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Leadership

Coaching for Breakthrough Success

Proven Techniques for Making Impossible Dreams Possible

THE SUMMARY IN BRIEF

“At the heart of a great coach is a firm belief that each person is a uniquely valuable individual with distinct giftedness and potential for greatness.”

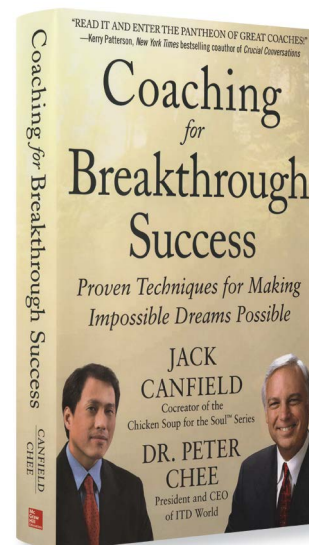
That’s the premise behind this brilliant, empowering guide from Jack Canfield, coauthor of the 125 million-copy-selling *Chicken Soup for the Soul* series, and legendary global leadership development guru and CEO Dr. Peter Chee. Combining time-tested principles of exemplary coaches with the latest disruptive techniques used by the world’s top performing leaders, this step-by-step playbook shows you how to nurture — in yourself and others — the three essential requirements of coaching excellence: heart, mind and energy.

Coaching for Breakthrough Success is packed with stirring personal stories, life-changing case studies, crucial coaching conversations, exemplary coaching questions and ready-to-use tools that equip you to achieve professional mastery in coaching.

This practical manual guides you through the top 30 principles every coach needs to succeed. You’ll learn the six paradigms of Situational Coaching, the ultimate power of Achievers Coaching Techniques, and the tried-and-true secret to making impossible dreams possible.

IN THIS SUMMARY, YOU WILL LEARN:

- How the Coaching Principles (TCP), representing the Heart of a coach, unveil the secret to life-impacting values, beliefs and philosophies that permeate all aspects of great coaching.
- How the Situational Coaching Model (SCM), representing the Mind of a coach, unleashes the genius of a coach to apply the right combination of crucial paradigms in any given coaching challenge.
- How the Achievers Coaching Techniques (ACT), representing the Energy of a coach, can equip you with proven methods that enable you to deliver breakthrough results in coaching.



by Jack Canfield
and Dr. Peter Chee

CONTENTS

The Coaching Spirit: Principles 1-7

Page 2

Relationship and Trust: Principles 8-10

Page 3

Listening and Intuition: Principles 16-20

Page 4

Suggestions and Simplification: Principles 23-24

Page 5

Accountability and Accomplishments: Principles 28-30

Page 6

Practice the Rule of 5

Page 7

THE COMPLETE SUMMARY: COACHING FOR BREAKTHROUGH SUCCESS

by Jack Canfield and Dr. Peter Chee

The authors: Jack Canfield is known as America's #1 Success Coach. He is the author or coauthor of more than 200 books, including the 125 million-copy-selling Chicken Soup for the Soul series with Mark Victor Hansen, *The Success Principles*, *Maximum Confidence*, *Tapping Into Ultimate Success* and *The Power of Focus*. He holds the Guinness World Record for the most books on the *New York Times* Best Seller List, with 60 bestsellers and 11 books that went to number one.

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Introduction

Coaching, in a nutshell, is an empowering process of drawing out solutions from people through effective listening, asking great questions, using feedback, appreciating, and continuously supporting people to take ownership and be accountable for taking action to realize their goals. The heart of a coach, the mind of a coach and the energy of a coach build upon each other and work together to produce the best results in coaching that empower people to achieve breakthrough success and to make their impossible dreams possible. ●

PART I: The Coaching Principles (TCP): The Heart of a Coach

The Coaching Principles (TCP) symbolized by the heart of the coach model form a solid foundation for life, impacting values, beliefs and philosophies that permeate successful coaching relationships.

The Coaching Spirit: Principles 1-7

Developing a great coaching spirit entails believing in human potential, adding value to others, bringing out the best in people, thriving on challenges, and taking opportunities to develop oneself, not just to coach others.

In order to be a highly effective coach, you need to make believing in people, yourself and your mission one of your top priorities. When you have strong faith and belief in the potential of the people you coach, it lifts their talent and inspires them. When you believe in your own potential as a great coach, you lift your own talent and motivation. When the people whom you coach believe in your potential, it lifts their talent and motivation to be coached. The more you believe in people's potential, the more reason they will give you to believe in them.

Adding Value to Others

Great coaches understand that fulfillment comes from adding value to others. Coaches add value to people by helping them to find satisfaction in (1) achieving goals, (2) overcoming problems, (3) learning and developing, (4) installing new beliefs and habits, and (5) experiencing fulfillment in their work and lives by uplifting others. Positive emotions of true fulfillment tend to come most strongly as a result of hard work and sacrifice in the service of an end that is bigger than yourself.

One way to add value is to bring out the best in people and let them lead. A coach uses effective listening and asks the right questions to draw out solutions that lie within his or her clients. Let people lead themselves and make their own decisions, rather than providing the answers. When you stop wanting to control people, you begin to



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Summary: COACHING FOR BREAKTHROUGH SUCCESS

empower them to take responsibility for their choices and actions. Empowerment means people have the freedom to decide and to act. It also means they are accountable for the results. Coaching is about helping people realize their *own* inner wisdom and release the talent and strengths that lie within them.

Use positive influence to energize people so that they collaborate with you because they want to, not because they have to. Some strategies for using relational influence to lead, rather than positional authority, include establishing a caring and trusting relationship with the client and championing their agenda; being a good listener, showing interest and asking great questions; providing useful feedback and suggestions; providing continuous support and encouragement, acknowledging progress and showing appreciation; and helping them discover and focus on their talent and strength. Coaches must guide people to find their *own* solutions.

Thrive on Challenges

When you coach, you will inevitably come face to face with adversity. To thrive on the many coaching challenges that pop up, you need to approach coaching with the right attitude. Every problem is an opportunity to learn and rise higher. Don't take things personally, and don't let problems drag you down. Take a flexible approach. Each situation you face as a coach is unique and cannot be treated with a formula solution.

Also remember that the lack of challenge is never good for a coaching relationship. Coaches need to ensure that their assignments pose strong enough challenges to the client so as to stretch them to grow.

And as clients grow, so do coaches. Before we coach, we learn, we prepare and we reflect on how we can be an effective coach. During the coaching session, we gain hands-on experience and practice coaching skills and techniques. After coaching, we reflect on what transpired and what went well, what didn't, and how we can do better next time. This cycle of learning returns over and over again. Growing others and growing ourselves goes hand in hand.

You yourself must receive coaching so you can be a shining example of the power of coaching. *The greatest enemy of learning is thinking that you already know.* It keeps you from seeking new information and expanding. When pride sets in, people think they already know it all; they close their minds to new ideas and valuable feedback and are not willing to admit their mistakes. Such people do not make very effective coaches. The best way to master coaching is to observe how good coaching is done, to

practice good coaching, and to constantly gain experience from being coached by a good coach. ●

Relationship and Trust: Principles 8-10

Principles 8-10 form the foundation upon which coaching conversations are built: maintaining authentic rapport and humor, touching hearts with care and sincerity, and practicing integrity and building trust.

Maintain Authentic Rapport and Humor

The coach and the client need to relate well, feel comfortable with one another's presence and find common ground. The first step in developing this kind of relationship is building rapport. A well-developed sense of humor can generate hope and optimism, improve overall mood states, and ignite joy and laughter. But you must be sincere and acting in the best interest of the client, not driven by self-interest. If people understand your true intention is to connect with them and laugh with them, this will reduce their tension, help them relax, and allow them to come up with better and more creative solutions.

To engage people and influence them, we must touch their hearts. When we care, we feel an authentic desire for goodwill and happiness for another person, a genuine concern for their well-being, and a true feeling of sincerity, openness and understanding. Although you may be nodding in agreement with what the client is saying or asking a question to clarify his understanding, a client can still sense whether these actions are something mechanical and contrived or something sincere and from the heart. Leave your agenda at the door, and focus on the client's agenda and growth.

Practice Integrity and Build Trust

Integrity is the inner sense of "wholeness" deriving from qualities such as truthfulness and consistency of character, actions, principles and values. Men and women who are imbued with integrity stand for something, make and keep commitments to themselves and others and remain open. They "walk the talk" — their actions are consistent with their words. Time and again, this may require courage and conviction. The power of integrity in coaching is the result of a relationship that is transparent. When we practice this kind of communication with our client, we become a role model for them to do the same. Trust is a relationship of reliance: the coach relies on the client, and the client relies on the coach. ●

Asking Questions and Curiosity: Principles 11-15

The principles focused on curiosity and asking the right types of questions can help to ignite the coaching spirit, empower clients and create buy-in.

Curiosity nurtures your innate drive to explore and discover better ways of being and acting that lead to more desirable outcomes in your coaching sessions. As a coach, acknowledge that you do not have all the answers the client is seeking. You are expected to ask great questions and be an effective listener to draw out the answers that lie within the person you are coaching. But if you're not really interested, your listening will lack depth and the questions you ask will be superficial. As you ask better questions and listen more deeply, you help people find more ingenious solutions. Your authentic curiosity helps to spark *their* innate curiosity.

Ask Questions that Empower and Create Buy-In

By asking the right questions, you can establish a strong sense of empowerment and buy-in with the people you coach. Questions that empower raise your clients' self-esteem by demonstrating your confidence in their capability and potential. When the questions you ask reflect your interest about their strengths and their passions, their achievements, and the reasons that drive them to succeed, you begin to draw the best from them. This is what truly empowers them.

When people feel a sense of ownership for the solutions and action steps that arise from the coaching conversation, they become more motivated to take those actions. If they seem reluctant to commit to action steps and target dates, ask more questions that generate empowerment and buy-in. When you ask people for their views on things that really matter to them, you are sending them an empowering message that says they are capable of coming up with great ideas and that you have faith in their ability to do that.

Some coaches try to follow the question-asking mode without realizing they are still giving people advice and indirectly instructing their clients, albeit in the form of a question. Advice-oriented questions are usually disempowering for people. Instead of trying to solve your clients' problem in your mind and formulating an advice-oriented question, leave it to the people you coach to find their *own* answers. Have faith in them and ask effective coaching questions with a curious mind. When you find yourself wanting to give unsolicited advice, check your own motives and emotions.

Powerful Questions Release Solutions

To ask powerful questions, you have to be curious and courageous on the client's behalf. The art of asking powerful questions comes from knowing the right direction to take them, having the right intentions, using the right questions and asking them in the right way, asking them about the right person and asking at the right time. Questions you need to ask others and yourself are

1. "Where are we going?"
2. "Why do we need to ask the question?"
3. "What type of question and what do we ask about?"
4. "Which question do we ask?"
5. "How should we ask?"
6. "Who should we ask?"
7. "When do we ask?"

A question is powerful when it is simple, easy-to-understand, and cuts directly to the heart of the issue. Some common mistakes include asking misplaced, distracted, repetitive, disruptive, meandering and mismatched questions. With lots of practice over time, you will know better how to ask great questions that evoke self-discovery and release creative and effective solutions. ●

Listening and Intuition: Principles 16-20

In the workplace, telling others what to do is the command-and-control style of management. On the surface, it seems efficient. Telling is a direct and, at times, fast way to get things done; however, *telling results in compliance rather than commitment from others.*

Too much telling and not enough listening can also short-circuit your effectiveness as a coach. Coaching is not about telling people what to do or providing simple answers or solutions to their questions or problems. Instead, coaching uses the Socratic method of helping people discover the answers for themselves. The assumption of coaching is that clients know best, even if they don't know they know it. Let them do most of the thinking and find their own solutions.

Listening and Its Importance

Listening is an intellectual and emotional act. Effective listening is an active rather than a passive activity. The key to effective listening is to turn off the focus on ourselves and place it on the other person. We need to listen more and talk less. That is the attitude and the practice that is required of a good coach and leader.

Summary: COACHING FOR BREAKTHROUGH SUCCESS

Listening positively lessens arguments, reduces stress and shows others that we care. When someone cares enough to listen to what we have to say, we feel appreciated and important. When people do not listen to us, we feel ignored, misunderstood, alone and insignificant.

In order to listen to someone, you have to be present. Being present with someone means being on his agenda, available to interact with him, able to let him know you understand his situation, challenges, resistance and fears. For coach and client to hold one another mutually accountable in a coaching session, the coach must be present not just physically but mentally and emotionally. Your mind cannot be somewhere else. Remove distractions from the environment, and turn off your inner dialogue. Take time before each conversation to relax and clear your mind of any other issues not pertaining to the coaching, and get ready to fully focus.

Avoid Jumping to Premature Conclusions, and Be Impartial

Jumping to premature conclusions means to judge or decide something without having all the facts, to reach unwarranted conclusions. When we listen to our client and think we already know the outcome, our interest is affected. We may find ourselves selectively listening only to the things we want to in order to back up and confirm our assumptions. How do we avoid doing this? The first step is to become aware when we are jumping to premature conclusions. It is better to clarify than to assume. Find out more information that is relevant to the situation before saying or doing anything.

When the coach becomes an impartial and nonjudgmental third-party observer, the perspective he can offer is clear and unobstructed. The coach should resist the temptation to judge the client's actions. One way to do this is to listen with empathy. Empathy is the ability to put one's self in another person's position. To empathize with another person does not mean agreeing or disagreeing. It is trying to see things from the other person's point of view. People know when we have truly and empathically listened. Clients are the experts on their own lives. It is not your place to judge your client or their actions.

Listen Deeply; Use Observation

When you ask great questions, you are able to draw out a lot of valuable data from your client. When that happens, you need to use deep listening, observation and intuition to make sense of crucial information, carry on asking great questions, and use your curiosity until your client discovers new insight. We call this the "Crucial Conversational Process."

Deep listening means listening to understand what the client is really saying, then being able to identify what is really important to them. Good coaches listen for what is significant. For example, you listen for underlying thought patterns, habits, critical incidents, competencies, strengths, weaknesses, beliefs and values.

Observation is the process of filtering sensory information through the thought process. The coach observes the gesture, tone, hesitation, choice of words, body language, motion, innuendo and tactics in listening to what people are saying. The coach listens not only with his ears but with his eyes and other senses to collect information. The coach gets a sense of what is going on, what is said and what is not said, and uses that to ask further without judging or jumping to any conclusion.

As coaches we need to practice and hone our ability to observe, to notice even subtle clues to what might be happening inside our clients' heads. ●

Feedback and Awareness: Principles 21-22

Feedback on whether the client is "on course" or "off course" based on his objectives is extremely valuable. Feedback, followed by a question, helps the client find his own solution. After the feedback is given, allow the client to address it, rather than giving a lot of suggestions. When a client asks for feedback and needs it, you can share your honest reaction with them. When the client doesn't ask for feedback but he needs it, you should find the best way and time to give it. Great coaches know when to seize a teachable moment to give feedback in the form of a statement followed by a question.

When people are not aware of what is limiting their progress and happiness, they are oblivious to what needs to change; when they are in a state of denial, they will *resist* change. An effective coach works with her clients to create awareness and acceptance so that they embrace and initiate change willingly without needing to be coerced. When you help your clients know themselves better, it also helps them better manage their thoughts, emotions and behavior. ●

Suggestions and Simplification: Principles 23-24

There are times when your well-intended suggestions may not turn out to be suitable or helpful to the client. Instead of giving advice, after getting consent, offer sug-

Summary: COACHING FOR BREAKTHROUGH SUCCESS

gestions. Leave it to the client to consider what he would like to do about it. The act of getting consent shows respect and a belief in the capability of the people you coach. Coaching prioritizes buy-in and motivation over giving people the right solution.

When we simplify, we get the most important things done on time. We experience clarity of thought and happy, stress-free living. One of the very important roles of the coach is to help people see through the fog that makes it hard for them to see things objectively. In coaching, it's about getting to the core of the issue, the gist of the discussion that is most important, the critical actions to be taken, and the end result that the client is looking for. ●

Goals and Action Plans: Principles 25-27

One of your key roles as a coach is to take people through an effective goal-setting process while letting them decide on the goals they are motivated to pursue. *You are not responsible for setting their goals.* Your role is to support them in clarifying their real needs and desires.

Help your clients to create goals that are specific and measurable, with a clear timeline for completion. The goals should be achievable and yet challenging enough, and they should enable the client to grow and develop in the process of working toward them.

Once the overall goals of the person you are coaching have been clearly identified, work to help them identify the main strategies they will employ to meet the goals. Follow this by identifying more specific action steps and tactics for each strategy. Breaking a goal down into the action steps that need to be taken helps people clarify the things that need to be done. Without a plan of action, the coaching relationship would lack direction and accountability. Develop action steps gradually. Constantly review and update plans as needed.

Keep Score of Goals and Action Steps

In the process of coaching, we need to help our clients create and use a scorecard. This will serve as a guide to show how close or far they are from accomplishing their goal, what steps are to be taken and what has been accomplished. Reviewing and visualizing past accomplishments as victories gives a boost to a client's self-esteem and motivation. When people do better than expected or are on target, celebrate with them, and challenge them to see if they want to aim even higher. When their scorecard shows

that they have fallen short of their target, review their goals and action steps with them, and focus on helping them find their own solutions. ●

Accountability and Accomplishments: Principles 28-30

Sometimes when people begin to take action toward realizing their goals and objectives, they realize that the amount of effort and sacrifice to get what they want is much more than they had anticipated. Coaching enables people to sustain change and achieve more because it offers a support system that keeps the client motivated and on track. Help your clients come up with their own support structures rather than telling them what to do. Forms of support structures can include follow-up emails, phone calls, written progress reports, using planners to schedule tasks and reminders, and celebrating the completion of tasks that mark milestones with family, friends and coworkers.

Accountability Drives Accomplishments

People who have been well coached become responsible and committed to execute what they've agreed to and capable of accomplishing much more than previously. Constant follow-up by the coach and an accountability partner helps ensure people are kept on track. Getting regular progress reports from your client keeps them responsible and serious about getting things done. Keep an updated list of goals and action steps from your client, and ask them to review and update it with you on a consistent basis.

A great coach never misses the opportunity to appreciate people for giving good answers to the coaching questions, for making progress, and for their efforts to improve and learn. You don't have to wait until people accomplish their entire goal to acknowledge them. Do it sincerely and often as people make notable advancement in improving themselves and completing their tasks. Be a cheerleader and a huge fan of your clients' successes. Reinforce their achievements in a way that they might not do for themselves. ●

PART II: Situational Coaching Model (SCM): The Mind of a Coach

While the Coaching Principles (TCP) develop the heart of a coach, the Situational Coaching Model (SCM) pertains to the *mind of a coach*. It consists of six crucial paradigms that a coach can use in a flexible manner to navigate a coaching conversation, shifting smoothly from

Summary: COACHING FOR BREAKTHROUGH SUCCESS

one paradigm to another so as to best meet the needs of the client and the situation.

- **Goals Paradigm: Where are you going? What have you accomplished?** The Goals Paradigm ensures motivation, clarity and focus on goals so as to enable your client to achieve their desired results. When you shift into this paradigm, you focus your conversation on your client's goals: what they want out of a particular coaching conversation and what they want from the coaching relationship as a whole. You ask questions designed to get the client to clearly articulate their dreams and goals. In subsequent conversations, you must shift into this paradigm to review your client's goals and the progress he has made from the last conversation.
- **Exploration Paradigm: How are you going to get there? What else do you need to consider?** People need help from coaches to engage in creative and "big picture" thinking to capture a wider range of good and innovative ideas that can enable them to achieve better results in a shorter time. Allow the people you coach to explore different perspectives and viewpoints and work out the implications of their goals and actions. Be very open to stimulate out-of-the-box thinking and maximum creativity from your client. Ask for outrageous and disruptive ideas; it is often from here that the most innovative ideas emerge.
- **Analysis Paradigm: Where are you now? What is the best way of getting there?** After exploring ideas and options and listening for what is significant, identify the ones that are most important to your clients and would produce the best outcomes for them. You need to work with your client on selecting the best ideas and then more thoroughly evaluating those. Identify their current status so as to be firmly grounded in the reality of where the client is versus where he or she wants to be.
- **Releasing Paradigm: How do you feel? How can you feel better?** Remember: *Coaching is not about fixing people*. It's about helping them help themselves. In this paradigm, you focus on being present, listening, caring and understanding. You ask questions to get the client to articulate her feelings and emotions related to issues she is facing. This allows her to talk about and release any psychological pain that has been building up. You are lightening her burden and uplifting her spirits.
- **Decision Paradigm: Which path are you taking?** In this paradigm, you work with your clients so that they can make the best decision for execution. If they are ready, then move forward with them. If your clients are not ready to decide, you need to ask more questions to find out why. Shift to another paradigm

Practice the Rule of 5

Ron Scolastico, a wonderful teacher, once told us, "If you would go every day to a very large tree and take five swings at it with a very sharp axe, eventually, no matter how large the tree, it would have to come down." How very simple and how very true! Out of that we developed what we call the Rule of 5. This simply means that every day, we do five specific things that will move our goal toward completion. Ask questions to assist your clients to come up with the five most important things that they would like to focus on daily to realize their dreams. Then find ways to motivate them to put that into action. Help them stay accountable to establish a habit of disciplined execution.

as necessary, and come back to this paradigm when appropriate.

- **Action Paradigm: What action steps do you need to take? By when?** Asking questions to get your client to come up with action plans — specific steps, priorities and a timeline to establish accountability and a commitment for action — is the focus of this paradigm. The coach should not coerce a client to come up with action steps when the client isn't really ready to do so. When this is the case, shift to the other appropriate paradigms depending on the situation, and then come back to this paradigm.

The Situational Coaching Model (SCM) is designed to be flexible enough to be effectively applied to any coaching challenge. Even though there seems to be a logical sequence to the flow of the six paradigms of situational coaching, coaching conversations are more complex than many people realize. No one best configuration fits all coaching conversations. Effective coaches know how to navigate through a coaching conversation by shifting smoothly from one paradigm to another. ●

PART III: Achievers Coaching Techniques (ACT): The Energy of a Coach

The Achievers Coaching Techniques (ACT) are symbolized by the *energy of a coach*, which resonates within eight key themes that will facilitate your effectiveness as a coach.

- **Taking Full Responsibility for Results:** If people don't like their outcomes, they need to change their responses. People have control over three main things

Summary: COACHING FOR BREAKTHROUGH SUCCESS

in their lives — the thoughts they think, the images they visualize, and the actions they take (their behavior). How they use these three things determines the outcomes they will experience. Use the coaching process to empower people to want to change. Then support them in order to make the change happen.

- **Building Self-Esteem and Removing Roadblocks:** Acknowledging successes in the past will give you the self-confidence that you can have more such victories in the future. By writing down your successes each day or week, you log them into your long-term memory. This enhances your self-esteem and builds your self-confidence. You can learn how to identify those beliefs that are limiting you and then replace them with positive ones that support your success.
- **Clarifying Your Life Purpose and Vision:** When people are clear about their purpose of being in this world, their life takes on a higher meaning. The process of discovering your life purpose means identifying your talents and strengths, then figuring out the best ways you can use them to add value and serve your family, community and the world. Keep your clients accountable for doing the things that are important in their life that for some reason they keep procrastinating.
- **Setting Effective Goals:** Start by making an “I Want” list. After choosing the goals, take the goal-setting process further by making sure their goals are effectively set. Use the SMARTTEST mnemonic criteria: goals that are **S**pecific, **M**easurable, **A**ttainable, **R**elevant, **T**ime-bound, **E**ngaging, **S**atisfying and **T**eam-based. Set what we call a “breakthrough goal” that would represent a quantum leap for the client and his career.
- **Visualizing and Affirming Desired Outcomes:** Focus on thinking, talking and writing about the reality you want to create. Flood your subconscious with thoughts and images of this new reality. Think of all your goals as already complete. For example, an affirmation describes a goal in its completed state: “I am celebrating feeling light and alive at my perfect body weight of 125 pounds.” When you visualize your goals as already complete for at least 30 days in a row, it creates a conflict in your subconscious mind between what you are visualizing and what you are currently experiencing. Your subconscious mind tries to resolve that conflict by turning your current reality into the new, more exciting vision.
- **Planning for Action and Taking Massive Action:** When you accomplish your toughest task early in the day, it sets the tone. It creates momentum and builds

your confidence. Another valuable technique for creating an action plan for the goals is the mind-mapping process. It starts with a central theme, then branches out to encompass ideas, notes, images, tasks. Using mind maps can help identify and understand the structure of the client’s goal and the way pieces of information fit together to form the action plan.

- **Using Feedback, Learning and Perseverance to Your Advantage:** Most people don’t ask for corrective feedback because they are afraid of what they are going to hear. But once you know the truth, you can do something about it. When you study the feedback you get, you’ll start to see a series of patterns. Make a list, and next to each item, write an action step you can take to get back on course.
- **Using the Law of Attraction and Celebrating Success:** The essence of applying the Law of Attraction is to think, imagine, feel, act and focus on what you want, and attract more of that into your life. The universe responds to whatever energy you are creating and gives you more of the same. Rewards are also important. A big part of creating more success in your life is rewarding yourself when you succeed. You don’t feel complete until you’ve been acknowledged.

Coaching works best by focusing people on the positive emotional attractors of goals and dreams rather than on negative emotional attractors such as correcting what is wrong in people. Effective coaching takes place in the domain of achievement, not in the domain of therapy. The people whom you coach need to reconnect with their most heartfelt dreams and passions and align their daily actions with them. Coaching is the ultimate self-development and growth experience. It’s about expanding people’s capacity to produce extraordinary results and to make their impossible dreams possible. ●

RECOMMENDED READING LIST

If you liked *Coaching for Breakthrough Success*, you’ll also like:

1. ***You Already Know How to Be Great* by Rebecca R. Merrill and Alan Fine.** Fine reveals his simple and proven approach to achieving breakthrough performance through an amazing process called G.R.O.W. (Goal, Reality, Options, Way Forward).
2. ***The Next Level* by Scott Eblin.** For every rising executive, Eblin’s practical coaching — interwoven with frank mentoring advice from top executives — is invaluable in achieving success at the next level.
3. ***The Coaching Manager* by Joseph R. Weintraub and James M. Hunt.** Weintraub and Hunt’s model encourages employees to take greater responsibility for their learning and development while forging a healthy relationship between manager and employee.