



*Let's do great work together!*  
School of Coaching Mastery

## Coaching Groundwork Class 1

**Congratulations. You're about to embark on an exploration of eight powerful coaching skills that you can put to work right away in your life, your business and your coaching career.** These skills are transformational and will change your life and the lives of the people around you, if you let them influence your thinking and your actions.

**The most common feedback we've received on this course is that students can't believe how much they've learned and how fast.**

**Some of these skills may seem disarmingly simple.** You may even be using a few of them quite well already. Others may surprise you and push you way out of your comfort zone. That's okay. You'll benefit from learning all eight Coaching Groundwork Foundation Skills that you'll be introduced to in the Coaching Groundwork module and you'll be able to use them effectively to improve all your conversations, relationships and projects.

**Experiment and have fun with them all.** Regardless of what coaching experience you may already have, you probably have more to learn and experimentation is the way to do it. All great coaches are still learning and always will be. Even professional coaches will get value from doing the exercises and practice coaching sessions.

### What we'll cover in this course:

- This is an introduction to what coaching is all about
- We'll discuss and practice of the Eight Foundations in Coaching Groundwork
- You'll discover resources to help you master these skills, get certified, and move up to Coaching Mastery. You can become a leader in this booming business.
- You'll get information about coaching careers and how to get off to a successful start
- And you'll get a chance to ask all the questions you're curious about



### What to expect:

**In Class 1, we'll talk a bit about what you can expect during this eight-hour course, as well as what the coaching profession is all about and then we'll explore and practice our first two Coaching Foundation Skills.**

- These classes are highly interactive. Deepen your learning by practicing these skills, right away
- We'll always begin with a discussion of the day's concepts
- Students ask about anything they're unsure of or that they're just curious about. You're probably curious about the same things. That's a great beginning for a coach.
- Next you'll hear a demonstration by the instructor of the coaching skills that you're learning.
- Finally, you'll listen to your fellow coaches as they practice coaching each other and will learn, not just how to coach, but how to observe and give feedback on coaching, which is another great way to learn to coach quickly.
- The instructor will also give feedback. We do it in a way that's inspiring, not scary
- You'll also get homework to work on outside of class, so your growth is continuous

### Why is coaching such a hot profession today?

Publications from **Forbes Magazine** to **The Futurist** have pointed out that coaching is one of the fastest growing professions in the world and is expected to become one of the key skills required of workers throughout the 21<sup>st</sup> Century. Currently, there are over 90,000 jobs openings from engineers to chefs who are expected to possess coaching skills. *Why now?*

- Technological progress has eliminated many farming and manufacturing jobs. Today most employees in the West are paid to think instead of to make or grow things. (And the East is rapidly catching up.) Thought workers have different needs from other types of workers.
- In addition, globalization has sent many thinking jobs over seas. Workers are scrambling to find which skills will give them both freedom and job security.
- On top of that, "Googlezation" has made it possible for everyone from Fortune 500 CEO's to five year olds to find out almost anything they want to know within seconds. Researchers, consultants and teachers used to be paid to find this information and share it with others. Now people already have the information and they need help choosing what to do with it. Big difference. *And that's what a coach does.*
- As a result of these profound changes in working and living conditions, people are evolving faster than ever. Their values and goals are changing, as well. This is disorienting and people need help navigating their rapid transformation.
- Some opportunities are disappearing, but many new ones are becoming available daily. Possibilities have increased. Choices have become overwhelming.



- People are more connected than ever via the web, cell phones, etc., but their interactions are often quick and shallow. They long for meaningful conversations and relationships.
- People simply have higher standards. After thousands of years struggling to survive, people now want to thrive, despite the increasing complexity of our world. They want to learn how to create the careers and lives they really want.

**Coaching has emerged at this time in history to help people navigate complexity and rapid change and live up to their own high standards.** Coaches have tools to create the conversations that people need in order to move forward. We know the questions to ask that our clients aren't aware of and we know how to ask, so our clients have big insights, learn new skills, find new ways of being, reach their full potential and evolve forward.

**Being stuck and confused is more costly now than at any time in world history.** Coaches help clients move forward more quickly to be, do and have what they really want and find joy fulfilling their true destinies. Our clients aren't just happier, they're more productive and the world benefits in billions of ways.

### Why are questions so important?

**We used to get paid for what we know, but that's changing.** What we know is less marketable now. So, one of the critical skills to have in the 21<sup>st</sup> Century is the ability to ASK. With information so readily available to everyone and with massive change occurring daily, what we know and what we can learn is valued less. It's what we create with it that matters. Millions of people are required to think creatively today in order to compete. Most of them have not previously been encouraged or trained to be creative and that's a problem for them now.

**What do coaches have to do with all this?** Constant change is disorienting. Abundant choice is overwhelming. The speed of change can put people in a panic. And yet, there is so much more available to people today than there was for our parents. It's all good, but it clearly doesn't feel good to many people. Coaches are trained to work with these situations.

**There is something about two minds working together Collaboratively with Curiosity and Creativity that yields ten times the value of one mind working alone.**

**Executives, managers and business owners need these Three "C"s to survive and thrive** in the globalized world of business and they've been the leaders in hiring coaches, because they know coaching boosts performance, people and profits, while bringing meaning back to work.

## From Survive to Thrive...



**Add to these challenges the almost universal desire to thrive in today's world.** People want things faster and they want them customized. They want to make a lot of money while enjoying what they do and balancing life with career. As our jobs are automated and outsourced, we lose some of our old comforts and instead have new opportunities (which are often disguised as big problems).

**Just a few ways our world has changed lately:**

- We can work smarter and faster instead of harder and longer.
- We can design our lives according to what we want, instead of what we *should* want, as our parents did.
- We can work remotely and live almost anywhere.
- We have more mobility, which gives us opportunities to upgrade our communities.
- We can easily and cheaply communicate with and work with people around the globe.
- We can be constantly connected to everyone all the time – if we want.
- Etc.

**Bottom line: We have way more choices than ever before and that's overwhelming.** The need to survive and stay employable is isolating. The wrong choices can leave us jobless and miserable. That's frightening and can be paralyzing. The right choices can bring abundant wealth and happiness. However, no expert knows what's best for you or for me. Only we, ourselves, can know what will serve us most. But we're often confused. We want help from someone...

**That's where coaches come in.** We're trained to help clients Be, Do and Have what they really want, not by *telling*, but by *asking*.

**In a world that is changing this fast, what we ask is far more valuable than what we know. But the WAY we ask is just as important!**

**Have you ever gone on a job interview and felt uncomfortable?** Have you ever been cross examined by a lawyer? Worse yet, have you ever been interrogated? Did you feel like opening up and sharing vulnerable secrets in these situations? Probably not!

**All of the above, like coaching, are processes of inquiry, but their intents are very different.** In coaching, we see our clients for who they really are; we have complete respect for them and we put ourselves in service to them. This is a partnership of equals. Clients are empowered and don't have to give up control in order to work with us. That's key!



**Unfortunately, coaches who don't know what they are doing, can unwittingly cause their clients to feel intensely resistant and even frightened.** Clients who feel this way tend to shut down. Sometimes this is obvious and other times it's quite subtle. Either way, the coaching is less effectively and is much harder work for both coach and client.

**Unprepared, unskilled coaches don't serve their clients very well.** This isn't good for the clients, the coaches, the coaching industry or the world. That's why coaching mastery is so important. Coaching Groundwork your first step to coaching mastery.

**On the other hand, masterful coaches can help their clients think differently, evolve and grow, get into action and find solutions that sometimes never existed before.** Can you see how this is immensely valuable in the new world of globalization and rapid change?

**What could YOU do with someone in your corner who sees you as you are, "flaws" and all, who has confidence in you regardless, who believes in you, shares your dreams, listens to your complaints and challenges you to do far more than you've ever done before?**

**I recommend that you get a masterful coach who can help you with all of this,** while you grow into the coach you are meant to be, so you can reach your full potential faster. Learning what it's like to be a coaching client will help you coach *your* clients more effectively.

**We've talked about the "why" of coaching. Let's move on now to the "how" of coaching.**



# Coaching Groundwork Matrix

Foundation	Definition	How-to's & Questions
<p><b>1. It's all about them</b></p> <p>If you're willing to get your ego out of the way, you can do amazing work. Focus on the client, not you and your coaching.</p> <p>Can you imagine why you need lots of practice in order to do this well? Practice until coaching becomes second nature and our 1<sup>st</sup> Foundation will be easy for you.</p>	<p><b>Get your needs met someplace else</b> (what needs? Your need for approval, your need to do it right, your need to be an expert, your need to give value, your distractions, your need to relate) and then focus (because when your needs are met, focus gets easier) and get out of the way.</p> <p>See: #2 validation, #3 curiosity and #7 greatness.</p>	<p><b>Ask/Say:</b>            Thank you for letting me coach you.            How can I help?            What do you really want?            You sound tense. What's that about?            What would you like to be asked?            What would you like to be acknowledged for?            You're amazing! How did you do that?            What's next?            What does that mean to you?            What else do you want?            And what else?</p>
<p><b>2. Validate continuously</b></p> <p>People need more validation than most of us are willing to admit. When they get that from you, they accomplish far more as a byproduct.</p> <p>Validate everything, including the fact that they showed up. Pay attention and you'll learn to do this well – without overdoing it (yuck)</p>	<p><b>AKA acknowledge,</b> champion, commiserate, when needed. What can you validate? Who they are, what they're doing, what they're experiencing, why it's important to them now, why it's hard, why they're great, even validate the fact that they showed up - and the fact that they've allowed you to be part of the process.</p>	<p><b>Say:</b>            That's great.            Makes perfect sense.            What a great question!            Thanks for being here            That says a lot about you.</p> <p><b>Ask:</b>            What did it take to do that?            What did you learn?            Who else will benefit?            What's possible now?</p> <p><b>Be:</b>            A genuine listener.</p>



<p><b>3. Be curious</b></p> <p>Coaching works because coaches ask great questions, but here's a secret:</p> <p><i>There's no magic list of powerful coaching questions that always work.</i></p> <p>How do master coaches ask great questions? They use their own curiosity.</p> <p>The coach who is naturally curious is equipped to coach in any situation.</p> <p>The coach who coaches from a list of questions (or from a 'system', 'template', 'formula' or 'cookie cutter') is often more focused on their performance than on their client (See: #1 It's all about them)</p> <p>Develop your curiosity and let it guide your questions throughout the coaching conversation.</p>	<p><b>Make no assumptions!</b> Use a wide to narrow focus, from asking anything and everything to using distinctions and this-or-that questions. Validate everything and share when necessary. Explore with curiosity - theirs and yours. Be provocative - go deep, ask dumb questions, be doubtful. When the energy picks up (curiosity), begin to follow that, zero in, clarify, make distinctions (Is it this or is it that?) until the client gets an insight, shift or sense of relief or excitement.</p> <p><b>How do you know when you're there?</b> They go silent. Their speech speeds up. Or they share a big insight.</p> <p>Then continue to be curious about where to go next. What do they need? What do they have? What's the ultimate goal? What's the next step?</p>	<p><b>Ask:</b></p> <p>What are you curious about? When did you first notice this? Have you done this before? Is this important or just urgent? How would you like it to be? Have you been working on this long? What's the benefit of not changing?</p> <p><b>Notice where your focus wants to go:</b></p> <p>Is this important or just interesting? Is it a need or a want? Will this evolve you forward or keep you stuck? Is this what you want or what you think you should want? <i>Is it this or that?</i></p> <p>Let your curiosity be your guide, always. If you're concerned you may be getting to personal, simply ask permission before you proceed.</p>
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<p><b>4. Fine tune your antennae</b></p> <p>Listen with more than your ears. What's your intuition, gut, heart saying? Would it help the client to share that?</p>	<p><b>Follow your inklings and intuitions.</b> Find the answers that don't even exist yet! Notice more and share what you know. You can do this when your needs are met and you're completely in service to your client.</p>	<p><b>Eliminate distractions.</b> No one can multi-task and coach effectively.</p> <p>Notice everything, inside and out. Share what comes up. This may require mastering a spiritual practice.</p>
<p><b>5. Prime the pump</b></p> <p>Good timing + provocative questions + silence = Explosive Coaching Results!</p> <p>Notice what needs to be asked. Ask permission to be a little challenging. Ask an important question and wait silently for the answer.</p> <p>If you've used this skill well, the results will be life changing.</p>	<p><b>An energetic step back can bring forth clarity in a conversation.</b> This is the artful use of silence. It's more powerful than just listening or even hearing. Actively bring forth what needs to be said without being pushy.</p> <p>Your client is just waiting for someone to listen, validate them, be curious. Focus and fine-tune your antenna and share what needs to be said by you - you'll have a powerful conversation.</p> <p>See: #3 curiosity, #7 greatness, #6 scaffolding.</p>	<p><b>Ask deep questions.</b> Have the courage to be provocative.</p> <p><b>Ask:</b>          What's really going on here?          Why is this important now?          What business are you really in?          Are you sure that's it?</p> <p><b>Then take a long pause.</b>          See what comes up - you'll be amazed!</p>





<p><b>6. Provide scaffolding</b></p> <p>People don't live in vacuums. No matter how much they want to change or how hard they work at it, their lives, jobs, family and friends all resist changing with them.</p> <p>The smart coach knows how to design scaffolding that supports the changes their clients want and makes transformation easier, faster and more sustainable.</p> <p>Without scaffolding, you've only finished half your job.</p>	<p><b>Once you've found what your client needs</b>, it's time to provide a support system to facilitate what they want and need.</p> <p>Go way past willpower and "helping" - set up structures that support even when you're not there.</p> <p><b>How?</b> Connect the client with resources. Customize what you offer to fit them perfectly. Teach them how to get what they want from others. Automate when necessary. Give customer service way beyond the call of duty.</p>	<p><b>Ask them about their support systems.</b> Find out what they have and what's needed to achieve their goals.</p> <p><b>Ask:</b> Who can help you? What tools do you need? Do you need reminders? Do you need accountability? What will make this easy? How will we know when this change is permanent?</p> <p><b>Share</b> the people, information, and sources that you value most. Offer to help when really needed. Be a resource, yourself.</p>
<p><b>7. Greatness - yours and theirs</b></p> <p>Here's one of the secret weapons of masterful coaching. It's called Personal Greatness and everything changes when it's present.</p> <p>Some spiritual practices can help you with this, but you and your client don't need to be spiritual to benefit from it.</p>	<p><b>When you come from a bigger place</b>, so do others. When you see a bigger picture, you can help them see it too. This is not about accomplishment. It's really about love.</p> <p>This bigger perspective is contagious. Everything gets easier for you and your client when you show up this way.</p>	<p><b>This is about the Self vs. the ego.</b> More to the point, this is Self + the ego.</p> <p>When you come from this place, you see solutions vs. problems. You see the perfection in everything. You can afford more. You naturally validate.</p> <p><b>This may require a spiritual practice</b>, upgrading your own structures and even the people in your environment. Evolve.</p>



<p><b>8. Have something to talk about</b></p> <p>Advice is the last thing a coach offers a client, but when it's needed, it's important. What are you experienced in? What new ways of thinking have you embraced? Share sparingly and at the right moments.</p>	<p><b>Know when to share - and when not to.</b></p> <p><b>Share what?</b> Your expertise, your experience, your resources, your distinctions, your frameworks. Use this one sparingly - only share the most powerful stuff. Less is more.</p>	<p><b>Use distinctions, frameworks, assessments, programs,</b> coach around your expertise, share stories that your client needs to hear. Be a lifelong learner - and master-er - and teacher. Share what they need now. But never assume they need it. Find out 1<sup>st</sup>.</p>
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## More About Foundations 1 & 2:

### Foundation #1. It's all about them

Get your needs met someplace else and then focus your attention completely on your client. When you make coaching about you, your needs are in the way. Unfortunately, new coaches almost always make it about themselves. Here are a few things that might get in the way for you:

- Your need for approval
- Your need to do it right
- Your need to be an expert
- Your need to give value
- Your need to tell your own story
- Your need to relate
- Your need to look good
- Your distractions: like problems, fatigue, draining relationships, etc.

*What other needs do you have that might get in the way?*

### Foundation #2. Validate continuously

- Acknowledge
- compliment
- Champion
- Cheerlead
- Respect
- Inspire
- Commiserate, when needed.



**What can you validate?** Who they are, what they're doing, what they're experiencing, why it's important to them now, why it's hard, why they're great, even validate the fact that they showed up - and the fact that they've allowed you to be part of the process.

**Don't wait for the client to do something admirable, before you acknowledge them.** Always be looking for what needs to be validated. It tells your client that you're paying attention and that you value *them*. That leads to trust and *that* leads to a far more open conversation.

**We'll discuss these first two coaching foundations in depth in Class #1.** Be sure to ask questions, so you really get it and don't be afraid to practice. It's the fastest, most effective way to learn coaching.

In the meantime, check out the other resources SCM has for you. They are all valuable in helping you become a masterful coach and some of them are free.

## Resources:

**The School of Coaching Mastery Ultimate Coach Training Program** begins with foundational courses, such as Coaching Groundwork and New Paradigms for Coaches and the practice-building Coach 100 Business Success Program, as well as Fully Alive Personal Development.

When you're ready, you'll move on to Coaching Mastery modules, Certification, and then Advanced modules, like Group Coaching, Teacher Training and the Coaching Innovators Graduate Seminar.

**To further your mastery, be sure to:**

[1. Download the Become a Coach! eBook](#)

[2. Practice with buddy coaches in Triads. Find one by joining the Mastery Coach Exchange.](#)

[3. Attend a Study Group](#)

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