

An EXCERPT FROM

**Triple Impact Coaching
Use-of-Self In the Coaching Process**

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Bingham House Books
Columbia, Maryland
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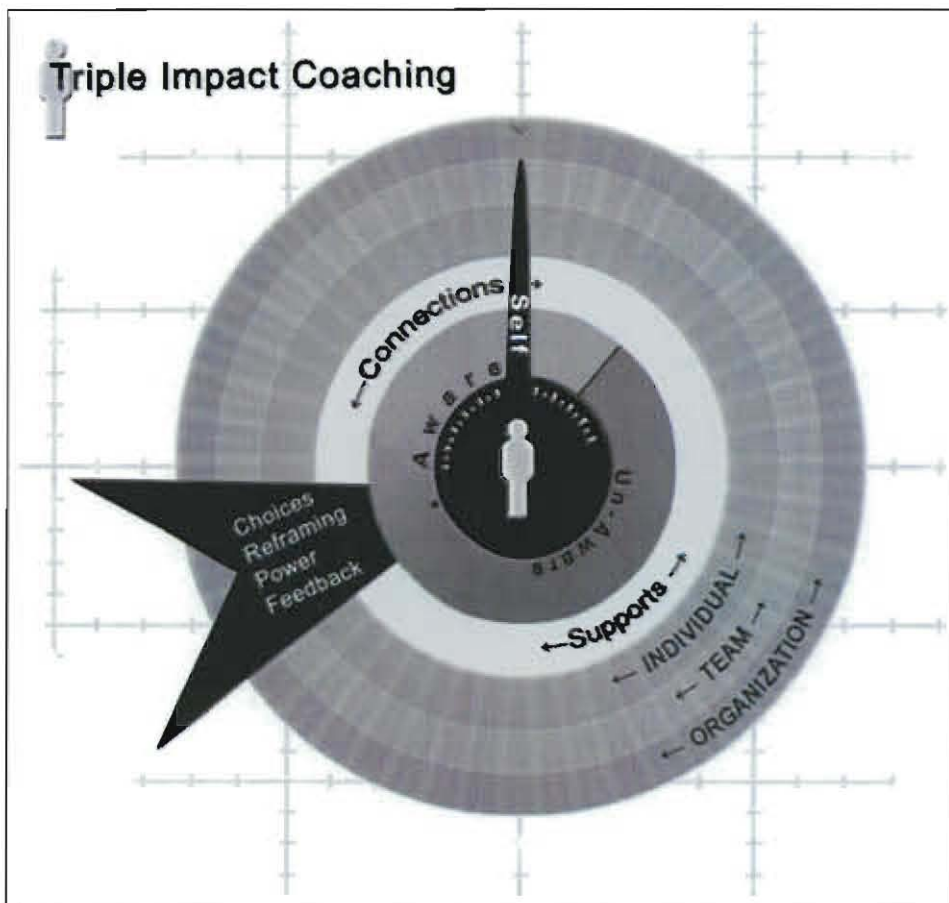
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Triple Impact Coaching

Chapter 1: Introducing *Use-of-Self* Theory and Application

Triple Impact Coaching is a cascading of coaching from you, the coach, to your clients, and from the clients to their colleagues. Since it begins with you, as the coach, it is essential that you understand your own conscious *Use-of-Self*.

You may find the term Conscious *Use-of-Self* awkward at first. We encourage you to stick with it while you read along. As you become more familiar with the term and its concepts, we are confident that you will find it a useful way to think about how you work and interact with others.



Triple Impact Coaching Model Overview

The graphic we use to describe our Triple Impact Coaching Model resembles a speedometer. Speedometers are instruments that calculate the rate of speed and distance traveled. Most of us use speedometers in our daily lives, in our cars and on our treadmills, relying on them for information that helps us attain, maintain or adjust our speed to achieve our desired performance.

At the core of Triple Impact Coaching is the *Use-of-Self*, the driver or the runner. Coaching begins with developing an awareness of your own Self. It focuses on helping you to move from being unaware to being aware so that you can make informed, intentional, conscious *Use-of-Self* choices that may result in the achievement of your desired performance.

As the graphic indicates, Triple Impact Coaching takes into account your connection to your unique context, situation or circumstance. For instance, in order to coach someone within an organization, it is important to understand an individual's motivation for change, objectives, strengths, learning opportunities, supports, company priorities and team objectives to fully understand their challenges and coaching opportunities.

The speed and effectiveness of your performance can be enhanced with the right supports. Supports come in a variety of shapes and sizes. We help people explore and understand how they use their supports so that they can be confident when taking the steps to effect change and sustain those changes to achieve their desired performance.

The dial on the speedometer in our graphic features the four key

technologies: choices, reframing, power and feedback to help you achieve and sustain your desired performance. We will explain each technology in Part 2 and provide exercises to help you and the people you coach.

Triple Impact Coaching is a cascading or layered approach. Working with individuals, teams and the organization enhances the potential for the adoption and retention of the desired changes that can occur at each level. We will illustrate how this works in more detail in Part 3: Coaching In Action.

You might want to consider the following questions as you embark on this coaching journey. What is your desired performance? Where are you starting from? Where do you want and need to be? What do you need to help you accelerate your performance? Are you in overdrive and do you need to slow down? Is your team aligned with your approach? What do you need to do differently as you coach others to adjust their dials? What do you need to know about the organization and its context to effectively coach others so that you can be aligned to achieve your overall organizational performance?

We will now explain each component of this unique coaching model.

What is *Use-of-Self*?

As we have mentioned, *Use-of-Self* is the core of our coaching model. *Use-of-Self* is all about you, learning about yourself in action. Most of us live our lives with little awareness of how we use ourselves. We do what comes automatically, while focusing on the work and not the impact of our choices or actions. *Use-of-Self* focuses on understanding our beliefs, assumptions, perceptions and actions and how they impact our interactions with others. Awareness of these

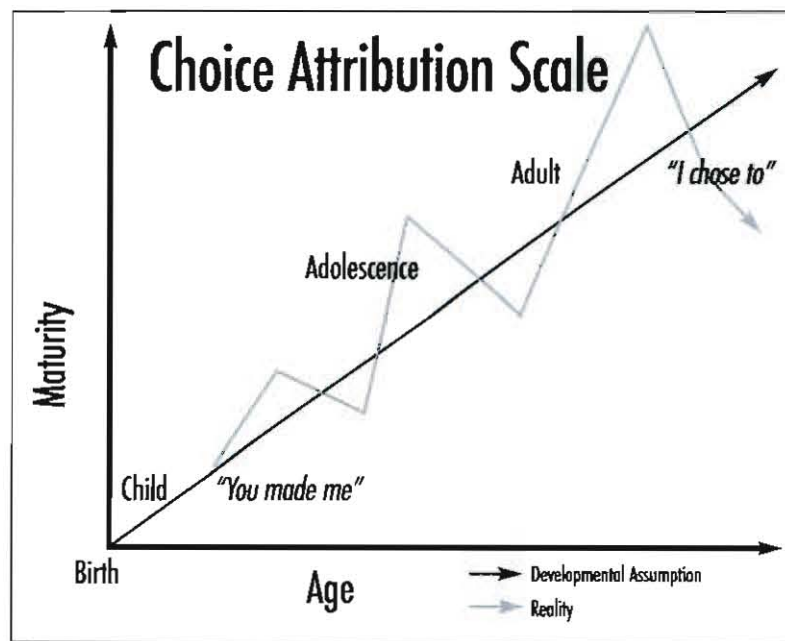
aspects of ourselves enables us to make better choices about how we interact with others. We believe we have control of the choices we make. We choose to act or not to act. We also choose how we act. *Use-of-Self* is a competency that leads you to be more aware, conscious, and choiceful with your actions and intentions.

What do we mean by Aware and Unaware *Use-of-Self*?

Conscious *Use-of-Self* is intentional and self-aware. When we behave in a way that is routine and reactive we are unaware, on automatic. When we are aware, we are conscious, in tune to what we are doing in the moment. We are consciously aware of information, our behavior and actions as we experience them. As a result, we are better able to make conscious, intentional choices. In both situations we are taking in information from our environment and making choices. When we are unaware, on automatic, the information enters our system and we respond without even thinking about it or our response to it. Being unaware, on automatic, as we react gives us the illusion that we don't have a choice. We often fail to recognize that even on automatic we are the ones making the choices, even if we have chosen to abandon our control of those choices.

Think of how you use yourself when your cell phone rings during the middle of a conversation. Do you immediately answer it without thinking, or do you pay attention to the choices you might have about your response? On automatic, you would answer the phone without thinking. Alternatively, your Conscious *Use-of-Self* may take into account where you were in the conversation, your observations about other people's reactions, your feelings about answering the phone, and ultimately your decision to answer it or not. By consciously considering your choices you are more purposeful with your actions. Why are we so often unaware, on automatic? How did we learn to

look outside of ourselves for our reactions and responses? Our learning began early, innocently, as children when we really were not in control of our choices. Adults made most of our choices for us, and we often blamed these adults for our reactions and our responses. As we matured, we began to make our own choices. Consequently, even though as adults we are more than capable of making our own choices, we still revert to the child-like behavior that we are familiar with and give the control of our choices to others. The automatic reflexes and responses built into us by our socialization and our upbringing come so naturally and easily that we are unaware of the possibility of retaining control of our choices. However, knowing that, we revert to old behaviors and patterns. It is possible to become aware of when we do that, either by choice or because we have gone on automatic, and understand that we really do have a choice. Underlying our automatic responses are belief systems that may or may not be outdated and may need to be retrieved and reexamined.



It makes sense that, as a child, we are told to do things by adults and have reactions to these requests, orders, and demands. It also makes sense to blame these adults for their control over our lives. However, as an adult, we can take responsibility for what we do, and have control over our reactions that are available to us, and make choices that were not available to us as children.

It is very difficult to stay in our adult self all the time, so we often go to the child in us, and feel that we don't have a choice and that others are controlling our choices, and then blame the others for the choices they are making for us.

If we are aware when we choose to be in control, accountable, and when we choose to give the control to others, we can understand better when we are coming from our adult self or from our child self. Both are available to us, as choices, but the child self tends to be more automatic.

Moving Toward A Conscious *Use-of-Self*

Conscious *Use-of-Self* is a complex set of behaviors that takes more time and effort than operating on automatic. It is a mindset of continuous learning. It involves discovering, examining and updating our belief systems, being engaged and connected to others. It requires being open to observation, feedback, exploration, action and reflection. We need to keep in touch with what is happening inside and outside of ourselves, slow down the reaction process to permit ourselves to understand our choices, and then monitor ourselves against our intentions and reactions. Working on *Use-of-Self* will seem awkward and time consuming at first, but once it is on your speedometer you will see that it becomes a way of life.

Part 1: Coaching and Use-of-Self

By understanding and consciously, intentionally using ourselves, we will be able to choose our reactions and intentions in the coaching process. The story that begins on page 32, “Knowing when to Step In and Step Out,” provides an example of how important conscious *Use-of-Self* can be to the coaching effort. Once we understand ourselves and can consciously choose how we want to react and respond to a given situation, we will be able to coach our clients, employees and others to use themselves more consciously and intentionally.

Conscious *Use-of-Self* is a way of approaching life that leads to increased awareness of one’s unique gifts and the capacity to influence others, and to be influenced by others. We believe that Conscious *Use-of-Self* is a necessary competency for people in positions where they are coaching and empowering others to act.

The following Choices Awareness Matrix is a useful tool to help you understand your *Use-of-Self* in making choices.

Choice Awareness Matrix

<u>AWARENESS</u>	<u>CHOICE ATTRIBUTED TO SELF</u>	<u>CHOICE ATTRIBUTED TO OTHERS</u>
<u>AWARE</u>	ACCOUNTABLE	BLAME
<u>UNAWARE</u>	AUTOMATIC	SOCIETAL INHERITANCE

When we are aware that we are in control of our choices, we can be accountable for what we choose. When we are unaware of the choices we have made, we do it automatically by pattern or habit. When we are aware of the choices, but give control of our choices to others, we blame them. When we are unaware of choosing and do something out of our being unaware, we are acting from our belief system and our socialization. We are coming from our societal inheritance.

One of our favorite phrases is that we can't change others, but we can change ourselves in how we react and adapt to other people. This mindset often creates a different dynamic or outcome.

Developing your *Use-of-Self*

We offer three approaches to develop your conscious *Use-of-Self*:

- 1) Understanding the six Conscious *Use-of-Self* concepts and tools,
- 2) Practicing with our experiences and reflecting on your experiences, and
- 3) Engaging others to support you as you learn about your *Use-of-Self*.

We encourage you to use these approaches for yourself, to inform and support your understanding of your own *Use-of-Self* so that you can coach others. We believe it is very important to have a strong support network of people who will help you to become more aware, conscious and choiceful, especially when you go on automatic. Supports can also help you to become more accountable, whenever you resort to choosing to blame others for your reactions. They also help you to become aware of the ways in which you choose to use your energy to give others the control over your emotions, your thinking and your actions rather than making your own choices that

could put your energy to work for yourself and others in more productive ways. These approaches can also be used with others so they can incorporate them in such a way that they will be able to help others do the same.

The following story illustrates *Use-of-Self* in Triple Impact Coaching.

Knowing When to Step In and When to Step Out

We were facilitating a team exercise (Broken Squares) in a workshop in which participants were required to complete a puzzle as a team. We know from experience that there will come a moment in this exercise when participants will feel frustrated and blocked. This is often a time of great tension and conflict which can take time to resolve. Although we have facilitated this exercise many times, we still get nervous when we arrive at this juncture, worried that – just this once – our group would not finish the task. Our experience went something like this...

“Don’t you think Mary might need a little extra help? Just a push?” Edie asked. “I know we agreed never to interfere with the team when they are doing the exercise, but Mary really looks stumped.”

“What’s going on, Edie?” Beverley asked. “We’ve been through this exercise a hundred times and you’ve never wanted to intervene before. What makes this time different?”

We discussed our choices and the possible impact that our intervening might have on the participant and the team. We explored the possibility that Mary might actually resent Edie’s help. We talked about what Edie was feeling and decided to watch a little longer before leaping to intervene. As we observed, we saw that the team

appeared to be supporting and empowering Mary, so we decided not to intervene. Once the exercise was completed, there was a huge sigh of relief. People are usually glad to be through that part of our workshop. Everyone feels the tension, although the experience is usually powerful and unique for each participant.

We chose to tell the group about how Edie had made a *Conscious Use-of-Self* decision during the exercise to seek help from Beverley. This choice to share was, in itself, another *Use-of-Self* moment — we could have chosen not to talk about our own reactions.

Edie told the group that when she saw Mary struggling with the exercise, seeming very stuck, she remembered a similar event with another group. “One of the puzzle pieces was missing. It was stuck in an envelope, making it impossible for the group to complete the exercise,” Edie recalled. At the end of that session, participants were extremely angry, some felt manipulated or deceived – as they had every right to feel. Edie was fearful of that situation repeating itself.

Edie went on to say that counting the puzzle pieces for the current exercise eased her mind a bit. “I was confident that you had everything you needed to complete the exercise,” she explained. “But, I was still struggling – I really wanted to intervene. Bev, however, was able to convince me that intervening would only disempower Mary and may have left some people with a feeling of unfinished business.”

Mary told us (and the group) that she was glad we did not intervene because the exercise allowed her to work through a dynamic that has hampered her performance at work and in her personal life. “I need more time than other people seem to need to process information,” she said. “This always makes me nervous because I can feel people around me getting impatient. To ease that tension, I tend to give up too

easily or withdraw from the situation. But, I did something different today. I did not withdraw, I stuck with the exercise.”

By deciding to complete the exercise, Mary learned she can access support and learn from watching others when she is stuck. This experience gave her a new sense of pride and competence that she can now transfer to other experiences. She was aware that, although she had the option to quit, she chose to continue. “I would have felt pretty devastated if you had intervened,” she said. “I might have felt that once again I am right to withdraw and let others take over.”

Edie and Bev’s conscious *Use-of-Self* helped them make a deliberate choice to ignore their own discomfort for the good of the team. Their choice, it turned out, was the right one – to have followed their inclinations would have been perceived as a mockery of the level of trust and cooperation that the team had achieved, causing them to experience failure, rather than victory. Their decision to share this choice with the group led to a discussion that deepened all participants’ understanding of the concepts they were studying. Mary’s *Use-of-Self* choice led her to a breakthrough in an area that had been limiting her accomplishments most of her life.

This story illustrates the dilemma that many leaders, managers and coaches face every day. Beverley and Edie needed to understand their own tolerance and comfort level when watching others struggle through a process to complete a task, not much different from when leaders need to delegate, step away and let their teams take over. They also needed to understand how their decisions could potentially impact the success or failure of that struggle. In order to apply *Use-of-Self* principles, Edie needed to be aware of what she was experiencing and willing to stay with the discomfort long enough to understand its cause. Above all, she had to be willing to seek help and

support from Beverley. She was able to discuss her anxiety and impatience as well as the possible consequences of intervening. Together, their conversation helped Edie make a Conscious *Use-of-Self* choice. As coaches, we shared our experience with the team which helped them to understand their own patterns of working with others.

This *Use-of-Self* example began with the first level of impact — Edie's *Use-of-Self*. Her choice had an impact on Mary, enabling her to stay with the exercise and feel empowered to succeed. Edie's transparency during the post-exercise debriefing conversation had a second impact on the team. Everyone learned about their Conscious *Use-of-Self* and how it impacted others, as well as how they can transfer this learning to their other life situations.