International Association of Coaching® Masteries
Class #2: Perceiving, affirming and expanding the client’s potential

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What do you need?

- IAC Materials
- Print out of workbook to make notes
- Great learning environment – phone off, glass water, energy level to learn
- Masteries Note Sheet (see next slide)
#2 Perceiving, affirming and expanding the client’s potential

**Definition:** Recognizes and helps the client acknowledge and appreciate his or her strengths and potential.

**Effect:**
1. The client has a greater appreciation of personal capabilities and potential.
2. The client is more willing to take actions beyond current paradigms or strategies.

**Key Elements:**
1. Being in empathy with the client.
2. Recognizing a wider range of possibilities.
3. Encouraging and empowering the client.
5. Recognizing strengths of client and awareness of where strengths support personal and organizational goals (where appropriate).

**Effective Behaviors**

<table>
<thead>
<tr>
<th>The coach:</th>
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<td>10. Expresses or demonstrates belief in the client’s potential.</td>
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<td>11. Demonstrates commitment to the client’s success.</td>
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<tr>
<td>12. Gives specific positive feedback referring to the client’s behavior and performance.</td>
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<td>13. Reminds the client of his or her capabilities, strengths, talents, knowledge and experience.</td>
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<tr>
<td>14. Inspires and evokes the client’s greatest potential.</td>
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<td>15. Taps into the client’s desire to leave a lasting legacy, where appropriate.</td>
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<td>16. Connects client’s potential with possible opportunities and resources in the client’s organization.</td>
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**Ineffective Behaviors**

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<td>11. Accepts rather than is curious about the clients perceived assumptions, limitations, and obstacles.</td>
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<td>12. Challenges beyond what the client can handle so that it becomes discouraging.</td>
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<td>13. Pushes the coach’s agenda in the guise of support.</td>
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<td>14. Manipulates the client.</td>
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<td>15. Makes the client wrong.</td>
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<td>16. Creates or encourages client dependency.</td>
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<td>17. Guides the client toward culturally inappropriate actions.</td>
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<td>18. Does not show faith in the client.</td>
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**Measures**

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<td>9. The client is no longer held back but is excited and moving forward, taking action and planning actions.</td>
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<td>10. The coach encourages more action from the client beyond the client’s previous comfort zone, where appropriate.</td>
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<td>11. The client is empowered and accepts responsibility.</td>
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<td>12. The client is motivated for action and completing the assignments.</td>
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<td>13. The coach inspires and evokes the client’s greatest potential.</td>
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<td>14. The client recognizes his/her own potential.</td>
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<td>15. The client feels validated and understood.</td>
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<td>16. The client becomes aware of behaviors, thoughts, and beliefs that are limiting.</td>
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**Notes:**
Definition (IAC)

“Recognises and help the client acknowledge and appreciate his or her strengths and potential.”
Key Elements (IAC)

1. Being in empathy with the client.
2. Recognizing a wider range of possibilities.
3. Encouraging and empowering the client.
Key Elements (IAC)

5. Recognising strengths of client and awareness of where strengths support personal and organisational goals (where appropriate).
Distinctions (IAC)

- Believe vs. Judge
Distinctions (IAC)

- Enable vs. Push
Distinctions (IAC)

- Expand vs. Stretch
Deeper Look @ Definition

- Perceive?
- Validate?
- Expand
  - Dream
  - Imagination
  - Unknown
Why is this so important?

- Why are people paying you to coach them?

Get more

Get through

Get over
Why?

- More is possible in the unknown
- What else is possible RIGHT NOW?
- “I get you”
- Holding your stuck?
- Indicates
  - Understanding
  - Disclosure/openness/real?
Why?

- Fundamental for a deep exploration of what is & what else is possible for the client RIGHT NOW”  Jo Harris
Why?

- Paying you to have a ‘high order’ Discussion because they want change now!
Begin with the end in mind...

- What do you want more of?
- What do you want to get over?
- What do you want thru?
8 Measures of .... (IAC)

1. The client is no longer held back but is excited and moving forward, talking about and planning actions.
2. The coach encourages more action from the client beyond the client’s previous comfort zone where appropriate.
8 Measures of ... (IAC)

3. The client is empowered and accepts responsibility.
4. The client is motivated for action and completing the assignments.
5. The coach inspires and evokes the client’s greatest potential.
8 Measures of ... (IAC)

6. The client recognizes his/her own potential.
7. The client feels validated and understood.
8. The client becomes aware of behaviours, thoughts, and beliefs that are limiting.
What about YOU?

- Activity: What are your Rules what else is possible?
  - What is your definition of possibilities?
  - What are your RULES around possibilities?
  - How have you explored what else is possible for you in the past?
  - How have others helped you explore what else is possible for you in the past?
Can you fast track?

- I believe you can…. IF you believe it is possible, if you fight for more and reject mediocrity.
- If you uncover what is keeping them stuck.
Jo’s Tips

- Factor in rebound in boundary conditions
- Values Re-alignment – courage & Discipline
- Sincere & appropriate Validation
- BHAG Legacy
- Limiting beliefs
- Holistic
- Achievable
- Real
- Demo commitment to progress
  - Tasking, education, accountability
My Top Tips...

- Challenge
- Empathy
- Sincere
- Faith/belief in the client
- Validate, Validate, Validate
- Level of expectations? Self? Client?
- Trust in the coaching Process
My Top Boundaries Tips

- Clear Roles
- Clear Expectations
- Your Style
- When are you finished with the client?
- Creativity Tools – De Bono’s Hats, stories,
My Top Boundaries Tips

- Coaching Process
- 2 Boundary Conditions ONLY
- Silence
- Whose agenda?
- SMART GOALS
Tasking should be...
Common Mistakes Coaches Make (IAC)

- Cheerleading or being patronising or parental
- *Pushing* the client to be or do more.
- Automatically accepting the client’s limiting assumptions & beliefs, or those assumptions and beliefs which are inconsistent with the client’s desires.
Common Mistakes Coaches Make (IAC)

- Trying to get the client to do what the coach thinks would be good for the client.
- Measuring or expressing the client’s value or potential only in terms of actions and accomplishments, rather than by who the client is being or is capable of being.
The Coach…..

1. Offers sincere encouragement.
2. Expresses or demonstrates belief in the client’s potential.
3. Demonstrates commitment to the clients success.
8 Sample Effective Behaviours (IAC)

- The Coach…..(continued)
  4. Gives specific positive feedback referring to the client’s behaviour and performance.
  5. Reminds the client of his or her capabilities, strengths, talents, knowledge and experience.
  6. Inspires and evokes the client’s greatest potential.
The Coach…..(continued)

7. Taps into the client’s desire to leave a lasting legacy, where appropriate.

8. Connects client’s potential with possible opportunities and resources in the client’s organisation.
9 Ineffective Behaviours (IAC)

The coach.....

1. Cheerleads or uses exaggerated (‘over the top’) or insincere enthusiasm.
2. Accepts rather than is curious about the client’s perceived assumptions, limitations and obstacles.
3. Challenges beyond what the client can handles so that it becomes encouraging.
9 Ineffective Behaviours (IAC)

- The coach….. (continued)
  4. Pushes the coach’s agenda in the guise of support.
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9 Ineffective Behaviours (IAC)

- The coach..... (continued)
7. Creates or encourages client dependency.
8. Guides the client towards culturally inappropriate actions.
To Summarise

- Indicators the Coach Understands the Mastery (IAC)
  - The coach naturally offers sincere encouragement via comments and questions.
  - The coach creates openings for the client to discover and express themselves and/or their potential.
To Summarise

- Indicators the Coach Understands the Mastery (IAC)
  - The coach realises clients need the coach to perceive, affirm and expand the client’s potential – even the most self-assured clients.
To Summarise

- Indicators the Coach Understands the Mastery (IAC)
  - The client begins recognizing and accepting his or her own greatness and what might be possible.
  - The coach does not measure the client’s worth (or the coach’s worth) by what the client does and whether it worked or not.
To Summarise

- Indicators the Coach Understands the Mastery (IAC)
  - The coach is able to share an opinion or idea without needing, expecting, or coercing the client to agree
  - The coach trusts the client, which helps the client trust him/herself.
To Summarise

- Indicators the Coach Understands the Mastery (IAC)
- The coach identifies where the client’s strengths intersect with their personal goals and those of their sponsoring organisation (where applicable).
Sample Quiz Questions...
What type of activity is likely to occur when the coach is engaged in using Mastery 2 (Perceiving, Affirming and Expanding the Client’s Potential)?

a) taking the client’s assumptions at face value.

b) brainstorming.

c) calling the client’s attention to a recent success.

d) interrupting when the client dwells on limitations and excuses.
What type of activity is likely to occur when the coach is engaged in using Mastery 2 (Perceiving, Affirming and Expanding the Client’s Potential)?

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Sample Question

The Mastery which involves recognizing the client’s underlying abilities would be called

a) Perceiving and affirming the client’s potential.
b) Engaged listening.
c) Inviting possibility.
d) Clarifying.
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d) Clarifying.
One important difference between “cheerleading” and “perceiving the client’s potential” is

a) that “perceiving” is based on the coach’s viewpoint, therefore less believable.

b) the client gets more motivated and excited by cheerleading.

c) that “perceiving” is built from what the client has actually experienced or sensed, thus more believable to the client.

d) There are no major differences between the two.
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Sample Question

Perceiving, Affirming and Expanding the Client’s Potential (Mastery 2) has a long-term positive effect on the client because

a) it is based on the client’s capabilities, strengths, and talents, using success to build more success.

b) it allows the coach to push the client into new and greater areas of potential.

c) it prevents the client from suffering the negative consequences of failure in their life.

d) not challenging a limiting belief helps the client feel comfortable.
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Your client shares the fact that she is afraid to try a new approach because she doesn’t have the credentials she feels she needs to be successful. You bring to her attention that her natural talents are already there and well honed, regardless of whether or not she has completed the third-party accreditation. The client dismisses the comment. If you don’t explore that thread in the conversation further, on what Mastery might a certifier suggest that you need to work?

a) Engaged listening.
b) Perceiving and affirming the client’s potential.
c) Helping the client set clear intentions.
d) Helping the client use support systems and structures.
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a) Engaged listening.

b) **Perceiving and affirming the client’s potential.**

c) Helping the client set clear intentions.

d) Helping the client use support systems and structures.
That's all Folks!
Please send your thought, comments & suggestions to
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OR
jo@joharrisconsulting.com.au