Coherent Coaching™
Session Manual

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Part I - Coherent Coaching - Session Information

Introduction:

These are guidelines of session practices that have always worked for me in over 45 years of successful personal, business and corporate coaching.

I have re-included some of the information that is written in the *Coherent Coaching* book in order to create a bridge between the examples, exercises and processes contained in this book.

This is a session Manual, so I have included a page for notes at the end of each section in case you would like to print out the book and keep it handy in your office.

<u>Part I - Session Guidelines:</u>

- **Keep all your coaching appointments once made**. Don't be late or cancel a few minutes beforehand. When you break your agreements, you bring the client into session with considerations, and he/she may be difficult to handle. So keep your appointments once made and you'll avoid such problems.

- **Do not process a person who is insufficiently rested**, physically tired, improperly fed, hungry. These are things you want to check in the beginning of the session.

- **Keep sympathy out of the session**. You don't want to be a hand holder. Sympathy could actually cause a situation to worsen. You're not there to sympathize with the person. You're there to be effective.

<u>The Coach's Responsibility in Session</u>

- **The coach is responsible for everything that happens in the session**. You are causing the session to be, and you are cause over the session. The client is cause over his issues and story. But he is a sub-cause in the session.

You're the one who is directing and he's the sub-director. When things come up that are a problem in the session, you take responsibility for them.

If you can't hear what the client is saying, never say, "You didn't say that clearly enough," or "You aren't speaking well enough." Put it on yourself and say "I didn't get that," or "I'd like to hear that again)" or "Say it again, please." Put the responsibility on yourself.

What goes on in a session is privileged information, and you're not to use it for punishment, personal gain, or any other deviant purpose or vested interest. Your tone of voice in session can express many things. Make sure that you have a good level of rapport. Mood can be expressed in the way you ask your question or the way you acknowledge.

- **<u>You</u> start the session, and <u>you</u> end the session.** You are responsible for the session. The client doesn't begin or end session on his own determinism. You do. You finish off all the cycles, and the large overall cycle is the session cycle. You start it, you finish it. You never walk off from a client in session and you don't allow the client to walk off from you.

- **Keep your emotions out of the session**. Don't get emotionally low resonance with the person in session. Take every action that you undertake to its end result, to a loose and free aspect of the client, brightened up, and self-determined action on whatever has been resolved. And on that point, **don't run an area beyond its end result**. By doing that you plow the person right back in. You've brought the area up and reactivated it; you've had the person take a look at it and you've deactivated it. You don't want to go on beyond a win point and cause the area to be pulled back in again. So once you've gotten the end result, end off.

- **Be open and not judgmental in the session. Keep your rapport high**. By doing this you're going to build rapport. The communication line grows stronger and stronger and wiIl thereby take the strain and the stress of heavier problems. So build your rapport and coach openness in the session.

- **Openness must be kept high and standard throughout the session**. **Remember to refrain from entering comments or expressions in the session,** which may stir up or distract the client from his issues and story.

The person says, "Hey, I just realized why grandma was more a mother than my real mother was." You don't want to jump in with, "Hey, that's true for me, too." **Keep your story out of there**. His attention is going to go onto you and off his story as a result of that. Keep those comments out of there.

- **Always give the client the correct question, the appropriate question**. And get it handled before you go on to something else. Don't give him 3 or 4 at one time. Always get the one answered that you've asked.

- **If you have to sidetrack for awhile to handle something else**--Godzilla comes through the wall--fine, escort him out, and then handle what you've started out to handle.

Don't leave something led unhandled. Word your question so the client can understand. Don't give a wrongly worded question. It will cause a person to do something other than what you want him to do.

Session Administration

- Always keep a record of the session. It need not be too detailed. Essentially what we're talking about is paper, pen, probably a clipboard on your lap—something to make notations on about what is happening in the session in terms of progress, indicators, particular subjects that the client mentions, things that keep coming up for him.
Also, notations regarding your actions, the way the session ended, what the resolutions are going to be.

This is nothing that must be too specific or uniform, but, rather, legible notations you are going to make. **Your record should contain the client's name, length of session, actions undertaken, and general responses.**

Don't turn it into some sort of administrative overburden. You're not sitting there and writing the whole time the client is discussing things; you're just hitting the importances of the session so that somebody can have a look at the case as the work and hours of coaching accumulate.

Remember, when you are writing in session, do it as unobtrusively as possible. Writing is akin to having a devitalized presentation; you want to avoid having the client's attention on you rather than on his case.

He's there to handle his story (case). You're there to direct him and guide him into handling the areas of his case that he wants to have handled. So don't use your session administrative work as something to keep this from happening. Do keep session records.

Dictionaries

- Have a dictionary handy in session in case a misunderstood word comes up, or you ask a question with a misunderstood word in it. Since you don't want to evaluate for your client, have a dictionary handy so he can look up the word. Or you can use a dictionary app on your computer, iPad or iPod.

Establishing Client Coaching Boundaries

- At the beginning, the end and during the course of session you must always give the client boundaries or guidelines (a piece of information) as to the start, change or stop of major cycles of coaching actions.

Not to do so, is to remove predictability for the client as to the goings-on in the session. **Some examples are:**

"Start of session."

"End of session."

"We're going to take a short break."

"The next issue we want to take up is____ "

"The neighbors next door are adding on to their kitchen, so we may hear some hammering from time to time."

Coach Indications are a natural, cordial aspect of staying in communication with the client. Use them and make yourself safe and predictable.

Creating A Safe Space

- For coaching purposes, we're talking about two different spaces, both of which overlap. One is the place where the session occurs; that is, the physical environment. The other is the space of the coach: his or her presence. Always create a safe space. Prevent distractions, interruptions, intimidations or unpredictability of any kind.

Phones shouldn't be ringing; doors shouldn't be knocked on, etc. All this can be taken care of by taking the phone off the hook or switching on an answering service, placing a sign on the door which says "In Session, Please Do Not Disturb," or whatever is appropriate to keep out disturbances. Make sure there are no timed electric devices going off in the middle of the session.

In short, the coach should look around the environment prior to session and, using common sense; take care of any distractions or interruptions that could occur so as not to have the session be thrown off. In terms of creating a safe space, we're also talking about the coach's space.

The coach must avoid any gesture, facial expression, remark, or reference to something that could cause the client's attention to shift from what the client is looking at to the coach.

What we want to have happen in this environment--both the household environment and the environment created by the coach–is safety, predictability, naturalness, and comfort for the client.

So creating a safe space is taking into consideration all the problems that could occur and heading them off. When the space is safe, the coach can sit down and do his/her job and the client can receive the benefits of that particular coaching session. You need the place to be conducive to the client looking into his story and at his problems. Ensure you are working in a place that's okay with the client. As the coach, be sure to "clear" that space prior to coaching.

Rapport

- We've studied a lot about Rapport. We know that Affinity, Reality and Communication are the essentials of Rapport and thus to Coaching. Without these, you wiIl have no session at all. In a session you're constantly building rapport by being safe, being with the person, by keeping your communication level high and listening and acknowledging.

Coach Presentation

- **One of the most important basics in a session is to keep your presentation coherent.** First of all, you're being there. That's essential. When you speak, speak so that the person can hear you. Don't be so timid as to pile up the words in a stack on your chest. Make sure that you're not blowing the person's head off, either.

When you don't get answers to your question, redirect and get that question answered. Acknowledge cleanly, comfortably, naturally. Make the person understand that he has been heard. Also, don't skip acknowledgements.

If the client begins to stray off track, steer him back on. As far as your silent presentation is concerned, you're not staring a person down, burning a hole through them, warming up to them, trying to outdo them, trying to get them to feel uncomfortable.

Remember, no robot is going to establish any rapport with anyone. You've got to be natural. Create comfort, keep creating a safe space.

You can't sit there, stare a person down, give voluminous crisp thank you's, loud okay's, insensitive I got that's, ask snide questions and expect the person to have his attention on anything other than the way you're buIldozing your way through the session. So keep natural. **Remember to establish your session goals.**

Client Confront

- **The idea of the coach plus client being greater than the stressful issues of the mind is definitely true.** When the coach is working against the mind without the support of the client, the client's mind is greater. The coach plus client is bigger than the client's story. As a coach, you are supporting the client in taking a look at the subconscious mind. The client is right. The negative mental energy (NME), or negative mind, is what causes the difficulty.

In order to cause something to drop away, to release, one must view (or look at) his or her **responsibility** (authorship) in the creation of the irrationality which exists. In order to cause an unwanted condition to persist, the client must assign other authorship or causation to the creation of that condition. Otherwise, when the client views the condition that existed, he or she would see their source ship and responsibility in its creation. Blaming and failure to forgive keep NME from releasing! **Problems, upsets, and barriers have other people's authorships assigned to them, and the client has forgotten or not confronted his own participation in bringing about the stressful situation**.

Problems and Incomplete Communication

- **The prerequisite necessary to have a problem is incomplete communication**. That is, one has omitted a communication to a particular person and this could be called a **withheld communication**,(or withhold)**.** This withheld communication is the first point, the start in the creation of a problem. If one completes the communication, the problem will ease, and the block will dissipate.

In Coherent Communication, both you and the client are sourcing communication. You're flowing communication to the client; the client is flowing communication back to you. While flowing communication back and forth, you're using the Coach's Communication Cycle.

Obsessive and compulsive origination of communication by the client will tend to disappear as you acknowledge him, and when he arrives in the “now”, which is a result of communicating to someone, a very fine communication cycle is developed.

In looking at Coherent Communication, I would like to point out that lack of acknowledgement will slow down the client's willingness to communicate, and will stick attention on past cycles of communication.

To Summarize: there are 6 communication cycles that make up the overall coaching communication cycle--including the cycle of the client looking inside the mind and examining the past in order to answer your question. Again, this is the hardest one to detect, because it is "self to self" and not readily observable.

The cycles are:

1) Is the client ready to receive a question/ communication from the coach?

2) Coach delivers the coaching question.

3) Client receives it and looks into his subconscious mind for an answer.

4) Client receives an answer.

5) Client delivers the answer to the coach.

6) Coach acknowledges that the answer was received.

Client’s Story Biofeedback Assessment

- When undergoing a coaching series, a client should have his story assessed for stressed areas.

By locating specific areas of charge, the coach can then direct session time at chosen targets until the client's problems in those areas have been addressed and handled. To assess a story, merely compile a list (or use an already compiled list--for example, see Appendix) of potentially charged areas and have the client use biofeedback equipment, which can be of great value in issue assessment.

The results obtained by using story assessment are heightened appreciably by directing and unearthing the client's stressed issues. This will eliminate guesswork and wasted time from your sessions.

Indicators,Tell Tales or Tells

- For our purposes, we will define **indicators** as those groups of reactions or responses that the client displays when he/she is being addressed during the session or when he/she is talking. Indicators are the client's physical response during the session. Facial expressions, breathing changes, body motions, twitching are just a few of the many possible indicators.

The eyes and mouth are the two prime areas for the consultant to observe. A smile which degenerates into a frown, eyes which suddenly go dull, are types of indicators which are most prominent and most difficult to disguise. This is fortunate, because the coach is going to run a session based on the indicators or “tells” that he sees.

He'll ask questions based on the indicators or client manifestations that he sees. If you, as the coach, ask a question about a withhold (withheld communication) and the person has given you a “withhold” and you ask, "Is that all of that?" and the client frowns, turns red, or looks uncomfortable, that's an indicator.

And what the indicator is telling you is, no, that's not all of that. If the client goes ahead and says "Yes, that is all," then you can ask him, "Did you have a consideration there; did you have a thought there; is there something you haven't told me?" Whatever is appropriate. But watch for those indicators because they act as signposts.

Observing and recognizing “tells” during the course of Coherent Communication is essential for the reasons just delineated. These are signals for you, the coach, to be alert and on your toes. Something is happening. You've got to recognize it and make preparations for your next move. Indicators are physical manifestations of what the client is doing.

So you've got to use them; you've got to be aware of them. **If you miss them, the whole session can go in the basket, especially on something like a withhold question**.

A missed indicator can ruin a session. So watch for the indicators. Speech, emotional tone, criticalness on the part of the client, change in vocal tone, eyes looking away, eyes tearing--all these things are indicators or tells, so watch for them.

Indicators or tells can be separated into two general categories: good and bad. Bad indicators or bad tells are those of a problem nature and are abbreviated BI's. Good indicators or good tells, or GI's, are those that show the client is doing well.

Asking Appropriate Questions,Staying with The Subject, End Results

- **Coherent Coaching Communication in session is essentially asking appropriate questions.** A session is comprised of asking the appropriate questions in order to resolve the problem worked on. This is done essentially by observing. For example, a girl has a problem with her father; he's an alcoholic, lives removed from her. She has a lot of problems about not being in communication with her father and the fact that the relationship doesn't work.

So the session starts out and she delineates the problem.

You ask, "How would you like to see this situation, how would you like the relationship to be, what's your ideal outcome, how would you like it to be so it works for you?" Any of those questions so that she can specify her goal. She tells you, "Well, I can't move to L.A. and he can't move here, but I'd like him to quit drinking, I'd like him to do this, I'd like him to do that, I'd like for us to be friends, I'd like us to be able to write or call each other on the phone."

So, what you need to do is to realize there are priorities to this particular problem. In other words, having her father move to San Francisco is not something that you're concerned with, at least not immediately. Having him stop drinking is not something you're immediately concerned with. Having him do or be something else is not something you are concerned with.

What you are concerned with is the condition of the client. So what we have to do is tackle the priority problems. If you haven't done an assessment on this particular area to know which issue to take up by greatest or least amount of negative mental energy (NME), what you need to do is to ask her questions in order to get into the area and determine which direction you should follow.

So the first thing you could do (these are just examples, nothing to be taken as a rote pattern. As we've already said, Coherent Communication is not rote, it is spontaneous, based on observation and client condition.) is ask the client, in this particular case, what she could do in order to alleviate the problem. And she would say to you whatever she's going to say to you.

If she begins to deviate from actually handling the problem--starting to talk about confusions or how the person's difficult, that she'd rather not have the relationship, her emotional state—this is confusion.

She's already said she wants to have the relationship work, and now when it gets down to actually making it work and doing something about it, which is the toughest thing to do, she is giving you a lot of extraneous information.

She's running away. You want to hear that, acknowledge it, and let go of it. You don't want to have her sitting there talking about confusions or irrationality all day long. What you want to do is get decisions, considerations, you want to get things that she did, and you want to get things that are real to her, not this other unreal stuff.

You can tell that criticisms, slander, and confusions are unreal to the person by the tone of voice, (i.e. apathy, etc.) they come across in, and the "not-thereness" in the eyes, plus a host of indicators that belong in that same category.

Basically, the client appears dull in the field of low resonance emotions. Ask her for considerations about what she can do in order to handle this thing. Suppose a letter is the proper gradient to re-establish communication. Now you find that she doesn't like to write, or she can't find her pencil or she doesn't have any stationery and she doesn't have any money to buy stamps. These are the kinds of things that you've got to get out of the way.

The client is going to offer you barriers to the resolution and you've got to get the client to resolve those barriers so she can get her situation handled. It's going to be a matter of handling barriers--many of them--in order to get one particular activity taken care of.

You don't want to evaluate and you don't want to invalidate by saying, "Well, if you just sit for the rest of your life, what good is going to come of this thing?" Invalidating or evaluating do not belong in Coherent Communication. The question could be rephrased: "If you do nothing about this, how is it going to be resolved?"

And you have to ask the question with rapport, especially with affinity. You have to ask it so as not to put the client on the defensive, or make her look like a simpleton for not realizing that what you've just asked is basically the essence of the whole thing: **you've just asked her to cut the string that's keeping this whole package of irrational or fixed data tied together**.

You can see from the example that maintaining all the coaching guidelines (building a safe space, rapport, acknowledging, listening, keeping your communication cycle clean), are the kinds of things that need to be done in conjunction with the Coherent

Communication aspect of the session, which is essentially asking the appropriate question and getting an answer to that question.

A lot of times you will ask a question and get two or three answers on another subject or a sub-subject and you' II get other things going on. These are important, and you want to keep them in mind--you want to retain the information so you can track it down**--but the main thing you want to do is get that original question answered**.

Sometime you'll have to deviate and handle something else, but you want to get back on the major issue, because your control of the direction of the session is going to solve this person's problem. He wouldn't be there with you if he could take care of it himself.

So your direction and control are going to bring about the outcome of the session, be it positive or negative. Hopefully it wilI be positive if you use all the data you have and stay within your session guidelines.

The next thing we want to look at after appropriateness of question is the fact that you're guiding the client into revealing what needs to be handled

This is simply a matter of using both the client's fixed datums and the client's data as a pair of reflective devices in order for you to see and then assuming a remedial direction.

The client says her father's a drunk, he doesn't talk to her, he doesn't send her a birthday card. Somewhere along the line, you get the idea that the client feels that she loves her father and wants the problem of the non-working relationship resolved.

We know the client is going to be complaining, is going to have some confusions about the father, but we also know that the person wants it handled.

You are guiding the client into revealing what needs to be handled just by getting the client to talk purposefully, not about complaints and criticisms. For the client to talk purposefully, get the client's viewpoint. Stir this entire area up for observation.

Now you get to see more about it than the client does because the client is involved in it, the client is internalized in the area. You get to see grimaces, furrowed brows, sadness or snide smiles, false laughter. You see the client reacting in this particular area. She gets to feel it, she gets the mis-experience, the resisted-emotion, some partial experience, some partial emotion, whatever she's getting; but she doesn't have the view of it that you do.

So what you're going to do is to guide the client into revealing what needs to be handled by getting her to discuss the situation fully and then you ask the appropriate questions. One thing you've got to remember is, you must maintain your cycles of action here.

If you have 4 or 5 questions or 4 or 5 directions going at one time you're in trouble.

What you have to do is maintain and complete your cycles of action. If you start something, make sure you go through the continuation of that something and complete it, whether it's a question or whether the client has asked you if she can put her feet up on the table.

Don't leave it hanging because her attention will hang up on it, and the more attention that gets hung up on incomplete cycles of action, the less attention she has left for looking at and resolving the issues at hand.

Now when the client's problem comes up fully and the solution begins to emerge (being out of communication with her father in Los Angeles), she will see that the thing to do is re-establish communication. Write a letter, however it should be, so as not to upset the father who is touchy about being in communication and is very self-righteous.

What you want to do now at this point is get a physical universe action as the final end result on this problem.

The person will brighten up on the idea of writing the father and perhaps even follow that up with a call. Hopefully the father wiII return the call or write the client back.

But, in any case, the client will brighten up at the idea of getting into communication because people basically like to be "in rapport." She may have some considerations or problems, but what you want to do is get a physical universe resolution, or action. There needs to be some action that's done by the client.

If the person “ahaa’s” in a session--say, a weight loss session--that she is overweight, and that's the source of her problems and she has not confronted it for so long and now that she's realized it her life is going to get better, that's wonderful. But you have to get a physical universe resolution for her.

She will slip right back into what she's been doing if she doesn't do something about it. Change her operating basis. This means a diet, a fast, a change in eating habits, whatever. It means a physical universe action. That's what we want to have for the end result on these Coherent Coaching Communication actions.

People live life in the physical universe. They also live in the spiritual and emotional universes. But the essence and common denominator of everybody's life is that they live in the physical universe. That's where they're visible. And it's from the physical universe that we get the bulk of all of our problems.

We've got to get the remedy. If a person “ahaa’s” in session that they're poor in English, the thing to do is to get a physical universe resolution: enroll in an English class. They can't just sit there and be happy with some thought. So, get a physical universe remedy.

Someone realized they've had an upset with their wife or lover and they've got a withhold from their wife or lover. The thing to do is get a physical universe remedy for that thing, get the person to give up that withhold. They can't just sit there and feel good telling you about it because it's going to be reactivated again once they're around that particular person.

So remember to get a physical universe remedy. It's the beginning of completing whatever the problem was. **The issue will not be settled until it is handled in the physical universe. So get a physical universe resolution as your final end phenomenon.**

Increasing Okayness

- Another thing to look at in Coherent Communication is the fact that the only reason you're asking the questions and looking for inauthenticity (irrationality, negative mental energy (NME), incoherence) is to increase the client's authenticity (saneness, coherence, okayness). Sometimes a coach can become so invalidating, and the client feels so wrong, he doesn't feel there is enough authenticity to warrant his further looking or betterment.

So, only look to find the inauthenticity in order to increase the authenticity. There needs to be okayness present in the session in order to make movement. **That's why you're finding something that the client can do somewhat, and improving that.**

Progress is built on steps of okayness by which you delete or release inauthenticity or negative mental energy (NME) as it comes up so that it can drop away. If you make the client not okay, then the client will return the flow by asserting authenticity or being “right” in what he or she is doing. So when you are finding the client being “right” about what's not working, realize that you are invalidating the client, and that he must be “right” in order to feel that he is okay at all. The degree of authenticity or okayness present must exceed the not okayness or inauthenticty or NME.

The client's ability to bring about gain or movement will cause negative issues to drop away in direct proportion to the rightness or okayness the client feels in session.

Once the client views the incident, takes a look, and spots the lie of mis-assignment of creation or power, the incident will come apart and clear up. EFT Tapping helps the client get to the bottom of the stack – (accumulation of similar traumatic incidents on a thread starting from a core issue.)

For example: a man is having a problem with his wife, but the problem, of course, from his viewpoint, is caused by the wife and not himself.

If the man is able to see his own creation or authorship in the problem, he is able to see what he is doing, what he is creating, and how his actions are actually creating the problem.

Ultimately, the situation is always caused by the client himself. There is always something that he or she can do to alleviate the situation.

The general rule here is that anything that is unwanted, yet persists, must be thoroughly viewed or recreated, at which time it will de-stress or vanish as a problem or difficulty!