

The Paradox
& Practice of
Growth Edge
Coaching

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Where Are We Going ?

- Noticing our noticing
- Core paradox of using adult development theory in coaching
- Three core Growth Edge Coaching techniques

Coach (n.)

- 1550s, "large kind of carriage," from M.Fr. coche (16c.), from Ger. kutsche, from Hungarian kocsi (szekér) "(carriage) of Kocs," village where it was first made.
- Meaning "instructor/trainer" is c.1830 Oxford University slang for a tutor who "carries" a student through an exam.





Being Good Company
On The Right Journey

Presenting Problems For Coaching :

- A. I have a hard time creating an organizational vision because I can't find the strong voice inside to help me decide which direction is best.
- B. My core struggle is to get my divergent stakeholders to pay attention to the bigger picture and interconnections among their work, which appears to them to be different but appears to me to be similar.
- C. My CEO thinks I should get coaching around my soft skills because my value about being utterly honest at all times conflicts with the desire my teammates and direct reports have for a more kind and supportive workplace.

Difference between *what we say* & *how we mean*

My manager is always telling me I need to develop some kind of internal vision for the future direction, but I keep telling her I'm no expert in this field...

I used to have a stronger sense of this than I once did. Now so many directions—about which I used to have opinions—seem much less different to me than they used to...

I have a hard time creating an organizational vision because I can't find the strong voice inside to help me decide which direction is best.

That strong voice shows up for me in so many other places. I wonder if I don't have an opinion about this particular issue because I just don't care enough.



Core *Paradox* In Developmental Coaching



Listening For *Story*

What happened next?

Why did you make that choice?

How did that make you feel?

Is that the emotion you'd like to have?

Listening For *Emotions*

How are you making sense of the world such that you did and felt those things?

Listening For *Meaning*

What do I believe?



How could I be wrong?

Explore the Edge

What is most important/
hardest/ best?

What is most at risk for you?

How do you know?



Questions
Thrice



Search for the Equals



Try it out

Three roles:
coach, client,
observer

Client: Brings a challenge they'd like to talk about

Coach: Listens with curiosity and asks questions to understand the meaning

Observer: Listens for equals

Coach explores the edge with questions like: What is most important?
Most at risk? How does this serve you?

Coach asks each question at least three times to get deeper under the
surface and search for equals.

In last five minutes, observer offers—gently and without judgement—a set of
equals

Learn your theories well but put them aside when
you touch the miracle of a living person

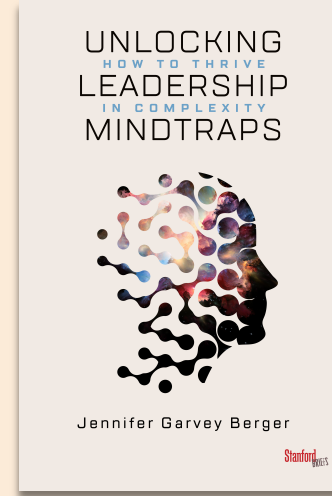
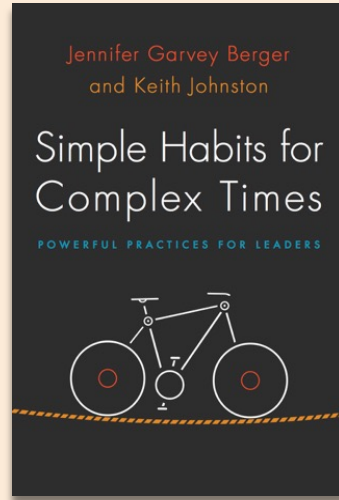
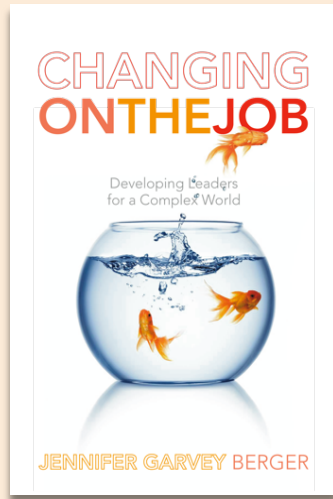
Carl Jung



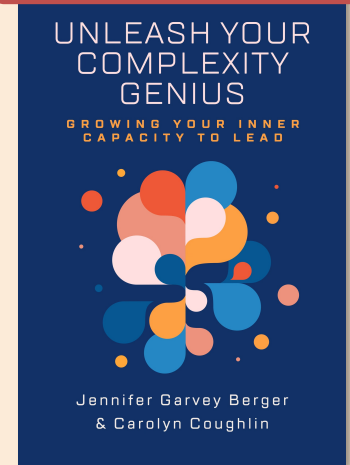


The first characteristic of any theory is that
it is wrong in any particular case

William Perry



COMING IN AUGUST



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