

## COACHING SKILLS - DEFINED

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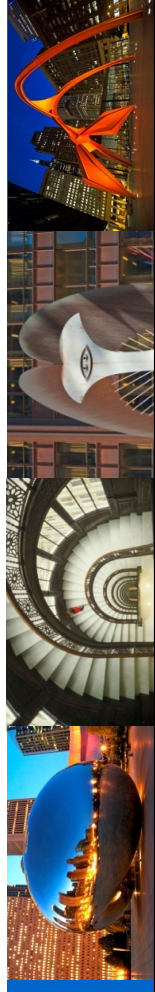
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**Definitions acquired by presenters through Co-Active® Coach  
Training with the Coaches Training Institute (CTI)**



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**Accountability:** Having your student/clients account for what they said they would do.  
(Ask three questions: (1) What are you going to do?; By when?; How will I know?)

**Acknowledgement:** Address who the student/client had to be in order to accomplish whatever action he or she took or awareness he/she achieved.

**Articulate What's Going On:** Telling the student/client what you see them doing; what you're hearing at L2 listening, or articulate what is not being said based on L3 awareness.

**Asking Permission:** This skill enables the student/client to grant the coaching relationship access to a difficult (i.e. intimate, impolite, etc.) area of focus e.g. "May I tell you a hard truth?"; "Is it all right if I coach you on this issue?"; "May I tell you what I see?"

**Bottom-lining:** This is a skill of brevity and succinctness on the part of both the coach and the student/client (it helps the student/client get to the essence and away from long stories)

**Challenging:** Requesting that the student/client stretch way beyond his self-imposed beliefs – and alters the way they see themselves. Similar to a request with specified action, conditions of satisfaction and date/time to be done. The responses to a challenge are "yes", "no", or "counter-offer".

**Championing:** Standing up for the student/client when they doubt or question their abilities. Often future focused – "I see a future for you that you don't see."

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**Dance in the Moment:** Being completely present with your client (hold the client's agenda, access your intuition, let your client lead you). You are willing to go in the client's direction and flow.

**Enrollment:** Authentically engaging with the student/client and generating excitement, enthusiasm and aliveness – all part of communicating effectively.

**Hold the Client's Agenda:** The coach lets go of their own opinions, judgments and answers in support of facilitating the client's needs. This requires the coach to put their whole attention on the client and the client's agenda (L3), not the coach's agenda for the client. This can be very hard for CSO personnel, but very liberating.

**Holding the Focus:** Once the client has determined a direction or course of action, the coach keeps the client on track and true to that course by redirecting his/her energy back to what they said they wanted as a desired outcome or choice.

**Inquiry:** When a powerful question is given as homework to a client, it is intended to deepen the client's learning and provoke future reflection. (e.g. "What are you tolerating?")

**Intrude:** A coach may need to intrude for the sake of holding the client's agenda.

**Intuition:** (subtle blurring): Intuition is a direct knowing, unencumbered by our thinking mind. Intuiting involves taking risks and trusting your gut – but the coach must remain unattached to the accuracy of their intuition. If we speak our intuition as if we're right, that's an **opinion**. When you speak it in a co-active relationship, it's "I don't know if this is you or me but..." – you get to offer it, not be right about it. (e.g. "I have a hunch that...", "I wonder if...", "Something that's coming up for me is...")

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**Metaphor:** Illustrate a point and paint a verbal picture (e.g. “Your mind is like a ping pong ball bouncing between one choice and another.” or “We want to the shot to be a perfect “swish”, but the backboard is really how it goes in. It can seem messier, but still a great result.”

**Meta-view:** Big picture or perspective. The coach pulls back or asks the client to pull back and gain clarity from the expanded perspective. (e.g. “What’s this really all about?” or “If your life were like a road, and we were to take a helicopter ride up above it, what would we see?”

**Powerful Questions:** Powerful questions are open-ended questions that do not elicit a yes or no answer. They evoke clarity, action, discovery, insight or commitment. (e.g. “What do you want?”, “What’s next?”, “How will you start?”, “What does that cost you?” “What’s important for you to remember?”

**Reframing:** Providing a client with another perspective. A coach takes the original data and interprets them in a different way. Take the same picture and put another frame around it.

**Request:** The coach makes a request, based on the client’s agenda, to forward the client’s action. The request includes a specified action, conditions of satisfaction and a date or time by which it will be done. Responses can be yes, no or counteroffer.

**Take charge:** The coach chooses and directs the path of the coaching in service of the client’s agenda.