

Coaching – understanding the processes of making meaning, to make different choices which deliver improved performance

A Transcend Learning

When our clients come to coaching we help them see what is really going on: for them as individuals, as team members and assessing their impact on the organisation. Why is this important?

By helping clients *understand the processes through which they experience **their reality in relationship with others***, we can help them to broaden their experience, in the here and now, to make different choices.

A client came to us saying that he did not understand the feedback he was being given. He asked us to help him make sense of it, in order to create actions to change his behaviour to improve business results. Previous coaching interventions had not worked for him as they relied on **what** he was **doing** rather tackling the core issue of **how** he was **being** a leader.

Our work involved a focus on the nature of the relationship that this individual experienced **in our coaching relationship**. This was done within a clearly defined contract which gave permission to explore what was going on. For the first time the client received a direct in-the-moment invitation to explore how he was coming to make decisions about what to say and how to say it. We asked what beliefs he had about things which informed his thinking. Quite often these beliefs were not based on the reality of the situation but on memories from previous situations.

Through our work, the client came to an understanding that the following things will help him (and others) be a better leader:

- An absolute focus on the **intention** of what it is you are trying to achieve as a leader ...all the time
- Immediate **emotional responses** in situations are real guides and markers for decision making ...making strategic choices in how to use these responses is important
- A focus on **what is going on** for you at any given moment in time ...a balance of feelings and thinking helps you manage yourself
- Do not assume anything and check that what you believe is based on the reality of the current situation not a past situation
- An authentic and appropriate expression of feelings frees up organisational stuckness ...and helps others avoid the need to continually guess what's going on

- Self reflection is critical to increased self awareness and needs to become a daily practice

From this experience we learned again that being fully focused in the present, working within a clearly defined intention, enables clean conversations which support increased self awareness. Increased self awareness at an individual level supports change at a team and an organisational level.

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