

Transformational Coaching

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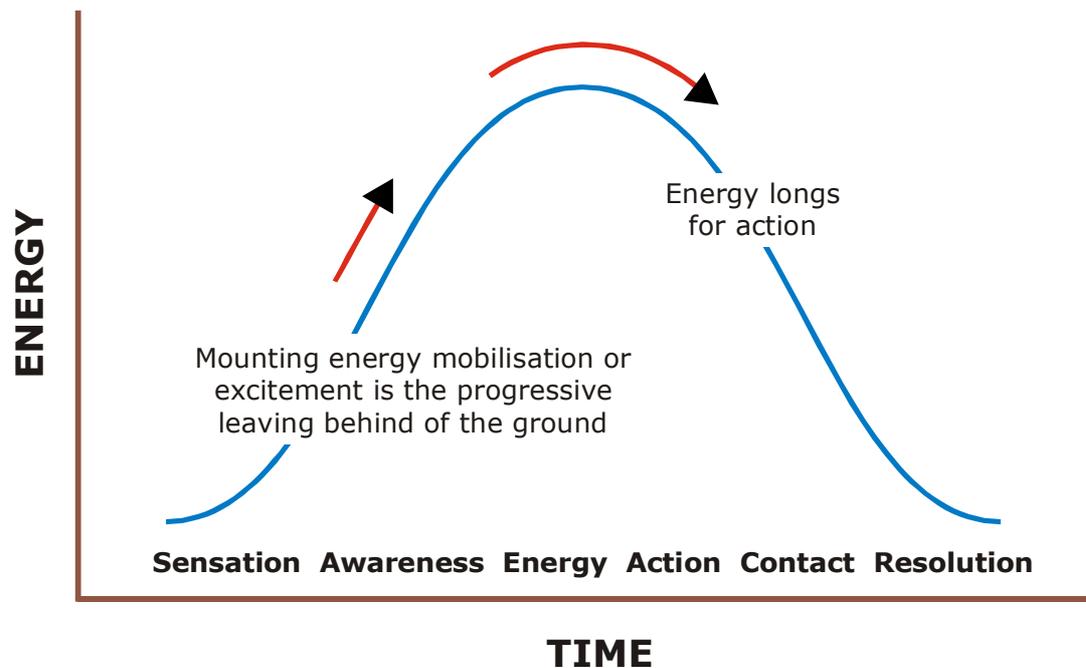
A number of orienting principals underline the concept of transformational coaching. These include the concepts of:

A Complete Unit of Work

The transformational coach works with their client through a unit of work or cycle of experience moving through a distinct series of phases:

- awareness of need for change
- generating energy for change
- bringing about change
- completion and movement of attention to next need for change

This is represented clearly in the Gestalt Cycle of Experience.



The transformational coach works with their client to complete the necessary number of units of work needed for the client to feel enabled to go back to their lives and attention to successfully complete their "real" units of work.

The Concept of "Shift"

The outcomes of completing a unit of work is to create a "shift" toward change rather than to generate comprehensive solutions for change. Solutions that bring about change are made up of a number of "shifts" in:

- thinking
- feeling
- behaving

Noticing and building on what may seem small shifts generates an accumulation of energy to make real change really happen. Conversely a plan of action, no matter how clever or clear that is evolved without “shifts” happening in the making of the plan will have less chance of working.

Contained and Parallel Process

Transformational coaches engage with their clients in order to bring out and help resolve issues for change that occur in their clients life. Their work is to use the coach-client relationship to bring about change in the knowledge that what is contained in some of their interactions will be paralleled in other relationships in which the client participates. For example, a client who is finding it hard to talk about the future to their coach may be a risk averse Chief Executive who is a member of Board that talks rather than acts and itself is at the helm an organisation which neglects new product development. Thus there is an echo or parallel between the issues faced throughout the clients systems, which is again paralleled in their interactions with their coach. The essence of transformational coaching is to help the client bring about change in the “here and now” in such a way that change at the furthest systems boundary is more likely. So change potentially happens between coach and client, CEO and Board Members.

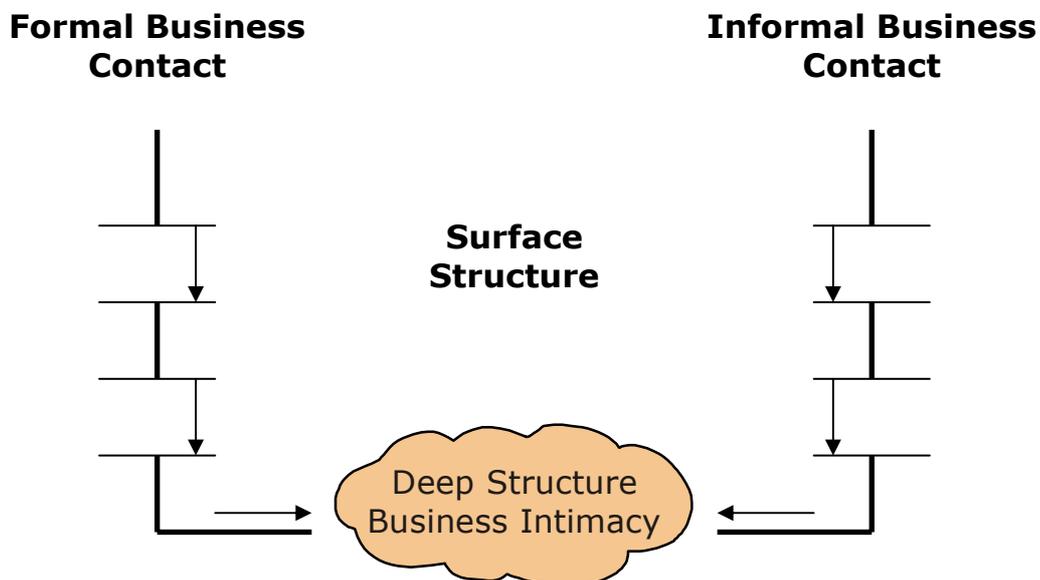
- Board and Organisation
- Organisation and Customers

Noticing and working with these parallel processes that contain the issues live in other relationships is what makes transformational coaching so potent. The shared attempt to make the connection between the issues being resolved live in the coach/client relationship and the parallel issues which need resolution outside on the clients other relationships means that any changes the client makes are more likely to effect all of their relationships in all of the systems they are part of.

This means that change in the room leads to change outside the room, noticeable “shifts” in the “here and now” ensure that change is more likely to happen when the client goes back to their life and the parallel change issues they face.

So the intention is to help the board member change in order to help the board change in order to help the organisation change. To throw the pebble into pool and reap the benefits of all the ripples not just hear the sound of the initial plop.

Fast Cycle Intimacy



Working with leaders of organisations always presents the problem of how much time they can give in order to help themselves to help their organisations rather than to continue do what they do already under enormous time pressure.

The Transformational coach needs to be able to interrupt the "normal" time it takes for trust to be built between them and their client in order for change in the client to happen. They need to be able to work through "units of work" at a deep level quickly by developing fast cycle intimacy between themselves and their clients. Nobody in organisations "has enough time" so the coach also needs to help the client learn the skills and generate the courage to develop fast cycle intimacy with all the parts of their system they want to change.

The coach can move quickly for the surface structure general conversation commenting on topics broadly and blandly, to deep structure conversations where significant issues, business and personal, are explored deeply with a real concern for change.

Business intimacy is a term to describe these deep structure conversations that connect the underlying dynamics of the business organisation with the underlying dynamics of client as a person.

For example to connect the:

- Lack of global strategy to the CEO's parochialism
- Lack of risk taking in the firm to the marketing directors need for personal security.