

**1** SPECIAL  
EDITION

**BUSINESS**

COACHING

# FOUNDATION OF COACHING

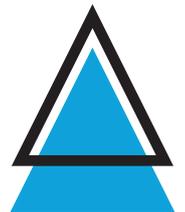
Section A





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Don't stop when  
you're tired. Stop  
when you're done.



# EDITORIAL

The editorial team of the “Business coaching” magazine is constantly trying to improve the content, design, but also the format of the magazine as well. Thus, in addition to the paper version, we also created a website where we first published the content of the paper versions. Later, as we grew along with our readers, there was a need for articles to be published more often and with topics that we did not cover in the paper edition.

We experimented with formats in June, when we worked hard to “revive” the magazine in an electronic, interactive version.

The latest format that we are publishing this time is the “special edition” format of the magazine. This magazine is smaller in format, but we tried to keep it large in content and design.

Why this format? We wanted to collect and share with you all the articles published by the authors only in the online edition as an added value to your knowledge. The thematic edition of the magazine always focuses on a single topic, and this time it is coaching and basic ICF coaching competencies.

Since the topic is too broad to be fully covered in this format, you can expect special editions on this topic in the future as well. Also, with this format, we will cover the topics of Design thinking, Leadership, Data science and many others.

To learn more, please visit us:

[www.bcoaching.online](http://www.bcoaching.online)



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# ABOUT AUTHOR

Cherie Silas is the first Scrum Alliance Certified Agile Coach (CTC and CEC) to hold the MCC credential from ICF. Her professional focus is bringing the discipline and art of professional coaching to the agile world and developing agile coaches' ability to utilize these skills in their work with clients. She leads Tandem Coaching Academy which delivers the Professional Coach Training Program: Coaching in Agile Environments that is specifically designed and delivered by Agile Coaches for Agile Coaches.

Tandem Coaching Academy



# DEMONSTRATES ETHICAL PRACTICE

**Ethics**

moral

value

ICF recently released and updated competency model that will go into effect for credential applications in early 2021. In the new model, some competencies were re-shuffled and language clarified. What was 14 competencies have now been condensed into eight powerful clarifications on what it means to be a competent coach.

The new model starts with the foundation: Ethics and Coaching Mindset

The focus of ethics shifts from not violating ethics to describing how the coach can demonstrate ethical practice. Additions include: Demonstrating personal integrity and honesty in interactions. Being sensitive to the client's identity, environment, experiences, values and beliefs. Using respectful and appropriate language. Maintaining confidentiality. These additions extend beyond the client to sponsors and relevant stakeholders.

Previously the coach was responsible for communicating the difference between coaching, consulting, psychotherapy, and other coaching professions. Now, under the new model the coach is responsible for maintaining distinctions and referring clients to other support professionals as appropriate.

Still included is abiding by the ICF Code of ethics with the new additional requirement of upholding Core Values.

This viewpoint on ethics sets a high bar and draws a clear distinction from how coaches with ICF credentials are responsible for being with their clients. It also sets clear expectations for clients about what they can expect from an ICF accredited coach.



**ACKNOWLEDGES  
THAT CLIENTS ARE  
RESPONSIBLE FOR  
THEIR OWN CHOICES**

ICF defines embodiment of a coaching mindset as developing and maintaining a mindset that is open, curious, flexible and client-centered.

### **Acknowledges that clients are responsible for their own choices**

Acknowledgment is not just what a coach says to a client. It is recognizing and accepting that clients are responsible for their own choices. This becomes a powerful influencer of the way the coach thinks, believes, and approaches interactions.

*How will I interact with others if I truly believe that they are responsible for their own choices?*

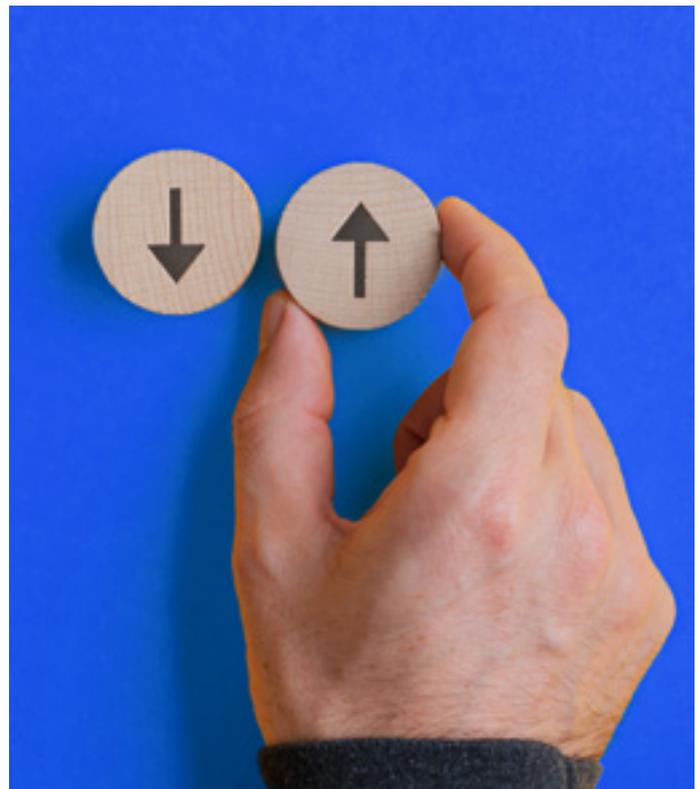
I will:

- respect that my client's way of doing things may be different than my own
- be transparent, straightforward, and honest in my observations
- support their definition of success and partner with them to achieve that end
- reflect accountability so they can examine their decisions, actions, and inactions
- see them as competent and not in need of my fixing, advising, correcting, suggesting
- believe they can make the best decision respect their choice

I will not:

- be frustrated when they aren't changing or when they seem to be moving in reverse
- push my own agenda, thoughts, opinions, and desires on them
- judge their actions, inactions, decisions, or words to be right or wrong
- rescue, coddle, or protect

In short, this first indicator of coaching mindset goes far beyond what you do in a coaching session and encourages you to examine who you are as a coach.



# SELF DEVELOPMENT



ICF defines embodiment of a coaching mindset as developing and maintaining a mindset that is open, curious, flexible and client-centered.

In the last issue we covered the first foundation of embodying a coaching mindset

### **1. Acknowledges that clients are responsible for their own choices.**

Let's now take a look at the next two items:

### **2. Engages in ongoing learning and development as a coach**

### **3. Develops an ongoing reflective practice to enhance one's coaching**

These two items speak to the coach's mindset around self-development and personal growth. A coach should have a learning mindset rather than a fixed mindset and it is the expectation that credentialed coaches with the ICF are people who are striving to make improvements in themselves as coaches and has humans. This is why continuing education is important. It is not enough to learn about coaching and get a credential. What is also important is that a coach continue on the learning journey to improve their skills and ability to work with others as a coach. If we expect people to

embrace coaching as a discipline to help them create new learning and awareness so they can make continual improvements in their own lives, shouldn't we as coaches expect the same from ourselves?

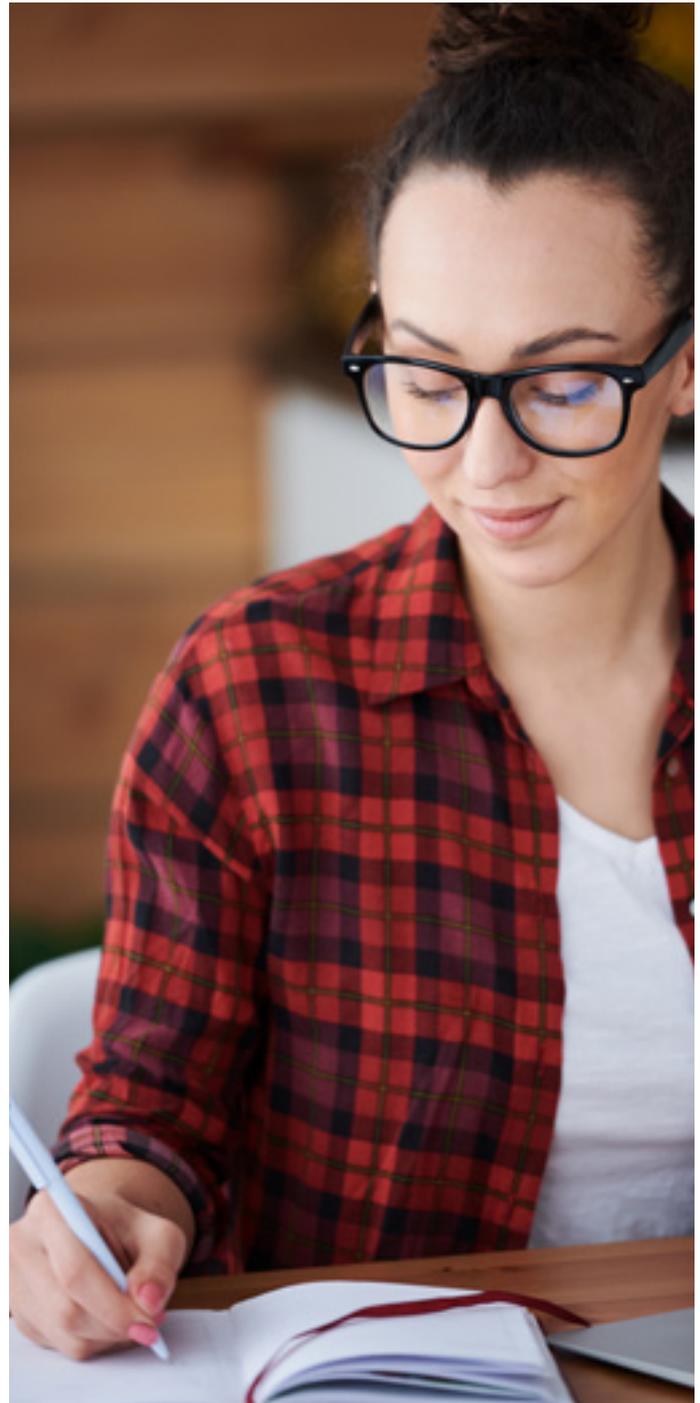
One thing I have learned through my training others and learning for myself is that we can learn from a variety of experiences. Coaches learn how to become better coaches by experiencing coaching for themselves, by practicing coaching and getting feedback, and through observing coaching with others. All three perspectives give us new inputs and information to work with. This foundational competency around self-development won't be evidenced in your coaching with a specific question you ask a client, but it will be seen in the competency with which you work.

*Your clients will observe that you are growing and improving as you learn more about your work with them and as you reflect on things you might improve.*

There are many ways that you can continue to grow after you are credentialed. Take continuing education classes and learn a new discipline. Join an organization like [reciprocoach.com](http://reciprocoach.com) and experience peer coaching rounds to practice with other coaches

around the world. Join a local online coaching circle where other practicing coaches are gathering to learn from one another and get feedback on the impact of their coaching. Hire a coach to experience the power of working with a professional coach on real world issues that impact your life and business. Hire a coaching supervisor to help you reflect on the work you are doing with your clients and learn from it. Hire a mentor coach to review recordings of your coaching and give you feedback on how to strengthen your competencies.

The stronger you grow in your experience of coaching the better coach you will be to serve your clients. This growth mindset will show up in your coaching because you will become more flexible, creative, and relational. Your clients will benefit and so will you!





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Little progress  
each day adds up  
to big results.



# CULTURAL AWARENESS



ICF defines embodiment of a coaching mindset as developing and maintaining a mindset that is open, curious, flexible and client-centered.

In the last issue we covered the foundation of embodying a coaching mindset items regarding self-development. In today's article we will cover:

#### **4. Remains aware of and open to the influence of context and culture on self and others**

This foundational aspect of the coaching mindset will show up in your relationship with the client. As a coach, it is important that we are aware that the context the client is speaking from has an impact on their viewpoints. Our context may be different which can provide additional perspectives and insight for the client if we are careful not to drag them into our own ideas. But if we depend too much on our own context, it will hinder our ability to listen to the client because we will believe we already understand.

**Cultural norms and differences can also show up in our conversations and have an influence on the relationship and conversation both positive and negative ways.**

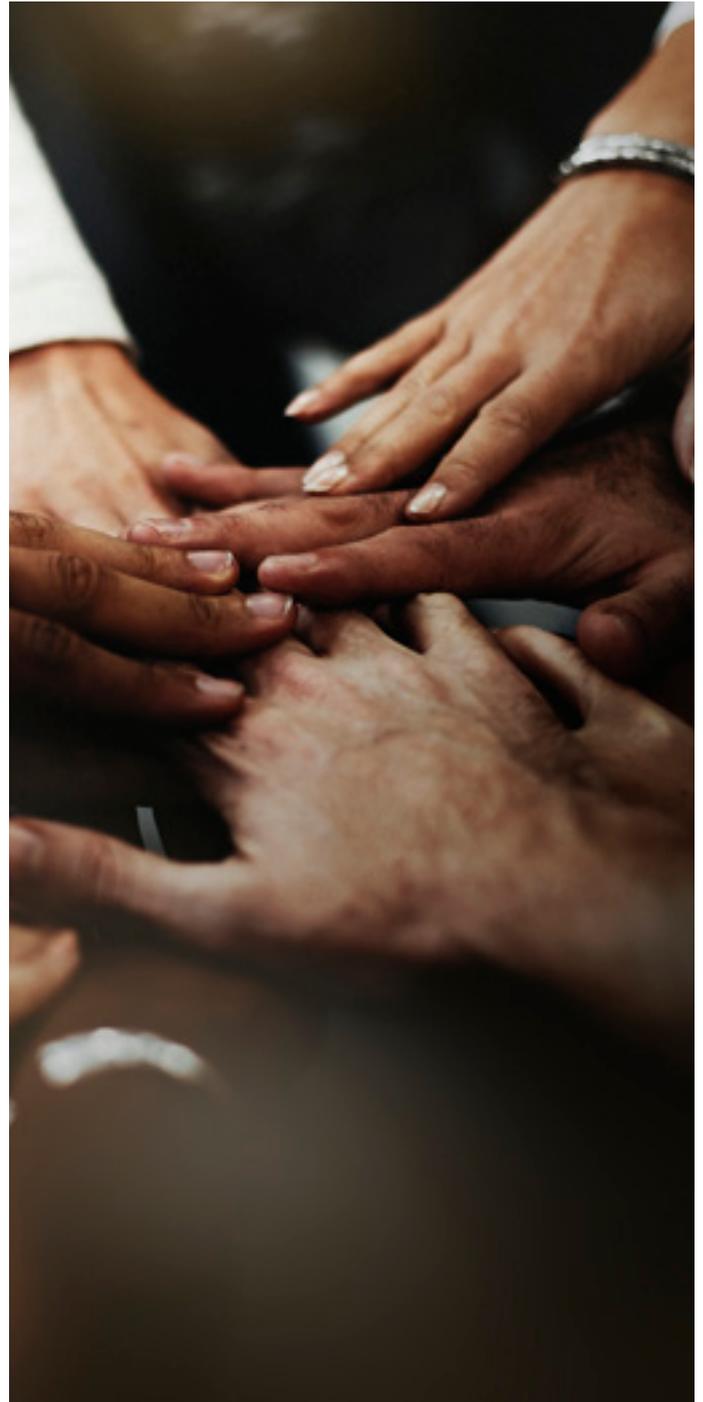
One example of this comes from an experience I had while observing a coaching session recently. During the session, the client said, *"I want to trust more that God will help me through this situation."* The coach responded, *"What can you do to trust the god more?"*

This is an example of what could happen if a coach is not aware of the impact of context and culture. The slight variation in the wording of the coach's response completely changed the context of the client's statement. This was a cultural difference between the coach and client where the client held the belief of God as singular and the coach held the belief that there are many gods. The coach meant no harm to the client or opposition to the client's beliefs by using the phrasing "the god," he was just unaware of the impact the cultural differences made to the context of the conversation. The slight shift in wording could have derailed the client's thought process. It had the potential to cause the client to shift from focusing on strengthening his own faith to explaining or justifying his faith to the coach. It also had the ability to impact the coach/client relationship by making the client feel judged or defensive about his own faith which might hinder the client from seeking coaching around topics of faith in the future.

Of course, ICF doesn't expect coach-

es to understand everything about every culture but they do expect that the coach is open and mindful of the impacts that differences in culture may have.

When working with clients of a different culture, it behooves the coach to learn more about the cultural differences in order understand the client more. It is also important for the coach to listen closely and to be careful when using the client's language that the coach doesn't put their own spin on it based upon the coach's context, beliefs, and experiences.





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If you always do what  
you always did, you  
will always get what  
you always got.

- Albert Einstein



# SELF AWARENESS & INTUITION



ICF defines embodiment of a coaching mindset as developing and maintaining a mindset that is open, curious, flexible and client-centered.

In the last issue we covered the foundation of embodying a coaching mindset items regarding cultural awareness. In today's article we will cover:

**5. Uses awareness of self and one's intuition to benefit clients**

**6. Develops and maintains the ability to regulate one's emotions**

*Self-management is core to the core coaching mindset. Coaches must have the ability to be aware of what is happening in themselves internally in response to both what the client is experiencing and to their past experiences and personal filters.*

What the coach is experiencing and sensing from the conversation can be helpful to the client. However, it is important that the coach be able to separate what is for the benefit of the coach and what is for the benefit of the client. What is for the benefit of the coach has no place in the coaching conversation as it turns the focus to the coach's

needs. But when the coach can utilize their experience of the interaction with the client to benefit the client's movement forward it can be helpful in the coaching experience.

An example of how a coach might bring their own emotional experience into the conversation can be found in this experience. While coaching with a client, he expressed concern that his co-workers accused him of talking down to them. As he told me the story of their interaction including what he said to them I imagined myself in the position of his coworker in the interaction. The empathetic position allowed me to feel what I believe the coworker felt. When he finished speaking, I asked for permission to make an observation. The observation I gave was that while listening to him describe the interaction with the co-workers and putting myself in their position I felt myself become defensive in response to the tone of voice and words he was using. I then asked him how hearing this perspective of the situation impacted him. The client was able to step back mentally and consider the interaction from the co-worker's perspective and realized that though his intention was to be helpful to his co-workers the message they were receiving was one of criticism. We were able to continue the conversation and look at ways he might shift his interactions with his co-workers so they could receive him as helpful rather than critical.

Self-management was critical in this instance because it would have been easy for me to take on the offense of the co-workers and see my client in a bad light which would not have been helpful for him. Instead the ability to regulate my own emotions and responses in order to remain in a neutral stance created the ability for us to explore the situation without blaming or judgment. This created a safe place for the client to explore options and obtain new awareness about the situation.

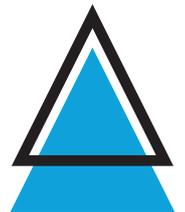




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Whether you think  
you can or think you  
can't - you are right.

- Henry Ford



# PREPARATION AND ASSISTANCE



ICF defines embodiment of a coaching mindset as developing and maintaining a mindset that is open, curious, flexible and client-centered.

In the last issue we covered the foundation of embodying a coaching mindset items regarding self-awareness and intuition. In today's article we will cover:

### **7. Mentally and emotionally prepares for sessions**

### **8. Seeks help from outside sources when necessary**

*In order for the coach to be fully present in the coaching session they have to be mentally and emotionally prepared.*

ICF doesn't prescribe a specific method of preparation but expects the coach to do whatever is necessary to ensure that they are able to be in service to the client. Some coaches take a few minutes to meditate or clear their minds before each call to focus on working with the client. Other ways to prepare are to review previous client notes before the session and recall the client's goals and progress. Consider what ways of working with the client might need to be

revisited to strengthen the coaching agreement and engagement. One way of preparing for coaching sessions is to work with a coach supervisor. Coach SuperVision is a reflective practice where the coach brings client cases (confidentially) to supervision sessions to reflect upon how they are being as a coach with their clients. Supervision can give coaches perspective on how they are working with their client and how they might need to shift in order to be more effective. The supervisor helps the coach to look at their relationship with the client, their interventions with the client, and their own mental and emotional responses to working with the client. They use the perspective of the entire system to help the coach gain awareness of how they might improve their work with that client and all clients.

During supervision, the coach often finds that things that seem to be going awry in the engagement tie back to a gap in the coaching agreement with the client.

# Business and People Development



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