

Coach  
SCHOOL

Module 8

# Transformational Coaching

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## Contents

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- Part 1.1: Phases of Transformational Coaching
- Part 1.2: What is Transformational Coaching?

## Learning Outcomes

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Upon completion of this module you will be able to:

- 1.1** Discuss your personal meaning of transformational change
- 1.2** Identify where the transformational model has not been applied in a case scenario
- 1.3** Outline the application of transformational tools in a case scenario
- 1.4** Effectively apply the transformational coaching methods

## Part 1.1

### Transformational Coaching

The Transformational Model of coaching provides a useful framework to guide performance coaching discussions in a way that open up communications and build trust. It also creates powerful commitment to mutual learning and a partnership for discovering the best steps.

Transformational Coaching is dependent upon you as a coach believing the following:

The coach must:

- Invest time to get to know people as people.
- Understand people's roles, goals, and challenges on the job to be helpful.
- Set clear expectations (GRAATE).
- Observe people's work closely enough to have relevant and substantive feedback.
- Provide timely, candid and specific feedback regarding what you observe and interpret as the impact on yourself, other people and performance.
- Stimulate learning, growth and performance improvement by asking effective learning questions – offer suggestions when necessary.
- Leave people feeling supported and empowered to contribute at increasingly higher levels

**There are three cornerstones to transformational coaching:**

*First cornerstone: The Foundation Phase*

In the foundation phase, you create a strong supportive coaching relationship where you prepare for the coaching.

*Second cornerstone: The Learning Loop*

In this stage you listen to your client, share feedback, offer insight and create open communication.

*Third cornerstone: The Forwarding-the-Action Phase*

In the final stage, you create a commitment with the client to change and create momentum.

## Phase 1: The Foundation Phase

The foundation phase consists of:

- ✓ Connecting with your client.
- ✓ Setting GRRATE expectations.
- ✓ Observing the client's present situation.
- ✓ Preparing for the learning loop.

Transformational coaching requires a foundation of trust and shared expectations, laying important groundwork for what is to follow: This foundational phase consists of four steps.

### 1. **Connect**

In this step, you establish the coaching relationship. It occurs in a series of interactions between you and your client. Use this time to establish rapport, clarify expectations and review the transformational coaching process. It is also important to identify what job-related challenges each of you would like to address, especially with peers or if you are in a supervisory capacity coaching this person.

### 2. **Set GRAATE expectations**

After the ground rules and coaching roles have been established, the second step for coaching relationships between a coach and your client is to ensure that all responsibilities are clear. This includes aspects which are appropriate for the coaching conversation and include:

- Performance (as quantified and expressed in dollars, time, quality, customer satisfaction).
- Relationships (between yourself and the client, or between the client and others, including trust, rapport, respect, collaboration and sharing, etc.).
- Behaviors (styles, habits, work practices, sense of urgency observed or reported to you by others).

Setting GRAATE expectations is important in order for the client and the relationship to grow to new heights.

**G - Goals**

Clear goals are more difficult to establish than most people think. It is important to set SMART goals.

**R - Roles**

We must then look at who is going to be involved for the accomplishment of those goals.

**R - Resources**

Resources include people, equipment, information, ideas, books, websites, etc. (And most importantly, how to access them).

**A - Accountability**

Who 'owns' what part(s) of the process or action steps?

**T -Timeframe**

All expectations need a timeframe to channel all parties and coordinate planning.

**E - Empowerment**

Perhaps the most critical element of having clear expectations is the all-important feeling of empowerment. While the term may have taken on a negative connotation in the last decade, without deep feelings of empowerment, people are not able to do their best.

**3. Observe your client and their performance**

In this part of phase 1 we monitor the performance of the client. How are the client's actions propelling them forward or away from their goal? In this part of the phase you want to:

- Suspend judgment.
- Assume innocence.
- Identify your assumptions.
- Be curious.
- Embrace humility.

**4. Prepare for the session thoroughly**

This entails centering yourself prior to the session. Contemplate questions that you might ask your client and also distinguish the requirements as well as the preferences of the client for that session.

## Phase 2: The Learning Loop

*The learning loop consists of:*

- ✓ Be present, permission check, state purpose & positive intention.
- ✓ Share perceptions of performance, behaviors & relationships.
- ✓ Ask learning questions to explore beliefs.
- ✓ Listen respectfully & reflectively.

It is in this stage that you must be fully present, check permission and state your positive intentions. You will ask for permission and share feedback based on performance, behavior and relationships. You will also ask learning questions to uncover and explore the client's beliefs. Lastly you will listen respectfully and reflectively.

### 1. Check Permission

Asking for permission to give feedback is a critical part of this phase and in fact the entire transformational coaching process.

To ask your client's permission, state the purpose and positive intentions in one short paragraph. Such as:

Coach: "I would like to discuss topic X, is this something that you would like to explore? I would like to share some feedback with you based upon our previous coaching sessions that would help you with X. I have found an interesting link between X and Y. May I proceed?"

### 2. Offer Feedback

It is important to balance your feedback between what is working and what could be improved. We are helpful to the client if we are willing to share the connections we perceive between their behavior and the results, outcome, or impact upon their performance and working relationships.

When you give feedback it's vital that you frame the language in a manner that is responsive for the client. You do not want to offer feedback that creates a defense within your client.

*Feedback versus criticism*

Offering feedback is different from offering criticism. Feedback is objective and provided in order to construct pathways for growth and change to take place.

Criticism is normally a personal attack on the person or issue in which the person giving the criticism is usually focusing on the problem. However, feedback has a focus on what is going right and where improvements can be made. It is more beneficial to look at what is working than what is not working. When giving feedback in a transformational coaching session we need to use constructive vocabulary.

What makes a transformational coach in a coaching session so unique is their ability to offer heart. Offering heart means to share your feelings, offer compassion and be a little vulnerable. Of course, you must keep your feeling professional and in line for the work -- but sharing positive feeling and intent is a highly valuable skill.

When we are able to successfully open up and offer our feelings we are able to create a surge of energy within the coaching session. Clients like coaches that are authentic.

Think about where you can offer heart in a coaching session.

Ensure that all the feedback you provide has the right intention, the intention to help. Be sincere in how you say it, and say it with kindness.

When you offer any kind of feedback it's important that you offer feedback at the appropriate timing. State your feedback when it is relevant. Sometimes this may mean stopping your client from a longwinded conversation. Just say "Excuse me, can I stop you there, I was wondering if you would be open to receiving feedback in regard to this issue?"

When we share perceptions with our clients we offer them a fresh perspective on the situation. Sometimes clients will ask you for your advice. Sharing perceptions is much different than giving advice. When we share, we offer something for our clients to either accept or decline.

We may ask, "I was wondering if you would be interested in hearing how I view the situation?"

When we share perceptions, we offer our clients our objective viewpoint. It is important to be strategic and compassionate in what we say and use the strategy for selected times only.

### **3. Ask learning questions to explore beliefs**

This aspect of the cycle includes: assumptions, interpretations, values and judgments that stand behind one's actions. People usually do things with a purpose in mind. Our primary job as a coach is to understand our client's purpose and perceptions. Once we better understand their perceptions of performance or specific event, we are in a better position to figure out what we each might do differently.

#### 4. Listen respectfully and reflectively

Listen deeply to the client's answers. Simple reflection or mirroring back to the client is a powerful process that supports you being fully present with your client and listening with both your mind and your heart. This deeper listening demonstrates respect and builds trust and rapport, even though you may disagree with the ideas you hear.

If the dialogue process has been effective, you and the client feel listened to, respected and “on the same page.”

Questions for phase 2 might include:

- What are your objectives?
- What is working well?
- Where are you stuck?
- How do you see things?
- What assumptions are you making?
- What are your options/ possibilities?
- What are your next steps?
- What resources do you need?
- How can I support you?
- How are we doing in our coaching relationship?
- Is my feedback helping?



### Phase 3: The Forwarding Action Phase

*The forwarding action stage consists of:*

- ✓ Soliciting and suggesting options.
- ✓ Requesting specific changes.
- ✓ Requiring changes in performance levels.
- ✓ Clarifying action commitment and follow-up plan.
- ✓ Offering support.

#### 1. Solicit and suggest options

The best improvement ideas usually come from people who are actively engaged in doing a task; first ask the client for the options they see available to them. Being asked for input continues the feeling of a collaborative relationship and ultimately leaves the client feeling empowered to act on ideas that may end up coming from them. If the coach has suggestions that have not been identified by the client, offer them up as well. As a coach, resist the tendency to “show how smart you are” by solving the problem first. Be patient. Continue to ask questions. The coach can best focus on supporting the client developing their critical thinking skills, being actively engaged in the solution and building competencies.

#### 2. Request specific changes

Coaches Key Question: Resistance to change – Does the client really want this change?

Based on your ongoing perception of the client’s recent attitude, behavior, results, and the state of your relationships you may need to escalate beyond offering suggestions. As coach, you might need to be more assertive by specifying the nature of the change you want or need to see. Be specific by explicitly stating your needs, which can clarify expectations for both parties. These types of conversations may feel a little less collaborative, but are important in helping a client who is either struggling or resisting the previous approach of step one.

Example:

Jamie, I understand your new belief is that you are a very wealthy and prosperous person. How would you feel if this week you looked for ways in your life where your wealth and prosperity appear?

#### 3. Require change in performance and clarify consequences

This option is a highly assertive and directive intervention. It is used when none of the other preceding interventions have been effective at creating a positive, sustained change. You may have begun an informal or formal progressive discipline process, and need to state the behavior and performance level required for continued coaching or employment. It includes a timetable and full disclosure of the consequence of not meeting the requirements. Only if hope is gone and the person is in the final stages of being terminated does it cease to be authentic coaching.

#### **4. Clarify the action commitment and follow up**

Often it helps the client gain focus if the coach asks them to state their understanding of the nature and timing of their action commitment. This is especially helpful if the conversation has been explored and various options and alternatives and potential confusion exist on either side. This is also a good step to complete for assignments or projects for which either the client or coach has a large stake in the outcome. The follow-up plan simply addresses when and how the next progress check might occur. Given the fullness of people's job responsibilities these days, this accountability-setting step may be critical for the client's success.

#### **5. Offer support**

A powerful way to conclude a collaborative coaching session is for the coach to ask the question, "How can I support you?" Without taking ownership of any problem or action steps that belong to the client, this signifies commitment on behalf of the coach. It is designed to uncover possible actions the coach can take to optimally support the client, which reinforces the feeling of a true partnership between both parties.

The first two phases of Transformational Coaching are designed to create the relationship to support committed action that evolves through the collaborative high trust dialogue. If people are not fully engaged at work, they are simply "going through the motions".

It is also important to note that the coaching process repeats itself. The content from one session becomes the context for the next session. It is a threaded dialogue through time that becomes more focused and empowering for both players who are co-creating the future in a collaborative partnership.

## Part 1.2

### What is transformational coaching?

*“Some painters transform the sun into a yellow spot. Others transform a yellow spot into the sun.” – Pablo Picasso*

To transform something is to make a dramatic change. Let us explore now, the word transformation in the context of the transformational coaching process. Change is not just something that someone arrives at suddenly but rather arrives at over time. Similar to the metamorphosis of a caterpillar turning into a butterfly, change happens in several stages. When you incorporate transformational coaching techniques and the transformation model into your coaching you become a leader for your clients. Transformational coaching will take its best shape with your client when you, yourself have come to a deeper understanding of yourself and these techniques.

By being a leader you must be able to offer your clients several attributes:

**Vision** – You need to have direction for where you are going. This doesn't mean you have to be rigid and fixated on the vision. You can adjust yourself accordingly, but it is important when coaching clients to be able to help them elicit their sense of direction.

**Servant** – To be grateful and aware that service is truly a gift and that every customer is a blessing. Be humble, in the sense that you do not put yourself on a pedestal. You are equal with your client in all respects.

**Coach** – In essence every leader's job is to be a coach, a leader needs to be able to lead his or her team to greater heights both professionally and personally. As a coach, you bring the best out in your clients and take them to places they thought would not have otherwise existed.

**Facilitator** – When we facilitate we are creating a space for effortless change and opportunities to take place. Facilitation skills can be easily learnt and are applied to in-group situations. They are what create a dynamic learning experience for all those involved in the group.

**Role model** – Leaders need to hold themselves to higher standards because it is the leader's behaviors and attitudes which will be imparted onto the people they help. But whether your attitude and behaviors are widely seen or not often seen you hold influence, you set the standards, you create the culture by how you behave. You may have two coaches but their personal and professional standards will be different. These standards affect the coaching situation. It is our expectations that we live up to. If we set the bar low that will be as far as we shoot with ourselves and our clients.

*“We tend to live up to our expectations”. Earl Nightingale*

**Nine characteristics of the transformational process:**

- 1) Information is based upon objective facts. This means that the coaching situation is seen without judgments emotional clouding. The coach offers insights into the situation as it is seen objectively.
- 2) The process is performance focused. It focuses on the effect that behaviors have and their ability to enhance, support, and release high performance -- or create low, limited performance.
- 3) The focus is on the relationship. The relationship is the central theme in building and maintaining an effective coaching culture.
- 4) The process is taken at a slow rate versus fast paced session. When you slow it down your entire nervous system undertakes a change. When you are working at a slower pace you are able to think more clearly and often get insights and greater ideas that you would not have gotten working at a faster pace. It can also be important to remind your clients of the process of meaningful change.
- 5) Transformational coaching requires dialogue. Asking curious questions, seeking information, being open to offering suggestions, exploring and searching -- all fall into the category of dialogue. Heartfelt dialogue.
- 6) Heart – Compassion, care, nurturing, love, humility -- all contain the element of heart. Do not be scared of getting too close and losing your professional identity. Clients like coaches that are authentic. Be willing to offer your heart in your sessions if this is what is called for.
- 7) Humility – Displaying humility means being on the same level as your client. Not being ignorant but being grounded and centered. As spoken about above in being a leader.
- 8) Balance is needed in using both your heart and your head. Ensure you come to the coaching professionally balanced; this will lead your sessions to ones of harmony and divine order when you are working from your centre.
- 9) Self-responsibility is the last characteristic. At the end of the day we must all understand that we are the only ones responsible for our attitudes and behaviors. Transformational coaching looks at helping to empower clients' ability to gain responsibly for their life. You are not responsible for another's life. You are here to assist them, but you can only do so much.

**Positive beliefs of the transformational coach:**

- People are inherently good and they want to contribute.
- People are doing the best they can with what they know and are aware of it at any given moment.
- People make mistakes, but most do not set out to make mistakes on purpose.
- Mistakes can be framed positively as learning opportunities for everybody on the team.
- Most people's limiting beliefs about their capacities and capabilities keep them from accomplishing more than they do.
- Because work is done by the cooperation of people, transforming their individual effectiveness will transform the performance of the team.
- People support the changes and commitments they create, not the ones forced upon them.
- Unnecessary control is resented; people prefer to be 'led' rather than managed.
- Outside input from anybody is most helpful when it is really desired.
- Coaches can build strong trusting relationships by being open and honest in owning and disclosing their thoughts and feelings.
- People's feelings must not be ignored; a holistic view of a person allows one to see the whole person.
- People appreciate clear, honest feedback delivered in a straightforward manner.
- People really do want to improve.

**Golden Belief of a transformational coach:**

**#1 A coach believes in positive regard for others.**

## Professional Coaching – Transformational Model



## Personal Coaching – Transformational Model



# Worksheets



## Practical

Please read the following case scenario and answer the questions at the end.

Coach: I thought you gave a great presentation and performance today; you gave it your all and had a cheerful attitude. I also thought it was great that you shared your personal experiences at the beginning. This was good to break the ice and helped us connect and understand where you were coming from.

You spoke with clarity and calmness; I really enjoyed watching your presentation and the style in which you delivered it.

One tip: When you are standing up and speaking, make sure that you scan the room with your eyes. You seemed to look at only a selected few. It helps the audience to feel known and it is important that you make everyone feel as if you are talking directly to them.

Client: Thank you for your feedback. Yes, I know that I should look at everyone in the room but I was feeling so nervous. This is why I fumbled at the beginning of the performance. I still think I have a long way to go.

Coach: What will it take for you to conquer your nerves and be present with huge confidence?

Client: I suppose I could practice more. I really didn't practice very much for this speech.

Coach: Okay, good. What else?

Client: Well... I could join a speaking group (said with a high enthusiastic pitch).

Coach: Great, I hear your enthusiasm. Is this something you want to start doing to improve your confidence and decrease your nerves?

Client: Yes, since I have been assigned with more authority at work I think it would help me with managing the departments better also.

Coach: I really can hear such enthusiasm shining through your voice, this sounds pretty important to you.

Client: Yes! I am so grateful and have worked so hard to get to this position. I would love to join a speaking group to help me better myself.

Coach: I can also hear that this is about improving yourself. That is a great personal goal to strive for also. So, whose responsibility is improving your speaking ability?

Client: Mine, of course.

Coach: And how are you going to get started and ensure that you regularly attend a speaking group?

Client: I will make the commitment by getting my partner to look after the kids that night and by making sure he supports and encourages me. And well... I suppose, could you also hold me accountable?

Coach: You betcha!

Client: Thank you.

Coach: When are you going to get started on enquiring at some local speaking clubs?

Client: I have Saturday free; I will do a Google search and phone around.

Coach: Okay so I will check in on our session on Monday to see that you found a group that you want to join?

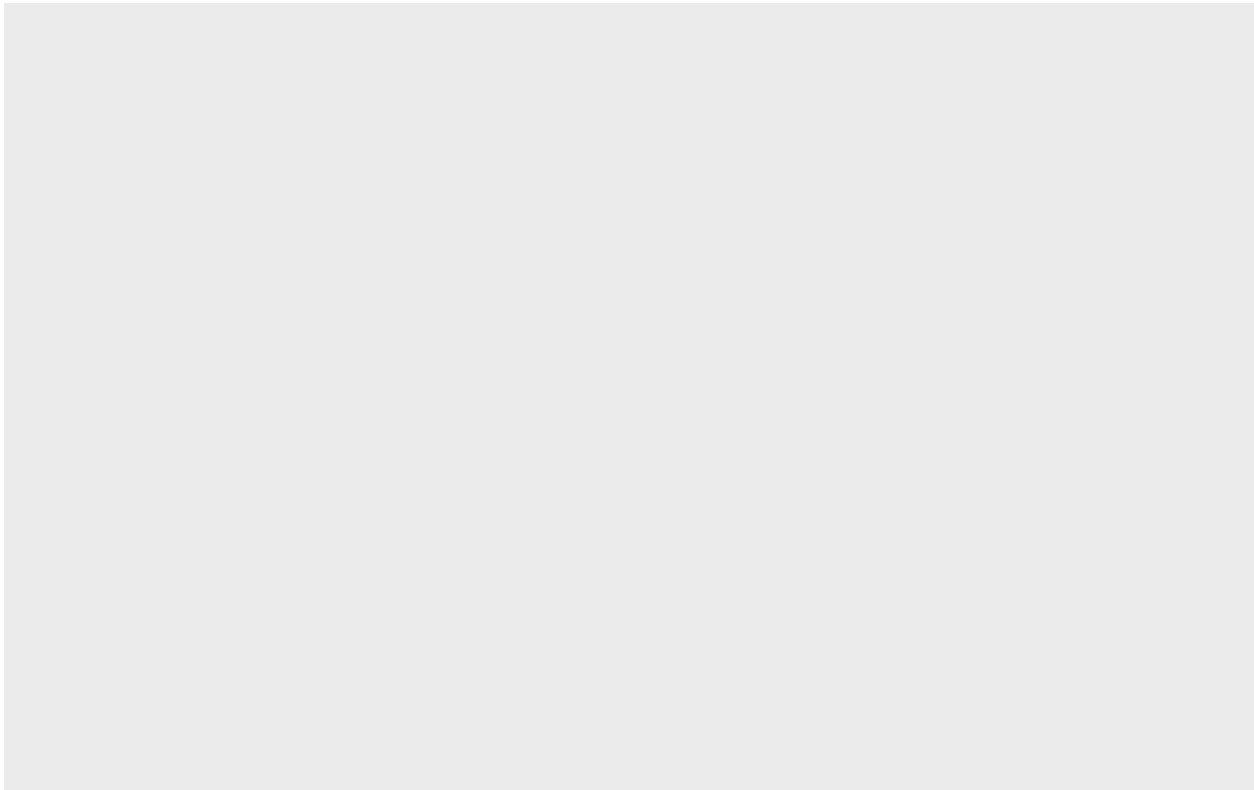
Client: Yes, that would be great

Coach: How can I support you further in this?

Client: Being there for me is enough, and just holding me accountable for my commitment.

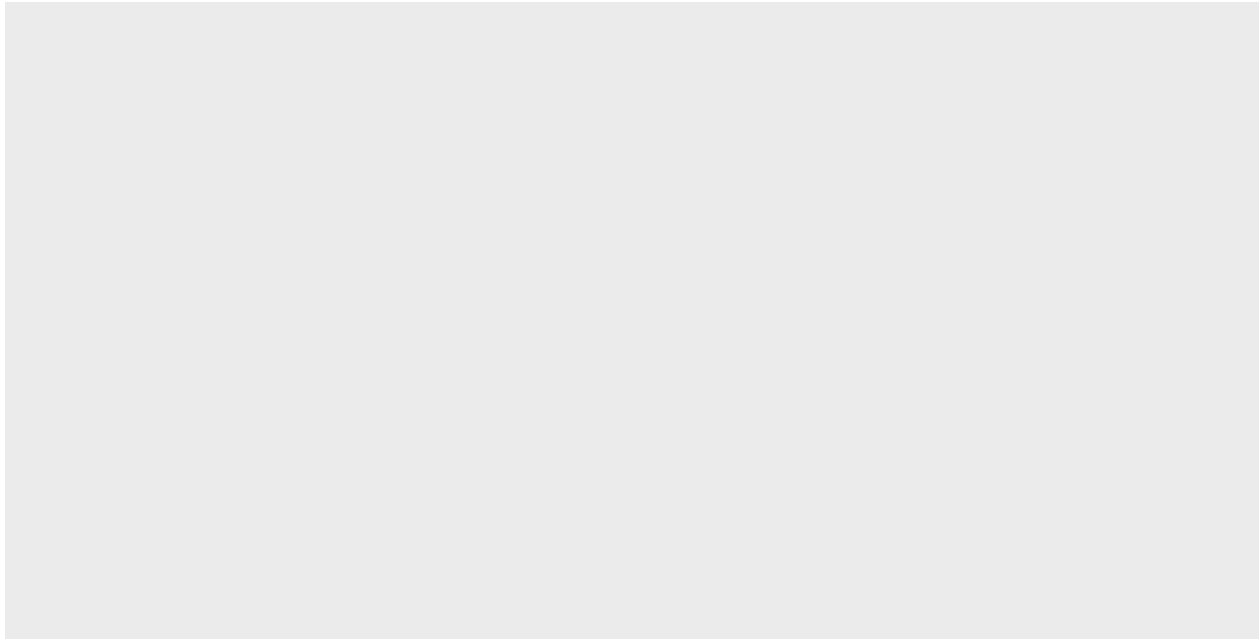
Coach: Okay, great. Can do!

Using the coaching session related above, please discuss whether you believe this coaching session was done well using the transformational model. Please write what techniques or stages the coach used. What did they do well, and what can they do better?

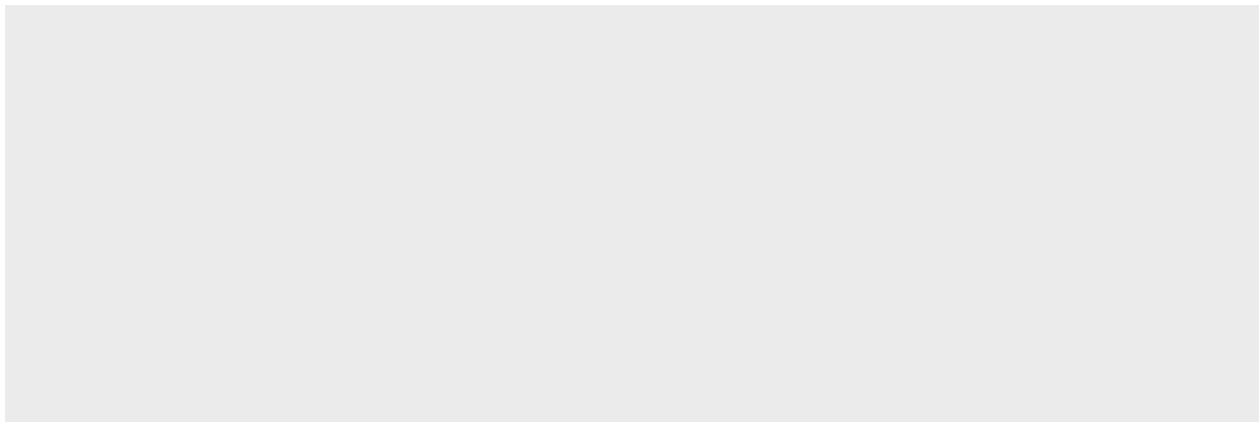


## Brainstorm

1. Think about the word transformation. Brainstorm what thoughts it conjures up for you below.

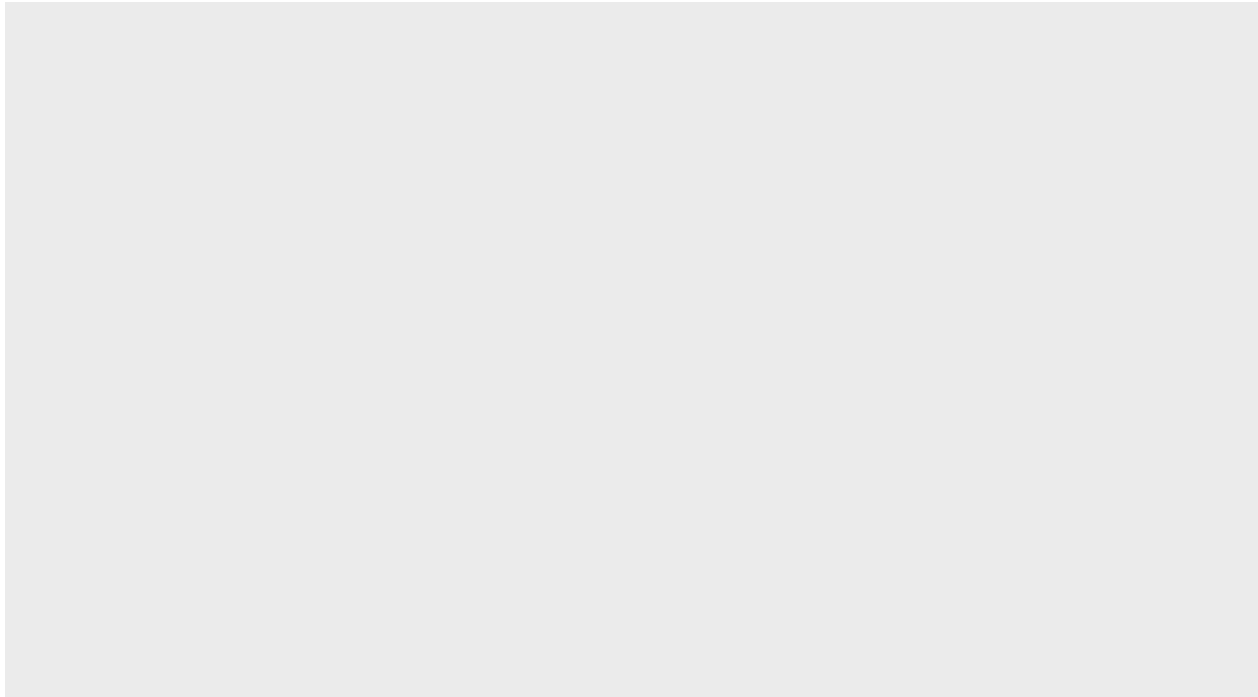


2. Discuss what it means to transform something.

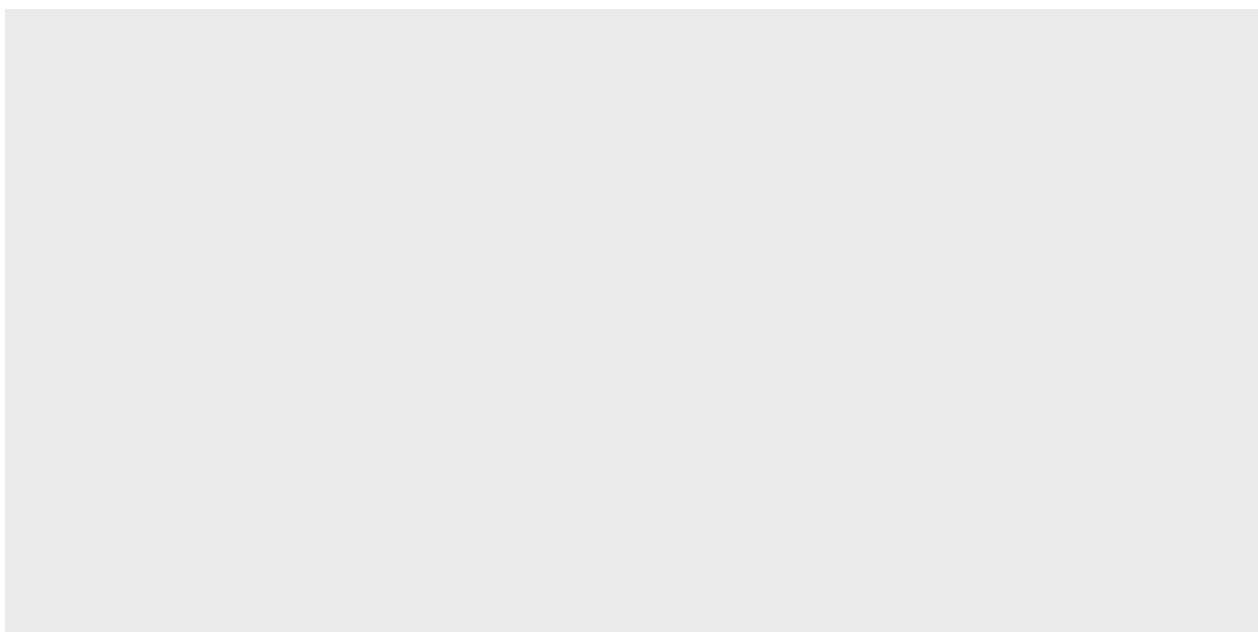


## Transformation

1. If transformation were to take place in your life, what would you like to change?



2. How would you know that the transformation occurred?



3. What might prevent transformational changes from taking place in your life?

## Notes

