works for you. Through this process, you begin to cultivate awareness of your beliefs, principles and values, and begin to create right-relationship with your practice and yourself.

What are Principles?

Principles are a guiding system. They reveal underlying beliefs and presumptions. The principles outlined below presume from the onset that all of us are thinking and acting powerfully, always. Our empowering thoughts and actions, however are not always taking us in a direction we truly want to go.

The second presumption is that we are spiritual beings having a human experience. For some, this is tough to swallow, yet every day science is providing conclusive evidence that without a shadow of a doubt consciousness and conscious energy is the foundation of the reality in which we live. There is *so* much more to us in relation to this Universe than meets the eye. As transformational coaches, we allow our bandwidth to include this un-seeable, yet the now knowable aspect of the life we are living. Without including the transpersonal, we have no way to leap outside the box, to emerge into; there would be no possibility of a paradigm shift.

The third presumption made through these principles is that we are always at choice. And, that when we bring awareness and consciousness to our internal dialogs, which often precede our actions, feelings and body sensations, we expand our range of choices to include those that have remained outside the realm of possibility yet are always available. These three presumptions are highly significant principles of this model of transformational coaching.

Again, I encourage you to work with these principles to make them your own. The clearer you are with your unique foundations the more effective you will be as a transformational coach and the more empowering you will be for your clients; you'll empower them to find and live by their principles and *their* principles only.

Principles of Transformational Coaching

1) Coaching is outcome oriented.

The focus of coaching, any type of coaching, is on desired outcomes or results. It focuses on where your clients are, in this present moment and where they want to get to—the end results, and how they want to get there and when. The outcome is something that is tangible and measurable. This is what sets coaching apart from most psychotherapies and other modalities of the human potential movement. The focus of coaching is on the *intended results* and on *revealing obstacles* in the way of those indeed results. These obstacles are found primarily in the *conversations* we have with others and ourselves.

Three Questions to Ask:

- i. What is it that you are wanting?
- ii. What's the tangible outcome you are looking for?
- iii. If you could have anything you want, what would that look like?

2) Transformational coaching expands awareness of deeper, more expanded transpersonal realms of our humanity. We cultivate openness to these deeper realms in service to our client's desired outcome.

The transpersonal world is always and everywhere. It is the Domain of Universal Oneness*, Source of all that is, and there is no need to go looking for it. The practice is to open to what shows up without dismissing, ignoring, denying or avoiding it. Enjoy the exploration with wonder of what the Universe is presenting to you and your client. Discover the power of what it avails to you in every moment of your day and every moment of your time with clients. This principle, the potential and power it speaks to, resides in a new paradigm that is unfolding before us.

3) We are beings of energy, of spirit, having a human experience. Your client is in service to the fulfillment of their human spirit in the best way they know how.

The I with whom I'm identified is not my spiritual/essential being. The I with whom I'm identified has created a way of being human so as to feel safe and invulnerable. My spiritual essential being lives in a larger Domain of Universal Oneness* of who I am and what I'm here to experience. Though sometimes seeming too vulnerable and afraid, I, at the same time need and want to experience both while in this human form.

Transformational coaching acknowledges both the spiritual and the human self—the I, I identify as me. It empowers individuals to find their wholeness through the integration of their parts.

4) Our clients is whole, wise and powerful.

Our clients are whole and healthy. They are able to recognize their own truths and act upon them accordingly. These clients are able to follow through with their commitments and be 100% accountable and responsible for their lives. They have the ability to access the resources required to fulfill their desired results. As transformational coaches, we are not here to fix, heal or convert; there is no need to fix, heal or convert when we see our clients whole and complete and capable of being 100% accountable and responsible for how his or her life turns out. None of us is a victim of our circumstances. People unwilling to be accountable for their circumstance will not be open enough to accept the responsibilities for the choices they make that have their life turn out the way it does.

People build the best possible lives for themselves and their loved ones based on lenses through which they perceive themselves, life and others. When these people become clients they are requesting your partnership in cultivating strategies to create their envisioned life. Your interpretations of wisdom, wholeness, power and practice will empower these people only to the degree to which you are capable of perceiving potential for them. The client does have to meet you as an equal partner in this cauldron of potential. You have to meet and exceed your client's ability to see themselves as successful, powerful, fulfilled, wise and whole.

5) Coaching is not psychotherapy and does not replace psychotherapy.

Though a client may have some strongly engrained survival strategies, habit patterns or what is considered in psychological terms, psychopathology, a coach can work with those individuals capable of following through with their commitments. It is not uncommon for a client to have both a psychotherapist and a coach.

The other day I heard a great description of therapy versus coaching. Therapy brings the individual from dysfunctional to functional; coaching brings the individual from functional to optimal; transformational coaching brings the individual from optimal to magnificent!

6) All clients have a vision and a purpose.

The desired results of a client's coaching are in direct alignment with their vision and their life purpose. They may not be completely conscious of what that vision or purpose is but they do have one. The role of the transformational coach is to empower clients in defining their vision and their purpose as succinctly as possible and empowering them to find their unique pathways that are most in alignment with this vision.

7) Each human being is attempting to serve their highest values.

On some level of consciousness, each of us has prioritized our values and our commitments. Coaching empowers clients to distinguish the hierarchy of values and hierarchy of commitments and to choose how to live into those values and commitments in service to their vision.

For instance, a client desiring more peace in his or her life might be asked, “How will you know when you have peace? What will be present or absent when there is peace?” In other words, the client needs to have some tangible and measurable indicators so that he and his coach will know when he has met his target. The client may say that when he has peace he will experience more balance in his life. He will take more time with his children, create more intimacy with his wife and give more quality time to himself. He will make time for being in nature. These are tangible results that can be seen, measured and experienced. These also point to what he values most, peace, family and the fulfillment of his human spirit.

As coaches, we are also aware that the client has a quality of experience he is after by reaching a specific result. This is not so tangible or measurable but still very real to the client. As coaches we want to know what it is that the client is wanting in terms of the qualitative, felt-sense experience. *They* know what that is; we just have to inquire in order to bring it to consciousness.

In the example above, the client is wanting peace. What is the quality of peace that this person is wanting? What is it like in his body when he is peace-full? Where in his life does he already have peace? Is there a way he can access that peace and generate it more effortlessly in other parts of his life?

A few qualities of the experience of peace may be: stillness, open, tranquility, connection to Spirit, fulfillment, innocence and restful. Distinguishing these qualities from body sensations, thoughts and even emotions provides the client with an essence-based guidance system. They know if they are on target and when they are not on target just by sensing into whether these qualities are present or not present.

Each of your clients will have their own knowing, their own interpretation of what they are wanting. Transformational coaches don’t take for granted that everyone’s interpretations are the same. We are curious about each client’s unique way of perceiving their world and the choices they make based on those perceptions.

8) Coaching is generative in nature.

The process of coaching allows for an expansion of an individual’s repertoire of strategies—ways of being, thinking, feeling, sensing and behaving, in service to being, in a way that he generates what she says she wants.

This is a different paradigm and really important to coaching and especially transformational coaching. Rarely does a client have to kill off or leave behind an aspect of herself in service of a goal or a vision. Through the process of coaching she comes to choose which strategies work most effectively in service to the outcome desired in this present moment. She’s able to use her choice-making muscles more effectively, stretching, strengthening and increasing the range of motion of her abilities to make choices that best serve her.

9) A coach only coaches when there is an invitation to do so.

Coaching is effective only with individuals who desire their outcome *enough* that they are willing to invite in assistance. You can let people know that you are a coach and that you can support them in their pursuit of their desired outcome; the rest is up to them. Without the client's full commitment, it is unlikely they will follow through. They will not be willing to be accountable and responsible for their choices; therefore, will not be accountable for the consequences that occur with their choices.

10) Everything we do and every way we be results in consequences.

You will find that your clients make choices in their lives in order to have a specific desired outcome occur. And there are particular consequences that will also arrive with those choices that may not be so appealing. They may feel like a victim to those consequences and not recognize how they themselves are generating those consequences. This is an opportunity for clients to acknowledge the level to which they are accountable for what is showing up in their lives. Recognizing and acknowledging the consequences of a desired outcome empowers individuals to really step into full responsibility for how they want their lives to turn out.

There are desired consequences and there are undesired consequences. To distinguish the outcome or consequences of the choice-making process gives clients a perspective that allows them to see that consequences cannot be separated from their choices. They can however be anticipated, accepted and planned for.

11) Transformational coaching empowers people to take risks. It empowers them to expand their capacity to move from a position of invulnerability to a more vulnerable one, in service to their vision and what they say they want.

We are all taking risks. Some are big risks some are small risks; safe risks or risks that are more perilous. The question is, how do clients choose to be risky and how are they being with risk? It's not about what the client is doing in the Domain of Circumstances*. It's in the Domain of Self-Empowerment*—personal power—that this process takes place. It's not about "Should I risk ..." It's about *how* I risk. "What's it like when I risk? What do I value enough to risk? Where in the past have I taken risks? What's at stake if I take this risk?" We cannot not risk; we just choose what to risk and how to risk.

12) Each Human Being is attempting to avoid vulnerability by creating strategies that circumvent risk. We do this in order to maintain a sense of safety and stability.

Our normal context of vulnerability has us feel exposed and susceptible to harm and danger. From experiences as a child, this makes sense. And it makes sense that we protect ourselves from harm; however, as adults, what was potentially harmful in the past is no longer so, yet we keep using the same thinking and feeling, and the same choice-making process that we used when life was more perilous.

Transformational coaching distinguishes what currently serves and doesn't serve clients in getting what they say they want. It supports clients in coming out from behind safe-making, invulnerability-sustaining strategies in alignment with manifesting their desires and dreams. It reframes risk-taking strategies in a way that supports and empowers the client in taking those first few tenuous steps, expanding their comfort zone to include more and more possibility

Underlying the majority of our survival mechanisms, our addictions and habitual ways of being is the commitment to avoid, distract and deny our restlessness, our irritability and our discontent. Transformational coaching distinguishes how we *be* and what we *do* in service to this avoidance and distraction. It empowers individuals to be with the discomfort of RID in service to what they say they want. The importance of being with the discomfort of RID is that there is some essential belief that each of us has made up that creates the RID. To explore, discover and recognize that belief allows us to perhaps choose differently and to inevitably rid ourselves of restlessness, irritability and discontent.

This is not an easy path. It is not a comfortable path. It is wrought with uneasiness, angst, grief, anger, anxiety and fear. Transformational coaches have the knowledge, wisdom, sensitivity and maturity to steward their clients across the threshold of their humanity, so they can feel safe and assured that this path is right for them.

13) Coaching distinguishes defense mechanisms and strategies that have a client suffer, settle and survive, from the ways of being that come from being his essential self and will inevitably bring them to the results they desire.

Defense mechanisms and strategies support the client in remaining invulnerable to possibility. In possibility there is risk of loss, disappointment, failure and rejection. Most of us have strategies for remaining invulnerable. From essence, we experience freedom and clarity to make the *impossible possible*. From our essence, there is no need to remain invulnerable, because we know inherently of our incredible power and connection with the Oneness of the Universal Source.

As transformational coaches, we practice being in essence and presence to better-enable our clients in discovering for themselves their own essence, integrity, accountability and commitment to their desired outcome.

14) Coaching distinguishes what a client says he is committed to from the underlying or conflicting commitment. This allows the client to see that they are always acting powerfully, but perhaps not in the direction they truly want to go.

Commitment and underlying commitments: To what is the client committed? The coach distinguishes what the client says she is committed to from her actions and conversations, which may be serving an underlying or conflicting commitment. Often, it's the underlying commitments that keep a client from fulfilling her spoken desired outcome. This underlying commitment may be to a particular belief or decision she made earlier in her life. Distinguishing the degree to which she is committed to each conflicting commitment allows her to see how her choice-making process serves maintaining stuckness, immobility and indecision.

15) Accountability is essential to self-empowerment and the fulfillment of the human spirit.

Accountability is the process of fulfilling agreements to others and one's self. There is an essential requirement in becoming an adult to hold oneself accountable for one's actions and words. Without accountability to oneself or their coaches, clients will likely not follow through on the agreed upon practices that forward them toward their desired results. As coaches we want to know what it is that interferes with a client's willingness to be accountable. How does rationalizing, justifying and making excuses serve the individual? What value is being served by being less than 100% accountable?

Transformational coaching requires that the coach comes to the session with total respect for the client. This is essential to empower them to take full responsibility for what is occurring in their life. When there is no accountability for what is occurring change will not occur nor will the desired outcome be manifested.

Through coaching, clients begin to take ownership of their lives, take account of actions and the consequences that result from those actions. The clients make choices that support growth and well-being. The coach's presence through this process can help immensely in holding clients accountable on an ongoing basis for what they say they want and the actions they are committed to taking.

16) Clients are either in right-relationship with themselves or they are not in right relationship with themselves.

Right-relationship is defined as being in alignment with yourself, your values, your actions and your integrity. It is a body-based experience as much as or more so than an intellectualized concept. Clients know when they are in right-relationship with themselves and when they are not. They can feel it in their bodies. In transformational coaching, we explore how clients are being in right-relationship with themselves in service to being in right-relationship with what it is they say they want. This concept of right-relationship is no different from the concept of integrity.

How well a client aligns their actions with his or her own word tells a coach a great deal about the integrity of this individual. Coaching empowers individuals toward greater degrees of integrity. Coaching approaches each individual as a distinct organism, which has the capacity to function best when in alignment with itself, and its vision. There is a resonance within, a positive physical experience that lets an individual know when he is in integrity with himself and that to which he is wanting. There is a feeling of dissonance when a person is out of integrity and not in right-relationship with themselves. Coaches support their clients in distinguishing these experiences and empower them in moving toward resonance, integrity and right-relationship with themselves and that which they say they want.

In coaching, the *client's actions and goals are in alignment with his integrity*. As he becomes more aligned with his integrity, he will begin to produce results that are fulfilling and desired.

17) Know your limitations and your client's limitations. Know when your clients require someone or something other than you to move them to what's next.

Coaching is not for everyone. It is for those individuals who are willing to recognize and acknowledge those ways of being in themselves that are no longer effective and are willing to generate new interpretations, new ways of being and doing that to support the life they say they want to have. They are individuals who actually take on the practice of being different in order for experiences to occur differently. They are strong enough to surrender deeply held beliefs in order to live more in alignment to their highest truth. They are able and willing to be accountable for their words and their actions. Not everyone fits the bill. Those who don't may require another form of assistance, perhaps a therapist or consultant.

18) Transformational coaching cultivates greater capacities for being and being with.

Life is what it is. How is a client being with what is? Do they complain, whine and hope for things to be better or do they blame others and their circumstances? Or, do they tend to the facts of the matter openly, allow what is and deal directly with the circumstances? There are many ways to *be with* what is. Some are just more effective in getting to the desired results. Avoiding, distracting, denying, suffering, settling or surviving, are ways to *be with* what is that stifle and stop a client from moving forward in their lives.

Most individuals have some capacity to *be with* aspects of life fairly effortlessly, while other areas of life may be more challenging to *be with*. Those areas that are difficult to *be with* are the areas that need to be distinguished. What we can't be with keeps us feeling as though we are stuck in behaviors and patterns of thinking that are unproductive and stifling.

As a coach, you will explore with the client how she is *being* in relation to her desired outcome. This exploration brings up material that either supports the client's spoken commitment or it supports the underlying, conflicting commitment. Again, these questions are different from what you may be used to, because the focus is on how the client is *being*, as opposed to what the client is doing. It is not unusual to ask, "How are you *being* with ..." which could be an unsatisfying relationship with people, work, money, thoughts, feelings, body sensations, self. This will reveal some ways of being that do not support openness and allowing for the fruition of the stated desired goal. Further inquiry will distinguish ways of being that could support a preferred outcome, for instance: "How could you be with this that would allow more possibility to occur in your present circumstance?"

19) Transformational coaches leave their own personal judgments, assessments and interpretations outside the session.

The most effective coaches remain neutral to their client's reality. They suspend judgments of right and wrong, good or bad. They do this because they know their client is fully capable of creating the life they are living and are also very capable of choosing differently in support of having the outcome they are wanting. It is rare when a coach's judgment comes into play.

20) Coaching takes place in the present—right now. When we are coaching, we speak in present tense.

It isn't helpful for a coach to have the client talk about the past unless it is relevant to how he is being in the present. And it is only powerful to speak about the future when it can enhance the client's capabilities for creating that future now, in present time. As coaches, we speak and have the client speak about what is occurring now.

Even though we have a focus on an intended outcome in the future, we listen for how our client is being, and what he is doing in the present moment that has his life occur the way it does. What is occurring in the present that will have the future turn out the way it is desired? What has to shift now to support the desired result in the future? What can he practice in the session to stretch, strengthen and increase the range of motion of his choice-making process in support of what he is wanting?

21) Coaching distinguishes the truth from the story and context from reality.

Every thing has an environment or context within which it occurs. A context is the container, the parameters of *truth* within which we think, feel, sense and take action. Our thinking, feeling, sensing and acting is based solely on what we say is true. Within this context, there are outcomes that are possible and outcomes that are impossible.

When an individual requests coaching for a particular outcome, a coach carefully listens for the context within which the person is working. The coach then empowers that client to see what is possible and impossible based on their context. From here the client has the opportunity to choose differently and practice taking steps required to shift ways of being and acting to support the intended outcome.

Within the context of coaching—any form of coaching—it is important to remember that thinking makes it so. Essentially every emotion is triggered by a thought. By revealing the thought that triggered the emotion or the physical response, the client is now able to choose to choose more freely how they want to respond. The thought is distinguished as the trigger.

22) Coaches listen beyond the story, beyond the circumstances, and beyond feelings and thoughts, to the underlying interpretations and beliefs that hold the client hostage.

Each of us carries stories around with us and we share them with whoever is interested in listening. Many of these stories define who we have been in the past. And through their telling, they continue to define who we are in the present and who we will probably become in the future. These stories actually don't serve us if we want to generate a new way of being and a new way of acting. These stories only remind of us of who we were and of the circumstances that occurred. In order to generate new possibilities it is necessary to remove those specific stories from our repertoire that reinforce what was impossible for us at a previous time. Again, the focus of coaching is the outcome desired in this present moment. What needs to shift in order for actions to be taken so the results will be realized? Which stories need to be put aside? What new stories can be generated?

23) Each human being develops specific strategies to support perceptions of the world.

All human beings are exceptionally creative at developing strategies that work to get the outcomes they want and the outcomes they have. Because of the uniqueness of everyone's human experience, each of us perceive the world with different eyes, ears and meaning-making processes, developing unique perceptions of what's true. In the field of transformational coaching, this reality encourages us to suspend personal and cultural judgments. It takes the right and wrong, good or bad paradigm out of our conversations. We then can focus on what works and doesn't work for each and every client.

24) Coaching distinguishes generative actions that move clients forward, toward their desire, from compensating actions, which serve to avoid unwanted consequences.

As you become more familiar with the specific use of coaching skills, it will become more evident that within a particular context, people take actions that either enhance a particular belief or compensate for it. For example, a 77-year-old client of mine feels guilty that her children are having personal challenges in their life. When I ask what she is compensating for by feeling guilty, she was able to clearly identify that she is compensating for being a less than adequate mother some thirty years ago. She thinks that by feeling guilty now she can somehow compensate for something that occurred many decades ago. By seeing where she is compensating for her beliefs about the past, she is able to see that these compensations are not serving her or her children in any healthy way.

By letting go of these particular thoughts and actions she has liberated herself from relating to her children through negative thinking and has moved closer to self-acceptance as a mother, as a friend, and as a human being. Distinguishing the value of specific actions, beliefs and assumptions empowers our clients to choose differently in service to what they say they want.

25) Transformational coaching exercises, strengthens and stretch muscles that are required to take leaps of faith.

Limited by the comfort of what we already know and how we do what we already do, it's highly unlikely that we'll employ anything new to get what we say we want. Expanding our comfort zone to include what we have yet to trust or feel safe with requires inching our way into unexplored territory. One has to be committed to something enough to leave behind the safety of what they know. Clients have to be curious enough, experienced enough and have personal power, and the evidence that they, in fact have what it takes to survive this leap, no matter how large or how small.

26) Coaches use inquiry to empower each client to reveal his own truth and to make choices based on those truths.

This inquiry is process oriented—how the client chooses to think, act, and be. Inquiry that is content oriented—what the client chooses to think, act or be, will not distinguish the choice-making process that has the client's life turn out the way it does. This is an essential orientation in transformational coaching, because by empowering the client to awaken to the fact that the

process of how he is being in his life affects the outcome, he then is empowered to be at choice; choosing to choose differently how he chooses. This may seem confusing at first, however, over time you will understand the power of this process of coaching.

27) A coach allows the client his process.

The client has been on their life path for a long time. And though they are presently being coached, they still will need to go through the process of learning to be with what is, relinquishing old patterns of thinking, feeling and acting; they need to find out who they are and how they have been limiting themselves and learn new ways to *be with* the reality of their greatness. As a coach, you can't push your client faster than they can go. You can't make them see what is not yet visible to them. You have to allow them their unfolding process.

28) Skills of listening, allowing, being-with, and exploring with curiosity, provide opportunities to guide the transformational coach into the client's world.

Every individual has a reality unto themselves. Our job as coaches is to exercise the muscle of wonder and curiosity in order to be fully present to each client's brilliance. They have put their life together in a unique way that serves them and at the same time limits their potential. We cultivate fascination in order to be present and hear their amazing ability to be who they are, how they are and to hear the dreams they have to better themselves. We cultivate listening skills that will allow our fascination and curiosity to be satiated. We will hear what we listen for.

This principle challenges many of our western concepts. It doesn't seem real or acceptable that we create our reality just through the way we talk. Actually, our languaging indicates the beliefs and interpretations embedded so deeply in our psyche that we have no awareness of them. As a coach begins to distinguish what is occurring in a client's speaking or languaging, the client too begins to hear more acutely what is being said, and what underlies what is being said. She then becomes more at choice in her speaking and her actions. Her reality will begin to shift as her speaking shifts and vice versa; her speaking will shift as her reality shifts.

29) Transformational coaches acknowledge their clients for who they are being while undertaking new practices.

Transformational coaches acknowledge their client's ability to have their life show up the way it does through shifting beliefs and interpretations, then allowing their actions to follow those shifts.

Expanding your capacity to acknowledge your clients for how they are being as well as what they are doing—even if it appears as though it's taking them in the wrong direction, helps you see that your clients are always empowering themselves to make the choices they make. They are always choosing to choose. They are always empowering themselves to choose in alignment with their commitments.

With each client, we listen for how they are being. In what ways do they empower themselves and how do they choose to choose what they choose? When we listen into these other

Domains, beyond what we see and hear, we begin to sense the cleverness of our clients as they reveal underlying processes that run their choice-making mechanism. We see how their actions are in direct alignment with some specific commitment that is in service to a specific value. This is a great opportunity to acknowledge the individual for her ability to follow through in service to her commitment, though it may be in direct conflict with the desired results she is after. We want her to know that she is doing a great job creating the life she currently has. If she can do that—she can create the life she is wanting, effortlessly.

30) Transformational Coaching brings a client into balance and well-being.

Part of the job of a transformational coach is to support the client in making choices that support well-being. Without well-being there is dis-ease, dysfunction and distress, as well as restless, irritable, discontent; none of which supports, essence-based living, prosperity, productivity, creativity, health, fulfillment and fun. Your job is to support well-being while at the same time empowering your client to generate ways to bring about their desired outcome.

There are clients who want to get more done in their day than they are presently able to. As coaches, we do a good deal of distinguishing in order to support balance and fulfillment while empowering the client to reap what is desired. Coaches listen for the intention of the desired behavior, especially if it is not in alignment with well-being. Such listening will reveal interpretations, such as *work is more important than fun; more is better; or in order to be enough you have to do enough*. Practices of time management, distinguishing resistance, procrastination and being at choice, will be a few of the conversations you'll bring to the session for these clients. Again, without well-being, life can be stressful, effortful, less productive, less creative and less fulfilling.

31) Your clients occur in your listening.

Your perceptions, assumptions and expectations influence who you see in front of you and how you *be* with them. It also influences the level of success that is possible for each client. If you perceive your client as anything but brilliant they will not have you as an ally but as a hindrance to developing into their fullest potential.

It takes time to get out of your own way and cultivate greater awareness of who you are and what you are listening for. Your capacity to empower others will continue to expand as you become more proficient in listening from beyond your normal way of being. Only through practice will you become proficient in this form of listening, which in turn gives your clients a far greater chance of being successful.

32) As transformational coaches, we cultivate the ability to listen to our bodies and through our bodies.

Your body is an amazing instrument. It is informing you constantly about your environment and your relationship with this environment. The word environment includes the living beings with whom you interact. Expanding your capacity to attune to your body will give you access to more subtle, but valuable information that will enhance your ability to coach.

You are constantly assessing and attuning yourself to your environment. Over years of living, this process has become automatic. By cultivating awareness, you come to see the elegance of what you are doing and capable of doing. As you create awareness, through noticing, subtle sensations, intuitions, images, auditory presences, you become conscious of all of the information that is available to you in any single moment. Your mind is one small apparatus with which to coach. The more open you are to the potentiality that surrounds you the more likely you will begin to utilize this potential in your client's favor.

33) Practice is essential in moving you and your clients from where you are to where you want to be.

As with sports or martial arts, without practice no one will reach a level of mastery. You and your clients will be endeavoring to move from where you are now in your proficiency to the next level, only if you want. Practice allows a utilization of muscles; strengthening, stretching and expanding the range of motion of those muscles in support of what you are wanting. These muscles are muscles of intelligence; emotional intelligence, kinesthetic intelligence, mental and spiritual intelligence; they are muscles of distinguishing; muscles of curiosity; muscles of discipline and muscles of intuition. Practice allows for the cultivation of awareness of all sorts of muscles that go unnoticed but are essential to developing the life and work you want.

During a session, you and your client will generate some amazing insights. Your client will realize and recognize things about herself that never occurred to her before. But insights alone will not create change or transformation. Those insights need to be grounded in practice. In coaching, practice means actualizing those insights, realizing or manifesting them in everyday experiences for the sake of stretching, strengthening and increasing the range of motion of these new ways of seeing, listening, sensing, creating, being and doing.

I find that coaching clients to *practice* specific things has a greater success rate than having them *do* specific things. The word *practice* allows for error and or mistakes with less guilt, shame, resistance or fear. As a client practices or resists practicing, the coach can distinguish what is in the way of being fully successful in the practice. It allows a balcony view of the client's process—how they choose to choose what they choose. From this viewpoint both the coach and client can distinguish the value of specific choices in service to the spoken commitment. This is a position of witnessing with curiosity and fascination how an individual human being navigates their decision making process.

34) It's all about you!

It's all about you. Let's make no bones about that. Everything you do or say is in direct service of you—yourself.

We may say we are doing or being in a certain way to be kind to others and not hurt anyone. My experience is I am kind and don't hurt anyone because I like the quality of the experience of being kind. At the same time, I don't like feelings the quality of experiencing what it's like when I do hurt others. I feel bad and I also feel I'll be rejected—people won't like me; so I *be* a certain way so as to avoid potential rejection.

The more you realize that it's all about you the clearer you will be with your clients that it's all about them. You'll catch them creating their own deceptions and be able to distinguish underlying and conflicting commitments that undermine the realization of the results they are wanting. It's all about YOU!

35) Faint of Heart need not apply.

"I love this work!" Dalila passionately exudes joy and fascination with what is occurring within her coaching sessions with her client Marta. "I'm glad I'm doing this 'pro bono' as I'm getting so much out of these sessions with my clients that I'd feel guilty getting paid."

The gifts that abound in every coaching session for a transformational coach are tethered to a roller coaster ride—blindfolded. Learning to ride the waves of a session, listening to your clients, to your body, to your intuition, to your judgments and to the assessments that keep imposing themselves are essential skills and are lifelong endeavors of the masterful coach. The exhilaration of being hit by the resonance of a client's truth, smack-dab in the middle of your session, brings to the surface your own hidden truth; a truth that conflicts with what you thought was your truth, just like your clients. At the same time, just by your presence and your sincere curiosity, your clients experience revelations, inspiring them to consider different choices, willingly choosing practices that will support their dreams.

36) Endings and completions are essential experiences and conversations to bring into the coaching conversation.

So much of our relationship with change and transformation connects to endings, letting go, to grieving what is leaving, and to what never was. As transformational coaches, we acknowledge and honor endings as a significant *be-with* for our clients. We notice and observe how they are being with endings and completions. So many of us avoid and distract ourselves from this very significant aspect of human life. Doing so creates obstacles to transitioning and moving in the direction of essence-based, whole person, well-being.

Acknowledging and allowing the process of grieving to emerge brings awareness to this aspect of our being human. As transformational coaches, we want to be fully present to the power of this experience for our clients.



This is just the beginning of what we need to consider and be with as transformational coaches. What will follow is the book, *Becoming a Transformational Coach*, which will be out in a few months.

I'd love to hear from you at dr-rosie.com if you have any questions or comments.

*The Model, within which these principles are embedded, distinguishes four primary Domains, within which we live our human lives as spiritual beings.

- The Domain of Circumstances is what we call reality. It's what we experience through all

of our senses.

- The Domain of Self-empowerment is the domain within which we choose to choose what we choose. We utilize our personal power to think, feel, sense, and do what we choose. Its where we choose the strategies that will get us what we want.
- The Domain of Humanity is the foundation of our core fears and our core essence. It is where every quality of being resides. All that we desire to experience and all that we avoid experiencing resides in this Domain.
- The Domain of Universal Source, Oneness is what is; not beyond us but within us, through us, around us—it is us! As we come to explore and experience this Domain we become more courageous and less fearless in letting go of our attachments to what we think we know in service to allowing the Oneness of all that is to be what we are.

Rosie Kuhn, Ph.D., and author of *Self-Empowerment 101*, is the creator and director of the Transformational Coaching Training Program. As a life and executive coach, she is focusing on women leaders and entrepreneurs who are committed to generating excellence in their company, their team and in themselves. Her work comes from 27 years of practice as a life coach, marriage and family therapist and spiritual guide. She is a guest speaker on radio and TV shows around the country. Rosie facilitates the Wonderful Women Retreats held in Colorado, Washington and California.