



# TRACK 1: COACHING ESSENTIALS

## STUDENT GUIDE

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### Lesson 3: Changing Lives through Coaching

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#### Instructions

This is a fillable PDF. You'll be able to type your responses directly into this document.

1. Save this PDF to your desktop (File > Save As...).
2. Fill in the form fields.
3. Save it again after you've completed the lesson.

#### Essential #1 The Six Stages of Change

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Over a period of three decades, James O. Prochaska and his colleagues developed the six stages of change. In their article, *Stages of Change*, Prochaska and John C. Norcross define the stages of precontemplation, contemplation, preparation, action, maintenance, and termination.<sup>1</sup>

#### THIS LESSON COVERS:

- Essential #1** The Six Stages of Change
- Essential #2** Change vs. Transition
- Essential #3** The Change Chart
- Essential #4** First- and Second-Order Change
- Essential #5** The Sigmoid Curve
- Essential #6** Steps for Positive Change
- Essential #7** Stair Step to Transition
- Essential #8** How to Be a Change Agent

In the *precontemplation stage*, there is little or no consideration by the individual for changing direction or behavior. In fact, change is viewed as “irrelevant, unwanted, not needed, or impossible to achieve.”<sup>2</sup> Individuals can remain for an extended period of time in this stage until they experience a compelling reason to change, such as: social pressure, aging, illness, personal concerns, human development, shifts in values, or other significant influences. The task is for Precontemplators to increase awareness of the need for change, increase concern about the current pattern of behavior, and envision the possibility of change.<sup>3</sup>

**In a chronically leaking boat, energy devoted to changing vessels is more productive than energy devoted to patching leaks.**

—Warren Buffett

*Contemplation* is an ambivalent and emotional stage of weighing risks, benefits, pros and cons, and processes, and then considering what change would look like. The task in this stage is for Contemplators to resolve their “decisional balance considerations” in favor of change.<sup>4</sup>

The decision to change marks the transition to the *preparation stage*. This stage involves making a commitment to change and creating a plan of action. The primary task for Preparation stage is to summon the courage and competencies to accomplish the change.<sup>5</sup>

The *action stage* is the implementation stage of change. DiClemente recommends three to six weeks to establish a new pattern of behavior. The task for Actors is to continue to take steps forward over barriers and around challenges.<sup>6</sup>

In the *maintenance stage*, the new behavior pattern becomes integrated into the individual’s lifestyle, becomes automatic, and is the new status quo.<sup>7</sup>

The final stage is *termination*. In some programs such as Alcoholics Anonymous, maintenance is the final stage of change because the person never stops the new behavior. However, in DiClemente’s estimation, remaining in the maintenance stage has the “unwanted consequence of keeping the habit alive in some paradoxical manner.”<sup>8</sup>

These stages are cyclical, at times difficult to categorize, and it is sometimes necessary to redo a stage until the task for each is thoroughly satisfied.

**In your own words, write out a brief understanding of each of the following stages of change:**

Precontemplation:

Contemplation:

Preparation:

Action:

Maintenance:

Termination:

## Essential #2 Change vs. Transition

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[From Sam Chand's book, *What's Shakin' Your Ladder?*]

Change is the result of a decision. It is an external event. Moving Teisha from accounting to the marketing department is a big change. After the decision is announced, she moves into her new office. As soon as she turns on her computer and begins her new role, the change is complete.

Transition, on the other hand, is the emotional, relational, financial, and psychological processing of change. Transitions are internal. In this example, the transition included fears about the new leadership, affinities with the old marketing manager, animosities from existing marketing team members towards Teisha, misplaced alliances, and many other people problems Matt didn't identify or ignored before the change.

Understanding the difference between change and transition can help **coaches** plan appropriately. It is rare that change itself causes problems; typically, the culprit is a lack of transitional planning. **Coaches** are responsible for foreseeing and creating a strategy for transition in their clients. But often, we spend so much time on change, we never strategically think through the transitional issues with our clients.

### Coaching Points

1. Change is the result of a decision.
2. Transition is the emotional, relational, financial, and psychological processing of change.
3. Change is external. Transitions are internal.
4. Change can often be smooth. Transitions rarely are.
5. Coaches are responsible for creating a coaching plan and being attentive to the client's needs by hearing what they are actually saying. Only then can the coach help the client navigate the transition to the desired destination.

6. The client is responsible to develop a plan, identifying needs and steps of transitions. The coach then holds the client accountable for short-term, mid-term, and long-term goals.
7. Coaches should consider asking the following two powerful questions:
  - a. What void will be created with this change?
  - b. What new situation is created as a result of this change?
8. Other powerful questions that should be considered are:
  - a. Who will be affected by the change?
  - b. Of those people, who are the ones who really care?
  - c. Of those who care deeply, who will be positive about this change?
  - d. Who will be negative?
9. In the transitional plan, the client considers the impact of the implementation of the plan on others. The client should ask himself these questions:
  - a. How will I approach this person?
  - b. How will I communicate the details to him or her?
  - c. What information will this person need to understand this change?
10. Assimilating new people into their destiny and helping them face the inevitable transition issues present significant challenges during the process of change.

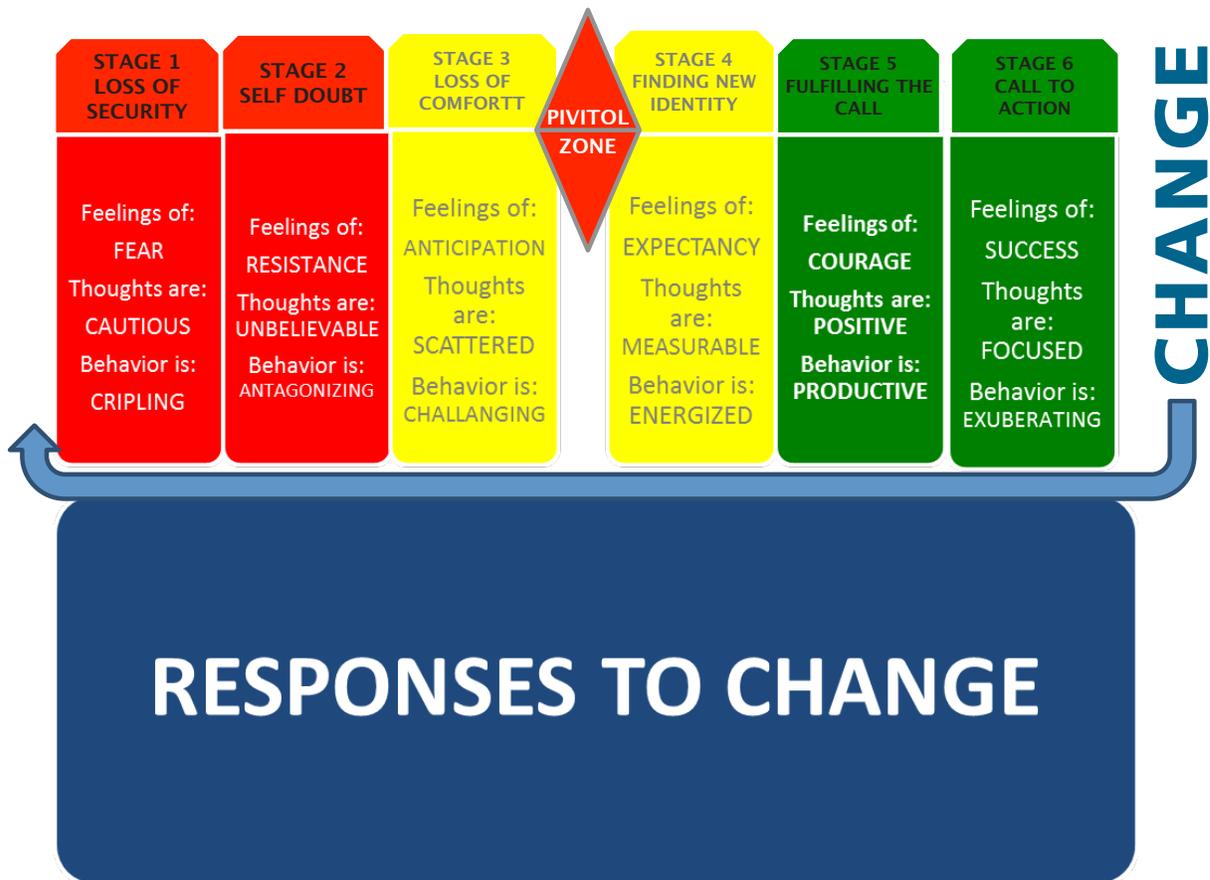
## Essential #3 The Change Chart

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The chart below provides a graphic depiction of the process of change. At some point, people must carefully analyze the benefits and costs of change and determine if they are willing to pay the price to move forward. In the chart, the red zone indicates the need for change. As you walk through the chart with your clients, identify the fear and the resistance of moving from the status quo into the risk of change.

The yellow stage indicates caution. Here, people experience the excitement of moving from the known to the unknown. They face their danger zone—which is a pivotal point for them to decide if they will revert back to the status quo or move forward. This moment is usually brief, but it is a major decision. If they resist and fail to move forward, they stay stuck in the past. However, they find the courage to take bold steps, they can expect the challenge and thrill of experiencing greater things.

The ultimate goal is to move to the green section, which indicates the courage to push on toward success. However, the process of change is often cyclical. As people make progress, they may get stuck again in a new place and need to go through the steps again (and again). Similarly, the strategies that worked in one cycle may not work in the next one because the situation may be significantly different. New challenges require new insights, new strategies, and new resources of courage and skill.



**Stage 1 – Loss of Security:** The stage in which you admit there will be a sense of loss of security regardless of whether or not you perceive the change to be good or 'bad.'

**Stage 2 – Self Doubt:** This is the stage in which all comfort is lost. As you doubt the facts, your doubts and struggle to find information about the change that you believe is valid. Your thinking is skewed with unbelief, antagonism, resentment, skepticism and blame

**Stage 3 – Loss of Comfort:** This stage brings discomfort. The discomfort of change now becomes clear and starts to settle in. This stage is full of frustration and lethargy.

**The Pivotal Zone:**

The pivotal Zone represents the place where you make the choice either to return to stage 1 out of fear or move on to Stage 4 to discover the possibilities the change has presented.

**Stage 4 – Finding New Identity:** This energizing stage is full of anticipation, perspective and willingness to make decisions that give a new sense of hope and control for your life. You are optimistic of the outcome because of the choices now available.

**Stage 5 – Fulfilling the Call:** The fifth state is one of courage where you understand the change and are confident of what you can accomplish.

**Stage 6 – Call To Action:** In this final stage you have regained your ability and willingness to be flexible. You have new insights into the change and the rewards and consequences – past, present, and future.

## Essential #4 First- and Second-Order Change

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Paul Watzlawick, John Weakland, and Richard Fisch developed the concept of first and second-order change. According to them, first-order change can be summed up in the maxim, “the more something changes, the more it remains the same.” In first-order change, the *system* remains the same while *elements* within the system are changed. Second-order change is a more substantial change that transcends a given system or frame of reference.<sup>9</sup> First-order change, then, is superficial in nature. An example would be a change of behavior without a change of attitude or underlying values and assumptions. Second-order change is a deeper level change involving a change of thinking, values, beliefs, and/or assumptions.

The elements of a second-order change process include:

1. A clear definition of the problem in concrete terms
2. An investigation of the solutions attempted so far
3. A clear definition of the concrete change to be achieved
4. The formulation and implementation of a plan to produce this change<sup>10</sup>

**Give an example of a “First-Order Change”:**

**Give an example of a “Second-Order Change”:**

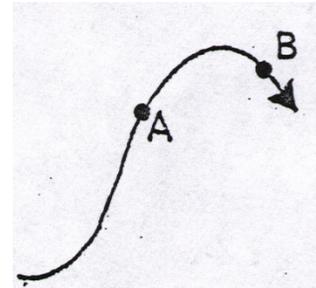
## Essential #5 The Sigmoid Curve

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British author Charles Handy popularized the “Sigmoid Curve” in an attempt to encourage change.<sup>11</sup> Look at the diagram and follow the explanation.

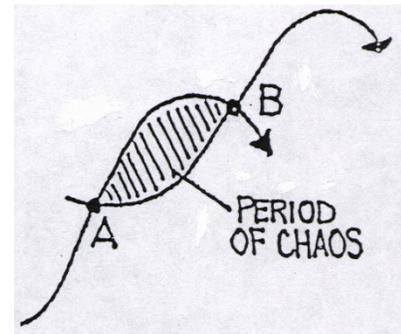
### Change at points A and B

The diagram to the right indicates that growth and progress peak and eventually declines. Most clients don't recognize the need for change until Point B, when decline has set in. Clients need the foresight to predict the need for change at Point A instead of waiting until Point B. This is difficult because no one else in the organization sees a need to “fix” what isn't broken!



### Period of Chaos

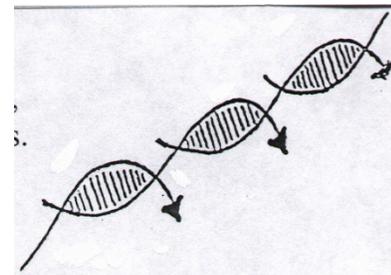
If the client makes the change at Point A, he often incurs the misunderstanding of others. Then, for the season between Point A and Point B, the organization will experience a period of “chaos” where everyone feels they are in a state of “flux.” During this awkward time, routines have been disturbed, and the security of the familiar is absent.



This chaos can only be avoided if the client waits until it's obvious the change is needed. However, at this point it's too late to stay on top of the game. We must change before the need to change becomes obvious.

### Constant growth means consistent chaos!

Consequently, if clients desire to stay on top, they are literally inviting chaos to be their constant companion. There will be consistent trend of change, growth, recognition for more change – and chaos!



If clients are secure enough to endure it, this chaotic, flexible mode of operation will save their future and move them into their destiny.

## Essential #6 Steps for Positive Change

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These seven steps of change form the word FUTURES

**F**ree people to participate in effecting change

**U**nite around needs

**T**ie change to mission and values

**U**se input of influencers

**R**ally broad ownership

**E**ngage in action

**S**ustain the change long-term

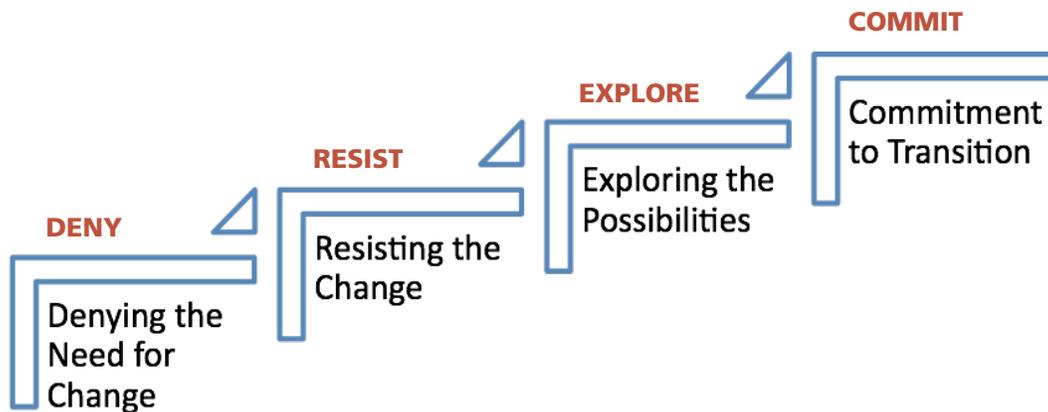
In order to be successful, coaches must internalize and utilize the following steps to move their clients to the next level:

1. Learn the basics to function as a COACH
2. Learn from being in the MOMENT
3. Learn through ASKING POWERFUL QUESTIONS
4. Learn through LISTENING INTENTIONALLY
5. Learn through ACCOUNTABILITY

## Essential #7 Stair Steps to Transition

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The process of change can be described in many different ways. The “Stair Step to Transition” is much like “The Change Chart” in its flow and purpose, but some people find it more helpful. Consider the concept of stair steps as a parallel to the previous chart. With your clients, use the one that seems most helpful to you.



### Who Is on Which Step? Let's Explore.

#### Instructions:

Review the following pages and make observations about your organization. This will help you identify who might be in a particular stage of transition.

### Denying the Need for Change:

(Remember, the first step of real progress is for people to realize how change will affect them.)

What People Say	What People Do	What This Means
"No big deal. Not sure what everyone is upset about"	Status Quo – work as usual	When people are in denial they don't always grasp what they are told, they may not have actually heard what was said, or they don't absorb the information about the change. For this reason they have not begun to figure out what the change means for them. They don't see the grand scheme of things
"Heard it before, nothing ever changes."	No questions asked	
"I'll believe it when I see it."	No reaction	
"Doesn't affect me."	Show signs of:	
"Nothing will change"	Apathy	
"What announcement, oh that, I didn't pay it much attention"	Shock	
"No big deal, done it before"	Co-operation	
"Oh, they are just going back to the old way of doing it"	Agreement	
	Faith	

**Identify times in your own life when you have witnessed these traits in yourself or others.**

**Describe insights and choices you/they made at this point.**

**Getting over a painful experience  
is much like crossing monkey  
bars. You have to let go at some  
point in order to move forward.**

*—C.S. Lewis*

## Resisting the Change:

At this step, people begin fearing how change may affect them.

What People Say	What People Do	What This Means
<p>"Who's crazy idea was this anyway?"</p> <p>"I wish things could just stay the same."</p> <p>"Why do they have to mess up a good thing?"</p> <p>"I feel so out of control. This will never work."</p> <p>"How can they make a decision to change things they don't know anything about?"</p> <p>"Now wait a minute, what gives him or her the right to get in my lane?"</p> <p>"I don't have a problem with change, it's just this change."</p> <p>"I don't' know how to do this."</p> <p>"We've tried this before and it didn't work, so why are we doing it again?"</p>	<p>Ask questions/need details</p> <p>Complain/challenge</p> <p>Point fingers/blame others</p> <p>Shoot down ideas</p> <p>Become withdrawn</p> <p>Difficulty concentrating</p> <p>Insomnia</p> <p>When you don't deal with resistance you may see:</p> <p>Increased incidents on the job</p> <p>Sabotage of efforts</p> <p>Increased errors</p> <p>Increased absences</p> <p>Showing signs of:</p> <p>Self-absorption</p> <p>Depression</p> <p>Fear and/or anger</p> <p>Anxiety</p> <p>Frustration</p> <p>Distrust</p>	<p>Resistance happens whether people agree with change or not. The transition is what people resist, not necessarily the change. In other words people are resisting the loss of what they know best, fearing the unknown, not the change itself. They feel they are losing identity and the way things are, the familiar and they feel less competent.</p>

**When have you experienced resistance to change? How long did it take you to take steps forward? What got you moving?**

**Who are some people you know today who are resisting change?**

**What can you do to help them transition? (Remember people need help dealing with losses, concerns, issues and fears. People need information, and they fear the unknown.)**

## Exploring the Possibilities:

In this step, people attempt understanding what is happening and make appropriate and necessary adjustments.

What People Say	What People Do	What This Means
<p>"We are so disorganized."</p> <p>"How did this come about? I forgot."</p> <p>"I am so tired, I don't know which end is up."</p> <p>"I can't sleep, constantly waking up, my mind won't turn off."</p> <p>"I'm so confused, one minute I'm confident and know what I'm doing, the next I feel so lost."</p> <p>"Wow, how scary. We could do anything no one knows what anyone else is doing."</p> <p>"We've got to get some organization here."</p> <p>"Where is our training? I don't know what I'm doing."</p> <p>"What is my job?"</p> <p>"Do we know the new procedures?"</p>	<p>Make adjustments</p> <p>Make deals</p> <p>Get involved</p> <p>Look for new rules and regulations</p> <p>Brainstorm on ideas/options</p> <p>Seek procedures, structure and order</p> <p><b>Showing signs of:</b></p> <p>Renewed optimism</p> <p>Frustration</p> <p>Confusion</p> <p>Uncertainty</p> <p>Excitement</p> <p>Need for knowledge</p>	<p>Investigation of the change is a time of chaos and creativity that signals movement. This is the time between the old/status quo and the new/moving forward. A time when people are having feelings of being overwhelmed by the possibilities presented by the change and the work that still needs to be done to make the change effective.</p>

**What are some factors that encourage people to explore new options?**

**Who are some people you know who are at this point in their exploration of future possibilities?**

**What can you do to help them transition? (Remember that people need help organizing, learning and exploring.)**

**Commitment to Transition:**

During this step, people settle in, adjust to new realities, and find ways to make change work.

What People Say	What People Do	What This Means
<p>"I understand. I see what you mean."</p> <p>"I finally am beginning to feel like myself again."</p> <p>"Our meetings are beginning to feel good."</p> <p>"This isn't so bad, I'm starting to get used to it."</p> <p>"I can see ways to make this work."</p> <p>"I'm going to take a few courses to learn more."</p> <p>"Funny how upset we all got, it feels like it was forever ago."</p> <p>"This new job is OK."</p> <p>"I'm sure they will change this too someday, but for now it feels like it will work."</p> <p>"It took me a while to get use to the team, and learning how to work together, but now it feels like we have always worked together."</p>	<p>Rebuild</p> <p>Cooperate</p> <p>Focus</p> <p>Plan</p> <p>Problem-solve</p> <p>Make decisions</p> <p>Gain knowledge</p> <p>Collaborate</p> <p><b>Showing signs of:</b></p> <p>Acceptance</p> <p>Satisfaction</p> <p>Confidence</p> <p>Teamwork</p> <p>Comfort</p>	<p>True commitment to the change happens as people begin to make the necessary adjustments. Giving people the opportunity to express their concerns during the phases of resistance and exploration helps the commitment process. This is the point when change really begins and when you will find people are most ready, willing and able to make it work.</p>

**Make a list of those you have witnessed with these traits?**

**What can you do to help them transition? (Remember that people need help making adjustments and making the change work.)**

### **Additional Insights**

People are different, and therefore, move through transition at different speeds with different needs at different times. Patience is necessary, as well as remembering to monitor where people are in the process. As you coach people through change, you may become frustrated, feeling like they are unwilling to cooperate. It is more likely, though, that your clients are struggling with the challenges of transition instead of refusing to cooperate. Be observant, supportive, and attentive to the steps they are taking. When they are most vulnerable, they need your help even more.

Because people experience the steps of change with differing intensity and move through transition at differing speeds, you need to ask yourself:

- » To what degree has this change taken them by surprise?
- » To what degree does the change place them in an uncertain or unfamiliar situation?
- » What is the size or quality of their losses?
- » How does their age and stage of life affect their reaction?
- » What other changes are they experiencing at the same time?
- » What opportunities have they had to talk about their uncertainties?
- » How does their personal style and degree of self-awareness affect their reaction?

Those who anticipate and plan for change will be ahead of the others affected by it. Some people thrive on the challenge of change, but many feel threatened. Be patient with those struggling to get on board with the change they are facing. Your support is critical to the success of their time of transition. Don't assume everyone will adopt the change, even if you give them plenty of time and encouragement. Actually, some will only adopt a change after they see the majority of people in the organization have done so. There will also always be a small minority that adopt change only when faced with dire consequences of not complying. For those who are hesitant to embrace change, help them create an environment with others who provide insight, support, and stimulation.

## Essential #8 How to Be a Change Agent

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As coaches, we have the unique role of stepping into people's lives at a moment of need or opportunity. They have come to us because they want help navigating the turbulent waters of change, and we have the privilege of launching them into the future. To be an effective agent of change . . .

1. Always preserve the reputation of the past. All change represents a critique of the past. That's why it's so important that you frequently praise past clients and all the work they did. Their success is your heritage.
2. Move slowly. Take time to know your clients. Learn their history—it can be a valuable ally in moving them into change.
3. Rally broad-based support for change through accountability. Don't expect everyone to support your client's changes. They should never go into a meeting (board, committee etc.) knowing that they're going to lose a vote. As a coach, it's your job to see that your clients are moving in the right direction.
4. Change is painful, so be ready to walk them through the pain. There will be many bad days during the change process.
5. Challenge clients to come up with their best ideas. Treat every idea with respect and become your clients' biggest cheerleader.
6. Challenge and empower every client you coach. Never be satisfied with minimum acceptable level of quality from our clients. "Just getting by" doesn't cut it—for them or for us.
7. Every now and then, look back at the progress your clients have made. They need to be aware of how far they've come as well as how far they still have to go. Give your client an opportunity to look back and say, "Can you believe that? Look how far we've come together!"

**Your life does not get better by chance, it gets better by change.**

—Jim Rohn

## Faith and Coaching: Faith-filled Change

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A few people thrive on change. It gives them energy and draws out the highest levels of creativity. But many people shrink back at the unknowns of change. When we look at the challenges of change through the lens of faith, we realize that change is an essential—an inevitable—part of walking with God.

However, facing change is seldom easy, and it's not often pretty. When we think of the disciples as they followed Jesus, they had been tapped by the Son of God to be his partners in touching lives, first in Palestine and eventually throughout the world. Every believer is part of that purpose. Whether we're pastors or plumbers, homebuilders or homemakers, God has given every person a compelling sense of purpose. When we grasp the bigger purpose for our lives, we more readily embrace the change required to fulfill our destiny. Fear gradually fades in the light of the hope of being used by God to have an impact for eternity.

In his brilliant book, *The Call*, Os Guinness describes this higher purpose: "God calls us to himself so decisively that everything we are, everything we do, and everything we have is invested with a special devotion and dynamism lived out as a response to his summons and service."<sup>12</sup>

As you coach your clients, don't let them get bogged down in small goals and tiny dreams. Help those who want to connect Christ to their lives. Point them to the far higher, far greater purpose of investing everything they've got and everything they are to have a positive impact on those around them.

## Next Steps

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- » Save this PDF to your desktop after you've completed the lesson.

The reflection and homework for this lesson includes:

- » Do research through legitimate resources and write a 1-page paper on the various ways people respond to change. Include statistical data, ethnic differences, personality, past experiences, and any other concepts you find informative on this subject.
- » Review the Change Chart in this lesson and complete the work sheet provided on the assignments page.
- » Read the case study on "The Change Agent" on the assignments page and answer the questions.
- » Read Chapters 7-9 in Gary R. Collins' book, *Christian Coaching: Helping Others Turn Potential into Reality* (USA: NavPress, 2002) and write a 1-page reflection paper.

**Go to the Next Steps, Lesson 3 assignment page.** When you've completed the assignments, email the forms to your coach.

**[Click here to access the Lesson 3 assignment page.](#)**

## Endnotes

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- 1 James O. Prochaska and John C. Norcross, "Stages of Change," *Psychotherapy* 38 (Winter 2001): 443-446.
- 2 DiClemente, *Addiction and Change*, 26
- 3 DiClemente, *Addiction and Change*, 26-27.
- 4 DiClemente, *Addiction and Change*, 28.
- 5 DiClemente, *Addiction and Change*, 28.
- 6 DiClemente, *Addiction and Change*, 29.
- 7 DiClemente, *Addiction and Change*, 29-30.
- 8 DiClemente, *Addiction and Change*, 201.
- 9 Paul Watzlawick, John H. Weakland, and Richard Fisch, *Change: Principles of Problem Formulation and Problem Resolution* (New York: W. W. Norton, 1974).
- 10 Watzlawick, et al., 108-109.
- 11 Charles Handy, *The Age of Paradox* (Boston, MA: Harvard Business School Press, 1994). The Sigmoid Curve has been widely used in a variety of contexts by many authorities.
- 12 Os Guinness, *The Call* (Word: Nashville, 1998), p. 4.