

Writing Exercise 6
Transformational Coaching
Structure of the Coaching Engagement

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According to Rao, coaching is a structured relationship. The primary purpose of structuring a session of coaching with a client is to move him or her into multiple phases, from the initial step of engaging services to planning and establishing goals.¹ That is so important to the transformational coaching because "people must be engaged in meaningful work together if they are to transcend individual concerns and develop new capacities."²

To the implementing of the coaching engagement structure, the coach needs to apply four key steps or phases: Contracting, Planning, Coaching, and Completion. On the first phase (Contracting) the development of right conditions for coaching is needed, which they will provide to the client significant challenges and parameters to the engagement coaching and relationship development. On the second or Planning Phase, it creates an essential base for sustainable change. Also, in this phase are planning measures for each goal, with the development of a procedure to the accomplishment. In the third Phase (Coaching), is necessary the use of persuasive communication skills by the coach. Those communication skills will create routes for client learning. In this phase, it is used inquiry to explore what is and what can be. Further, the coach will support the client's abilities to develop their insights and also taking specific actions for which, they are accountable and improve their results over time.

Rao argues that "Inquiry is at the center of any transformational coaching process."³ Therefore, it is essential asking provocative questions, which will create opportunities for new

¹ Paulette Rao, MCC, BCC, *Transformational Coaching, Shifting Mindsets for Sustainable Change* (Brooklyn: True North Resources LLC, 2013), 141.

² Tod Bolsinger, *Canoeing the Mountains, Christian Leadership in Uncharted Territory* (Downers Grove: InterVarsity Press, 2018), 68.

³ Rao, *Transformational Coaching*, 142.

learning, more effectiveness, and clear vision. he transformational coaching also involves adaptative processes which require learning new paths and other possibilities. Therefore, the creation of a structure of the coaching engagement is crucial for transformational coaching. Bolsinger cites Ronald Heifetz that said, "Adaptive processes do not require leadership with answers. It requires leadership that create structures that hold people together through the very conflictive, passionate, and sometimes awful process of addressing questions for which there aren't easy answers."⁴

⁴ Bolsinger, *Canoeing the Mountains*, 65.