# TRACK 1: COACHING ESSENTIALS
# STUDENT GUIDE

## Lesson 4: Motivational Interviewing

### 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.**

### THIS LESSON COVERS:

**The Heart of a Coach**

**Essential #1** Active Listening

**Essential #2** Self Discovery: Not My Agenda, but My Client's

**Essential #3** Powerful Questions

**Essential #4** Accountablity

## The Heart of a Coach

You can become a great coach by asking good questions and listening more effectively. However, coaching is much more than those practices alone. We also help people set goals and craft a plan of action steps, and we offer accountability to keep them on track. Imparting skills is important, but the foundation of great coaching is what's *in your heart*. If you have the right heart, you can make

mistakes in your techniques, but the client will still be transformed—technique without heart is a disaster!

Effective coaching comes from a conscious imitation of other coaches—especially the person who has been your coach. Think for a moment about how your coach works with you on the change issues in your life. Before you ever intended to become a coach, something inside you wanted to reach your destiny. When you found a coach, you may not have made much progress, but you longed to reach your full potential.

Your coach had (and has) an unconditional belief in your destiny. The power of this person's faith in you empowers you to change from the inside out—because you want to, not just to look good on the outside and impress people. *This intrinsic motivation is the power of coaching.* As coaches, we imitate those who have had a profound impact on our lives, and we give our clients the same kind of unconditional love, unconditional support and an unconditional belief. *We give the free gift of an unconditional relationship to our clients, and our confidence in them empowers them to change in ways they only dreamed possible.*

If your client is doing something you don't understand, you can show you believe in him by not judging. Look past the exterior into the heart and believe there is a good reason for what he is doing. If the client has a problem or growth issue, he is capable of solving it. If, in your estimation, your client is making a serious mistake, don't rescue and don't control. Ask great questions to clarify choices, and invite the client into the process of self-discovery. In every situation, your first responsibility as a coach is to be a caring, understanding individual who is ultimately concerned about moving your clients into their full potential. The relationship comes first, and it's the relationship that enables the change.

Believing in people is what makes coaching unique. Having faith in the person's future enables us to look beyond the immediate and superficial problems and focus on untapped potential and the spark of hope within them. Coaching is an active discipline. Trust in the components and processes of coaching to move clients toward their destiny.

If we have the faith to coach a person, we believe we can take our hands *off* their lives, encourage them to think and see like never before, and they will eventually get a clear picture of a desired future. In an environment of honesty, support, and optimism, something incredible will take place—transformation will begin.

The problem with faith in people is that you can't fake it. As you start your experience, you can't just believe unconditionally in all of your clients. Beliefs don't tend to change by force of will. It is like telling yourself that you won't be angry or that your past has not hindered your future. Sometimes, the more you try to believe something, the harder it is to have real faith.

But there is a simple, effective way to strengthen your belief in your clients. It is *practicing the disciplines of believing in people.* When we discipline ourselves to do practical things to move people forward, cloudy situations gradually (or suddenly) become clear, healing begins, and progress is realized.

Coaching has several disciplines, such as listening, asking questions, and holding the client accountable. Listening is more than just a good technique—it's a practical way of saying, "I believe in you!" Real, I'm-100%-here-right-now listening sends a message to clients that they are very important to you. Listening sends the message, "What you are saying is so valuable that I'm going to put aside all my own thoughts and agenda just to focus on you." To really listen is to say in unmistakable language, "I believe in *you*." In a practical sense, listening *is* believing in a person.

Asking questions is also very important. The technique of asking powerful questions and awaiting answers with follow-up questions increases a person's ownership of the process, and it makes them responsible for their own solutions. Great questions have significant benefits. Our questions clarify a person's goals and values (for her and for us). Asking questions is an unmistakable way of saying, "I believe in your capacity and your ability! You can do it!"

Motivational interviewing is another important coaching technique. This approach is collaborative (honoring the participant's expertise and perspective), evocative (it assumes that resources and motivation for change reside within the client; perceptions, goals and values are drawn from participant), and promotes autonomy (the participant's right and capacity for self-direction are affirmed and facilitated).[1] There are four general principles in motivational interviewing:

- *express empathy* (acceptance facilitates change),
- *support self-efficacy* (client is responsible for choosing and carrying out change; coach's belief in the clients ability to change becomes a self-fulfilling prophecy, participant presents the arguments for change),

- *roll with resistance* (avoid arguing for change, the client is the primary resource in finding answers and solutions; and resistance is a signal to respond differently), and
- *develop discrepancy* (change is motivated by perceived discrepancy between present behavior and important personal goals or values).[2]

When you practice these techniques with clients, these practices will change you as well. If you act like you believe in people, soon you'll find yourself actually, instinctively believing in them more than you ever thought possible. That's how disciplines work! You change the way you act, and ultimately, the way you think and feel changes with it. When you listen intently, ask great questions, and keep clients accountable, you are telling them you believe in them, and you are growing in your capacity as a coach.

**What are three concepts in "The Heart of a Coach" that stand out to you (either because you feel inspired or you feel challenged)?**

1. Coach has an unconditional belief in your destiny

2. We give the free gift of unconditional re[lationship

3. Unconditional love unconditional support and a unconditioned belief.

## Essential #1 Active Listening

Robert Montgomery once asked, "Are you really listening…or are you just waiting for your turn to talk?"

Communication is a two-way street of speaking and listening. Listening is a vital element of communication, but it is often underestimated or even ignored. Even though more waking hours are spent listening than any other activity, few people are good listeners.

### How would you define and describe "listening"?

Listening is not just hearing what the other person in the conversation has to say listening is the active process of of receiving and responding to spoken and sometime unspoker message.

We are often taught how to improve our speaking skills, but rarely are we taught to listen more effectively. Active listening is a habit, and it is the foundation of effective communication. Coaches need to understand and practice these skills.

Take a moment to think of the best listener you know.

### What qualities do you see in the person?

There are very good listener they can tell you what you say word for word. They are looking straight at you making eyes contact with you.

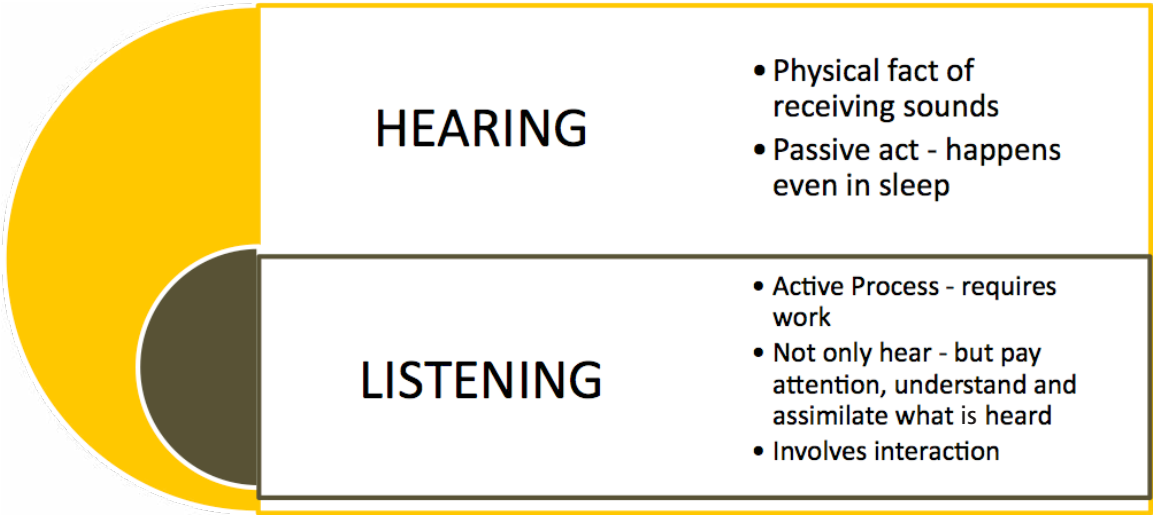
### What makes him or her the "best listener"?

A good listener is attentive they make good eye contact don't interrupt what the other person is saying and show an interest in what is being communication.

### What does this person do that lets you know he or she is really listening?

They are looking at me while I speak as to opposed to  looking around the room.
Watch for expression on their face. The listener make eye contact the listen can refiect on what they just heard.

Hearing and listening are often considered one in the same. However, they are categorically different. We hear sounds, but often we hear them without really listening to them.

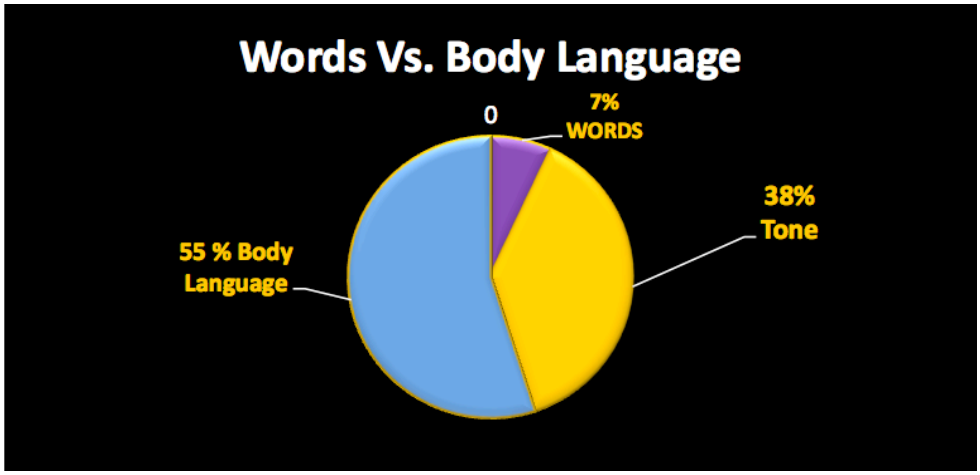



### Have you sometimes felt that someone was hearing what you said without really listening? How did you feel at that moment?

I did not feel good because I had just gave them some information no eay contact they are fidget they tap their fingere their body is turned away from you.

The words people say only constitue 7% of the total communication. 55% of meaning is expressed in body language, and 38% through the tone of voice. This is one reason online conversations, text messages and e-mails are so difficult to decipher.

**What are some ways the words "I love you" can have a very different meaning based on body language and the speaker's tone of voice?**




Why do we have such difficulty listening to people? There may be several reasons, including:

1. Preconceived notions: We're convinced we already know what we're going to hear.
2. Confirmation: We're not seeking information, but rather confirmation of what we already believe.
3. Unneccesary talk: What's being said is getting in the way of what really needs to be said.

We must learn to "actively listen." Active listening intentionally focuses on who you are listening to, whether in a group or one-on-one, in order to understand what he or she is saying.

In the process of listening, we should be so focused on the person and the message that we can repeat what the speaker has said—so accurately, in fact, that the speaker will say, "That's it! You understand me!" This is not to say you necessarily agree with the speaker, but rather, you understand what he or she is saying—both the content and the feelings.

**A good listener tries to understand thoroughly what the other person is saying. In the end he may disagree sharply, but before he disagrees, he wants to know exactly what it is...**

*—Kenneth A. Wells*

The process of listening can be learned, and in fact, it is an acquired skill for all of us. Learning to listen is only achieved by sustained and conscious effort. The more you try to listen, the more you'll understand. You choose to listen or not to listen, you control the process.

# KEYS TO LISTENING

Silence: allows the client to speak and be heard

Concentration: bring all your mind to hear and understand what the client is really saying - Your conscious effort as a coach to listen will bring positive results and a sense of achievement

## Ways to improve your listening skills:

### ACTIVE SILENCE

- When you are listening, speak only when you need clarification or to summarize what you have heard.
- Do not be afraid of the silence– by allowing silence in your conversation, you may actually get more information than if you jump in to fill the awkwardness of silence.

### SUMMARIZE

- Summarize, in your own words, what the client has told you.
- This allows you to make sure you have understood everything correctly
- It lets your client know you truly are listening.

### NON-VERBALS

- How you present yourself to your client determines what or how much they will tell you.
- If your non-verbals relay the message that you are uninterested, bored or in a hurry, your client will be less likely to engage with you.

### AVOID DISTRACTIONS

- Imagine you are telling someone about the biggest crisis of your life. Just when you are about to get to the main point, the phone rings and your listener takes the call!
- Even if the topic is not extremely personal or emotional, people want to know they have your full attention.
- By closing your office door or silencing your phone and not taking calls, you have let your client know that she is your main focus.

### CLEAR YOUR HEAD

- You should free your mind of your own problems and concerns when listening to others.
- Push back any preconceived ideas you may have about the person or topic.
- Keep an open mind.

### STAY AWAKE

- Listening – unlike hearing – is an active job.
- If you are so tired you are nodding off, or if you are preoccupied with something, you might suggest setting up an alternative time to talk to avoid offending or hurting your speaker.

### STAY CALM

- If your speaker is using highly emotional words or getting visibly upset, remain calm.
- If you allow yourself to become over-stimulated by what is being said, you will not be able to focus on the main point.
- If you encounter a "talker" and need to keep it short, let them know right from the start that you only have fifteen minutes (or whatever your time limit may be). If you make this clear, there should be no hurt feelings when you get ready to leave after fifteen minutes.
- Establish together your goal of the conversation and continually refer to it. For example, you may decide at the beginning of your meeting that your goal is to figure out how to improve member participation at your organization's meetings. Whenever your client gets off track, you could say, "How does this relate to member participation at meetings?" or "That's really interesting and I'd love to hear about it later, but for the moment we need to stick to our goal."

## Essential #2 Self Discovery: Not My Agenda, but My Client's

One of the most refreshing things about coaching is that we are tour guides on the client's "journey of self discovery." The solution to the problem area is *actually resolved by the client*. You are simply assisting them in discovering that their answer lies within themselves, and you never even have to let your opinions or feelings become involved in the process. By asking the right questions, you steer them in the direction they need to go to reach their goals.

How would you respond to the following comment allowing self-discovery to be developed within your client?

1. **Client: I'm not sure what my problem really is. What do you think it is?**

   **A great question to ask might be:**

What going on?

What are your option?

2. **Client: If you were in my shoes, what would you do?**

   **A great question to ask might be:**

How could thing be different?

3. **Client: I'm not making much progress. I'm thinking about quitting our process of coaching.**

   **A great question to ask might be:**

Tell me some things that you could do to improve your situation.

what have you tried in the past that was successful and that might be useful to try again.

## Introduction To Acronyms

Acronyms are memory tools that are especially helpful in promoting self-discovery. They are used in a variety of teaching/training arenas. People who memorize phrases, themes, and concepts can then readily apply them when they aren't with their coach. Most of us used acronyms in school, but they are often used by companies to help employees remember mottos, procedures, and plans.

One of our alumni at DRC developed the following acronym:

**MIRROR** by Melinda Cole (DRC Alumna)

**M**otivate your client to be successful in their treatment through honesty and transparency

**I**ndependence—Trust your client to reach desired results by being independent by owning their issues

**R**espect the level of your client's growth

**R**espond to client's needs

**O**pen Mindedness—Realize that each client comes from a different background

**R**ealize your client's underlying needs and real opportunities

### Give 2 examples in which you could use this acronym with a client:

1. Multi- Image- Reflection- Refection object- Rendering.

2.

## Essential #3 Powerful Questions

Powerful questions are the key to successful coaching. However, many inexperienced coaches struggle to formulate them. Great questions are like gold: incredibly valuable but very rare. Many of us go through our day asking questions that require very little reflection. People only respond, "Yes," "No," or "Fine." We live at such a fast pace that we don't want to take time to know more than we have to!

In coaching, however, the ability to ask penetrating questions is essential to uncover hidden desires, clarify goals, and build a relationship of trust and respect. Like all skills, learning to ask powerful questions takes time, training, and practice. Instead of asking, "How much weight did you lose this week?" we learn to invite deeper reflection: "Tell me what happened with your weight loss goals for the week."

**Before you see the examples of powerful questions, write a few powerful, open-ended questions you've asked recently (or maybe someone has asked you):**

1. What standing in your way.

2. What will happen if you don't take the step.

3. What does success look like

4. What do you want.

5. What are you doing to not achieve your goal.

**Don't… ask closed ended questions.**

- **Have you made any progress this week?**
- **Have you improved your relationship with your coworker this week?**
- **Are there obstacles blocking your goal?**
- **Would you like to give this a try?**
- **Do you need someone to hold you accountable for this decision?**
- **Are you willing to take the next step?**
- **Would you like to talk?**
- **Do you have other options?**
- **Do you see this going anywhere?**
- **Is this decision congruent with your values?**

**Do… ask open ended questions.**

- **Tell me about your progress this week.**
- **What steps have you taken to improve your relationship with your coworker this week?**
- **What obstacles are blocking your goal?**
- **What steps can you take to get started?**
- **Who can hold you accountable for this decision?**
- **What are the next steps you are willing to take?**
- **Say more about that.**
- **What other options can you think of?**
- **Where do you see this going?**
- **How is this decision congruent with your values?**

## Examples of Powerful Questions

What's it like to be...?

I wonder how you see the situation/what's going on for you?

For what reason / what was it about which seemed like a good idea?

What stops you?

What is the worst/best outcome for you?

If things were better how would they be different?

What do you make of that?

What might happen?

If it doesn't work out the way you hope, what will you do?

Can you tell me more?

What do you want?

What other angles can you think of?

How can you lock in the learning?

If your life depended on taking action, what could you do?

What are the possibilities?

What resources can you draw on within yourself?

What's the next step for you?

What are your options?

What would be the best outcome for you?

How might you move forward?

What kind of support might you need, from whom?

As you review these questions, which ones do you wish you had used in conversations this week with your clients, spouse, kids, and friends? What difference would it have made?

**It is the nature, and the advantage, of strong people that they can bring out the crucial questions and form a clear opinion about them. The weak always have to decide between alternatives that are not their own.**

*—Dietrich Bonhoeffer*

Accountability is "the state of being accountable, liable, or answerable"[3] to another person. It is the single factor that makes many weight-loss centers successful, and it's essential in coaching, too. When clients report each week to a coach or group of peers on their success or failure, the client remains more aware of goals and choices between meetings. In many cases, accountability is the keystone of clients' progress. With it, they stay focused and motivated. Without it, they drift and make excuses when they finally give an account of their behavior.

**If you hang out with chickens, you're going to cluck, and if you hang out with eagles, you're going to fly.**

*—Steve Maraboli*

***C-Saw Acronym*** adapted from Renee' Carpenter, a DRC Alumna

**C**larity
**S**pecification
**A**ccountability
**W**illingness

**How do these terms apply to accountability.**

1. Clarity

Make a list of what it is that you need the person to do.

A leader number one job is to create clarity leader who fail to create clarity will struggle with holding their people accountable.

2. Specifcation

### 3. Accountablilty

To hold someone accountable the person is being asked to explain why they did or did not do something in our personal lives we hold people accountable all the time.

### 4. Willingness to work the plan

They are not willing to commit themselves to work . Adygfunetional  working  culture an excessive work load and inadeamate means to control one own work.

## Explain ways a coach can hold a client accounable:

Being clear on what you ate working toward help you in a few key way it  will help you set goal and suggest homework that steer the client in the right direction.

## What would you expect to surface when you hold clients accountable for their progress?

I need my coach to tell me straight up when iam being lazy or not putting in enough effort to make my dream come true understanding how to motivate your client.

### If a client wanted to be held accountable to lose 10 pounds in 1 week, what questions would you ask, and how would you hold him or her accountable?

Accountability is not simply taking the blame when  something goes wrong. No one want to hold anyone accountable because they are afraid.

### How many things should you hold a client accountable for within a week's time? Explain your answer.

Ident how you say some thingify the problem to hold someone accountable you must know what they did apply curtest how you say something often  influences the type of response  you receive clarify expectation. Resolving the matter there are many ways one can go about achieving that success you reach out to your client.

### What is your personal definition of accountability?

The fact or condition of being accountable, responsibility the quality or state or being accountable especially an obligation or willingness to accept responsibility or to account for one action

**How have you seen accountability successfully modeled? How have you seen it fail? What will you do with your clients to be sure accountability is a powerful, supportive, creative force in their lives?**

When we think of Jesus, we often think of his incarnation at Christmas and his death and resurrection at Easter. Those are the pivotal points in the ancient creeds, and they are the foundation of our faith. But Jesus was also a master teacher. Matthew records his most famous message, The Sermon on the Mount. Similarly, Luke tells us that Jesus taught his followers in The Sermon on the Plain. As a gifted teacher, Jesus told stories to illustrate points and get people to think. He also used great questions to capture people's thoughts, reveal their hidden desires, and connect with their hearts.

To a blind man, he asked, "What do you want me to do for you?" It may seem like an odd question to ask a blind man, but he could have answered, "I want a cheeseburger" or "I want a million dollars." Jesus didn't make any assumptions about what was in the man's heart. Neither should we. (Mark 10:46-52)

In fierce confrontations with his enemies, Jesus often asked them piercing questions. When they were hard-hearted and didn't want him to heal a crippled man on the Sabbath, he asked, "Is it lawful to heal on the Sabbath?" (Matthew 12:10) And when they wanted to trick him into taking a side about paying taxes, he asked, "Give me a coin. Whose inscription is on it?" (Luke 20:24)

Great questions force people to think, and they can surface hidden thoughts, values, and desires. In fact, they are often more effective in exposing a person's motives than countless hours of narrative conversation.

As a coach, learn from the Master, and ask great questions.

## Next Steps

- Save this PDF to your desktop after you've completed the lesson.
- Click here to watch the DVD on "Motivational Interviewing" by Dr. Chris Bowen.
- Click here to watch the DVD testimonial of Terri Bailey, "The Journey."
- Make a chart on "The Do's and Don'ts of Coaching" from what you've learned in the first four lessons of this track. (Include a minimum of 10.)
- Choose three from the list and write a paragraph on each one. Explain how you plan to implement this "Do" or "Don't" as a priority in your coaching.
- Read Chapters 10-12 in Gary R. Collins, *Christian Coaching: Helping Others Turn Potential into Reality* (USA: NavPress, 2002) and write a 1-page reflection paper.

**Go to the Next Steps, Lesson 4 assignment page.** When you've completed the assignments, email the forms to your coach.

**Click here to access the Lesson 4 assignment page.**

## Endnotes


1 William R. Miller and Stephen Rollnick, *Motivational Interviewing: Preparing People for Change,* 2nd ed., (New York, NY: The Guilford Press, 2002), 35.

2 Miller and Rollnick, 36-41.

3 *Random House Webster's College Dictionary Online,* "Accountability," http://www.definitions.net/definition/Accountability (14 August 2012).