

Coaching the Person, Not the Problem:

How to Ensure Changes Last Even in Difficult Times

With Marcia Reynolds, PsyD, MCC



What is the Most Important Skill When Coaching a Person to Solve a Problem?



The emotions you radiate with your presence is more important than your words.

Let's start here....

Recall someone who prompted you to
change your behavior forever.



What did they do that inspired you to change?



We change when we feel the emotions behind their words.

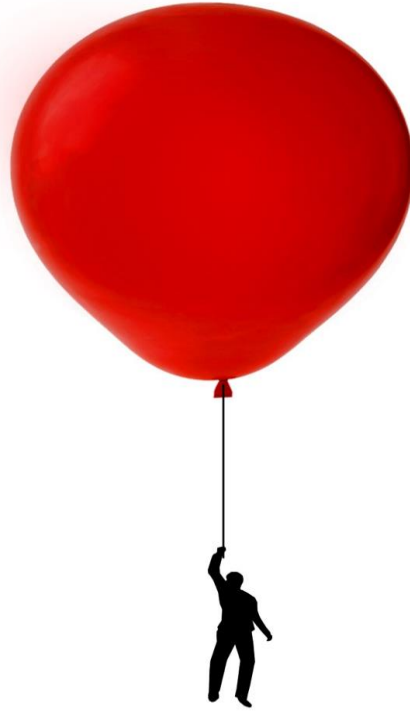


I felt the person...

Believed in Me

Wanted to See *Me* Grow

Everyone wants to feel
seen, understood, and
valued even when they
don't believe in
themselves or their future.



Their spirit will be uplifted
with your presence more
than your words.





same and done con
She needs to improve
Control in relation to her talking

Term

TEACHER'S COMMENTS

1st Term

2nd Term

Doesn't she love everyone?



What is the great value that coaches provide?

We see people.

They trust enough to break through the mental structures to safely identify who they can be to achieve their desires.

With clarity and confidence, they commit to creating a new reality.

Remember - this is your value and the gift you offer when coaching.

The Magic of Coaching - We Liberate Imagination

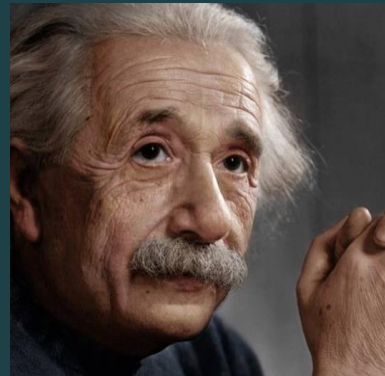
People usually don't change even
when they know they should.

The brain avoids "not knowing."
Between letting go and seeing
what else is possible is a foggy,
unmarked path.

The brain chooses to stay home.

***"We are what we
believe. We find what
we go looking for."***

- Rutger Bregman, author of
*Humankind: A Hopeful
History*



***"Reality is an illusion,
albeit a very
persistent one."***

- Albert Einstein,
theoretical physicist

The brain prefers
self-preservation
over self-
actualization.



“...but this is the
very self that
needs to die for
the future self to
emerge.”

- Rebecca Solnit, *A
Field Guide to
Getting Lost*

HUMANS ARE MASTER RATIONALIZERS

The smarter you are, the
better you are at
rationalizing.

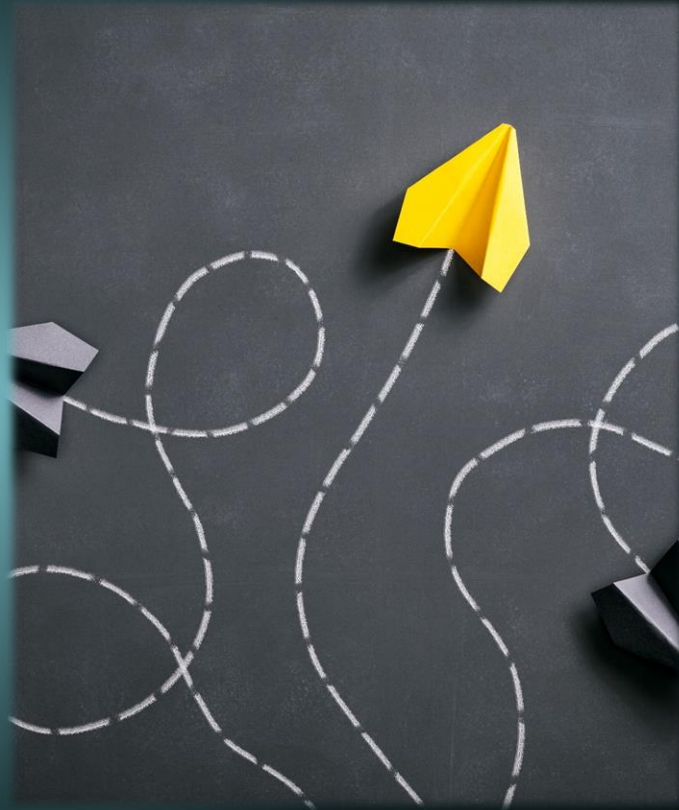


We need “external
thought disruptors”
to embrace other
ways of seeing.

The Distinction of Coaching -

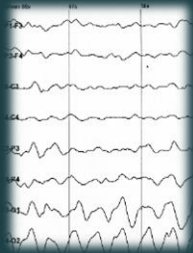
We disrupt and
expand thinking.

It is more fun to be a
trusted THINKING
PARTNER than to know
all the answers!



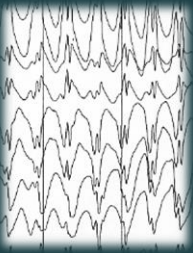
What is the impact and value of coaching?

A study was done with 16 people in April 2022 recording activity in the regions of the brain most associated with problem solving.

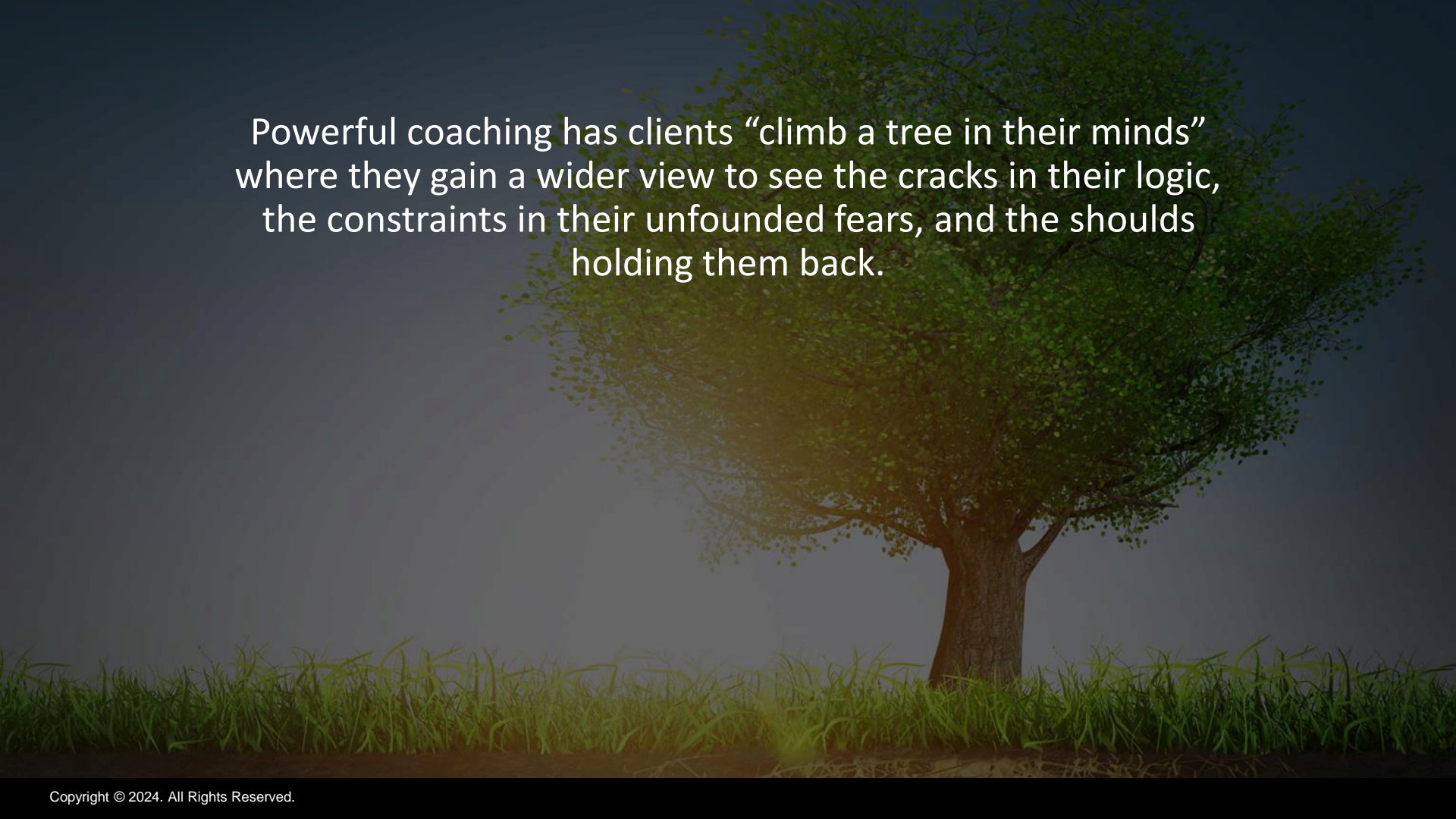


They used three different problem-solving approaches. In addition to monitoring their brain activity, participants had a button to push each time they realized a new idea to resolve their dilemma.

- 1) Solitary sorting – they gave them a quiet, comfortable space to think.
- 2) Mentoring – they were paired with someone to offer opinions and advice.
- 3) Coaching – they were paired with someone using reflections and open-ended questions. This coach approach led to the highest activity in the region of the brain associated with creativity and generated at least double the fresh ideas they were excited to try, increasing their commitment to act.



Bartolomé G., Vuka S., Nadal C. and Blanco E. (2022) "Right cortical activations during generation of creative insights: An electroencephalographic study of coaching." *Frontiers in Education*, 7:753710.




Powerful coaching has clients “climb a tree in their minds” where they gain a wider view to see the cracks in their logic, the constraints in their unfounded fears, and the shoulds holding them back.

Coaching = Creative Insights = Learning



Insight-Based Learning happens at the “**light bulb**” moment of discovery.

Expanded Perspective
of Self and Situation =
Transformation

The background of the slide features a soft-focus image of two hands, palms up, holding a glowing, ethereal orb. The orb is surrounded by a misty, golden light and is set against a dark, deep purple background. Scattered throughout the scene are numerous small, bright, star-like sparkles and bokeh light effects, creating a magical and inspirational atmosphere.

Coaching = Creative Insights = Learning

This can quickly occur when they feel the energy of your compassionate, accepting and appreciative presence with your open head, heart, and gut. Then they will trust going on a journey of coaching with you.

Their brains work best when you trigger
good chemical reactions with your compassionate, clear presence.

They will feel:

Oxytocin: I want to connect with you.

Serotonin: I feel safe and inspired to grow.

Dopamine: I want to see what is possible for me.

COACHING PARTNERSHIP IN A SPONTANEOUS INTERACTION

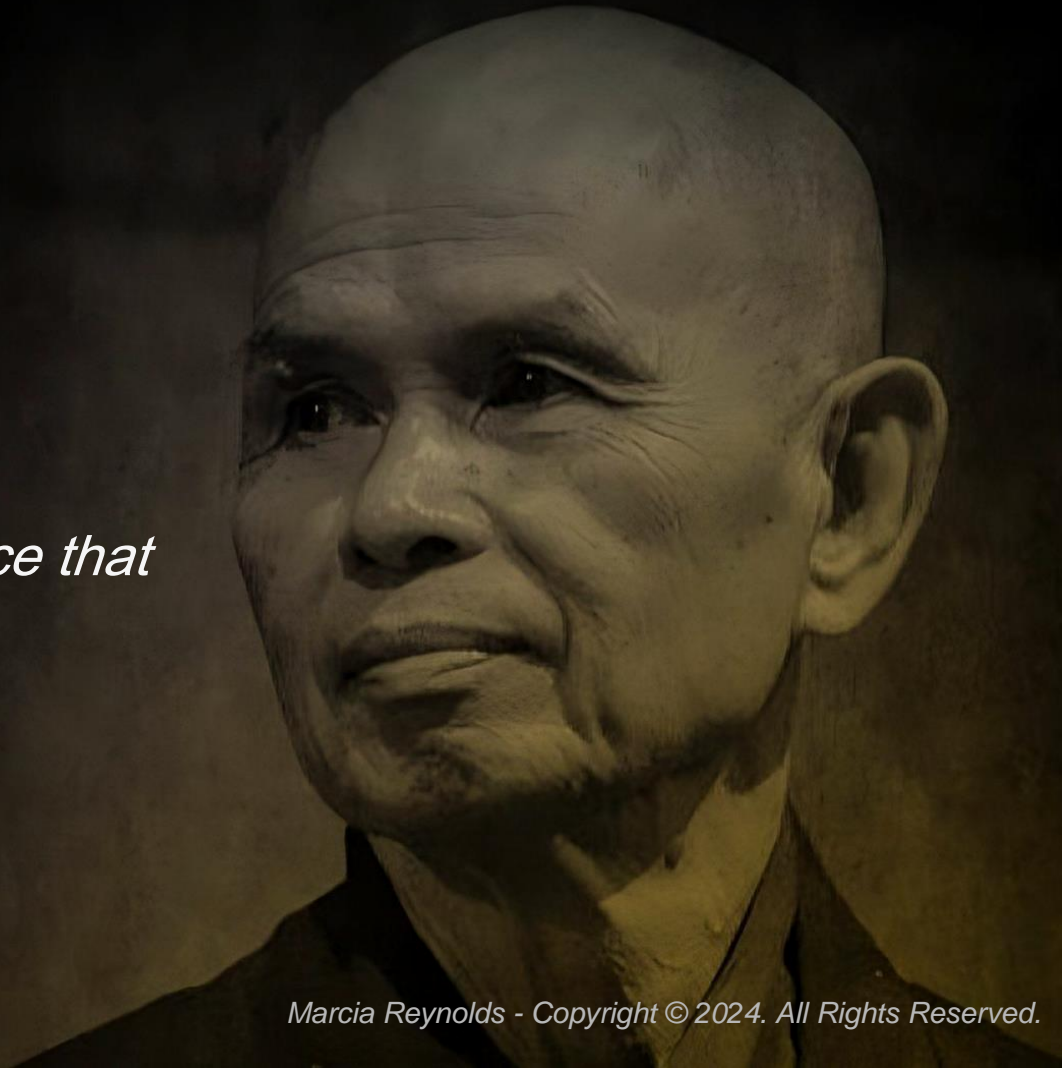
There can be a merging of the minds when you release your worries,
formulas (including a competency checklist),
and the need to know something they should do.

You don't disappear;
your presence is strong yet liberating
with your belief they are creative, resourceful, and whole.

When you feel like making them
feel better or telling them what to
do ...

*“...return to a state of presence that
says, I am here for you.”*


- **Thich Nhat Hanh,**
Buddhist teacher and peace activist



We coach to see the light in
their eyes or the gasp when
they have an insight.

*This collective process and
experience, for both the
coach and client, will be
hard to replicate with AI.*





Where do you start?

Establish and Maintain the Agreement for the Outcome of the Session:

Discover CLEARLY what they want to create or have, then stay on track to get there – unless there is an agreement to change it when they realize there is something more important.

If this isn't clear, you will chase them, get lost, or try to lead them in the direction you think is best.




WHERE DO YOU START?

THE COACHING AGREEMENT - What is the desired outcome of our time together?

Start with the topic or problem.

Listen to their story for what they want instead of what is occurring.

Separate out more than one issue and invite to choose one outcome to work toward.



Then, using their words to confirm what they want, ask questions so you both can **see** the desired outcome...

What will be different if you get what you want?

What do hope to get from making this decision or creating this plan?

What does what you hope to have or change look like?

Who are you in this picture?




Your Superpower - Help Them See Their Thinking

Reflect what you see and hear so clients stop and think about their thinking.

Start with “So you are saying...” or “You got quiet (or loud) when...” or “Just then, when you paused and looked away, you mumbled something, sort of sadly. Would you be willing to share what thought came to mind?”





Start with Hearing Their Story

My Reality

My Identity

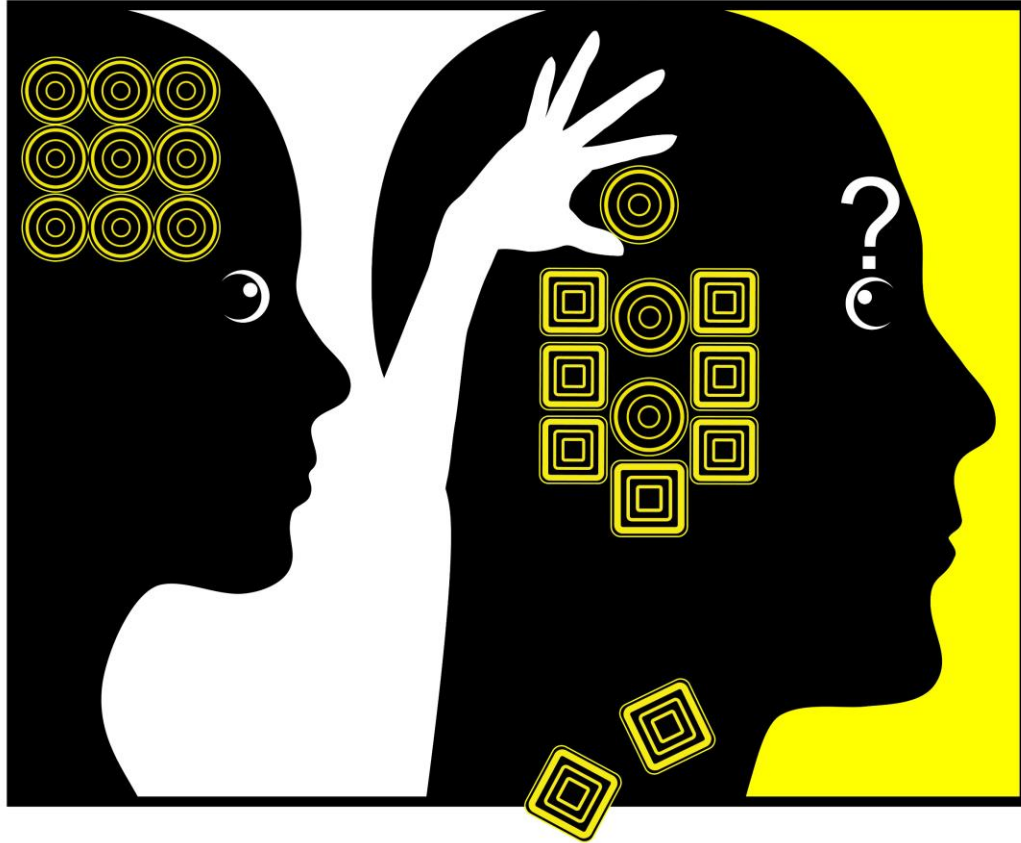
They must first see their
stories to see beyond them –

to reveal what
can be seen in
their world and in
themselves now.

The question you should always be asking...

What is getting in the way of this smart, capable, and resourceful person from seeing a way forward to what they desire to change or create?





Be curious about meaning, inferred beliefs inside their stories, and made-up assumptions about the future before agreeing to what they desire as an outcome.

Use their words when you share what you hear and see.

Let them confirm, explain, or edit what you offer.

DON'T BE AFRAID TO BE WRONG



Ask about emotional/energy shifts.

With intense emotions, sense when the reaction begins to subside. Then ask if they would share what they see now or what thoughts are coming up for them.

You aren't there to help them *feel* better...

You coach them to *see* better.

CATCH THE BREAKTHROUGH

The best time for people to commit to doing something new is the moment there is a slight smile, a gasp, or a pause to think.

Give them a moment to think, and then ask them to share what has come up for them.

Then you can ask how their thoughts relate to the outcome they said they wanted to achieve.

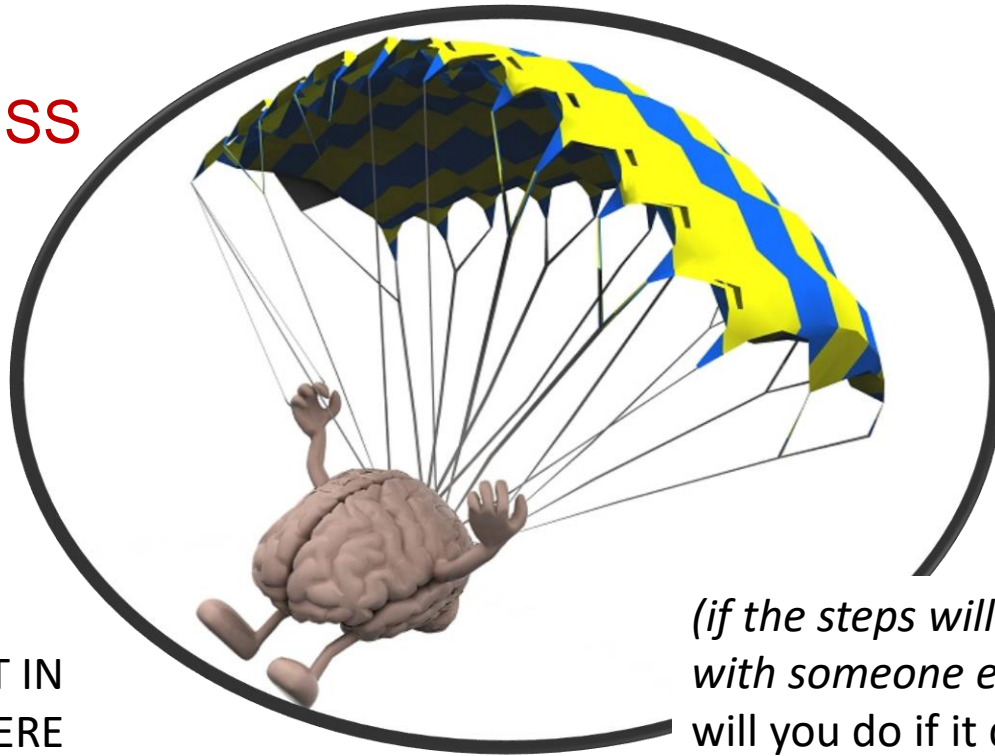


ENSURE PROGRESS

WHAT WILL YOU DO?

BY WHEN?

WHAT COULD GET IN
THE WAY OR IS THERE
ANYTHING YOU NEED?



*(if the steps will be made
with someone else) What
will you do if it doesn't
turn out like you hope it
will?*

Demonstration



How did the coach use her presence to forward the conversation?




Notice the use of reflective statements and closed questions to clarify the outcome.



What did you witness when an insight emerged?



What is your
big question
now?



**Magic can happen when they feel seen,
understood, and special.**

**We are so lucky to be able to
witness the evolving greatness in
others.**

***You are also lucky to have this
wonderful global community that
keeps your passion and purpose
alive.***

Thank You

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