



MODULE TEN

Coaching with the Client's Dreams and Goals



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Introduction

In Module Ten is all about how to help clients with self-doubt, bring their dreams and goals to life.

In this module we'll:

- Dive into Courage-based Planning: understand how to support your clients to take consistent, imperfect action based on how much courage they feel.
- Learn how to prepare for and coach your clients through obstacles and setbacks, as well as flare-ups of self-doubt and uncertainty.
- Learn a model of change that supports your coaching work and offers a trajectory for how you can work with clients over time.

CONSIDER:

- What is this module revealing to me about my relationship with dreams and goals?
- What is my experience of working through these approaches on my own? With my Practice Pod?
- How might these ideas be incorporated into my client work?
- What is unclear to me?
- What questions do I have?

Self-belief Coaching tools + approaches

The tools and approaches referred to in this Module are available for you to download as unformatted word docs for you to add your own branding.

REF.	NAME	NOTES
SBCAM10A	Courage-based Goal	How to tap into values, qualities and meaning to set goals and dreams that matter to the client.
SBCAM10B	Courage-based Plan	Plan that lives and works with the client's self-doubt to help them achieve their goals.

Coaching with Client's Goals and Dreams

KEY MESSAGE: You can reach any goal and bring any dream into being with self-doubt. Goals and dreams come from the healthy self who is always resourcing to help the client.

PURPOSE OF THIS MODULE:

We have two aims in this module:

1. Support our clients to decide on a goal and help our clients to bring their dreams and goals into being using the Courage-based Planning approach.
2. Reflect on the SBCA programme tools and approaches for how you can best support your clients at each stage of the coaching relationship.

The Healthy Adult Self is always sending ideas and preferences and options for the client to decide on what they desire for themselves – what would create more fulfilment and meaning.

Courage-based Planning is a grounded approach to supporting the client to bring their goals and dreams to life.

As Self-belief Coaches:

- we don't believe in any kind of ideal or illusionary, linear process to achieving goals, instead we help the client to feel resourced as they face psychological risks while bringing their dreams and goals to life.
- we understand that reaching a goal is going to mean the Protector will try to hold us back from perceived psychological risks.
- we know that setbacks and obstacles are inevitable and hold learnings and opportunities for the client to develop and expand their self-concept.
- we believe that it is not the achievement of the goal, but who the client becomes along the way that will expand the client's relationship with self-belief, self-acceptance, self-worth and self-trust.

THE CONTEXT OF GOALS AND DREAMS

Bringing goals and dreams to life will require our clients to do new things and making changes in their beliefs and behaviour. Of the enormous body

of research into behavioural change, motivation and willpower, many studies have been sponsored by government and business (see Dolan, et. Al. 2010).

I believe it is important for us to be aware that this research is often profoundly political.

What is deemed 'acceptable' and 'normal' behaviour is never decided in a vacuum. Beliefs about behaviour reflect the structure and systems that seek to benefit from the change of individuals. As well, any failure to meet an 'acceptable and normal standard' of behaviour is often blamed on the individual.

There is substantial critique about how most models of behaviour change focus on individual cognitive processes and decisions, and vastly underestimate the impact of the cultural context (for example: 'five fruit and vege a day' campaigns in that fail to address food poverty).

This means that most coaching tools and approaches around behavioural change, are based on frameworks and models that by and large, blindly ignore or wilfully dismiss social and economic factors, and structural inequality.

As Self-belief Coaches we are *in the business of helping our clients make changes* in their lives – to experiment with new or different actions – in order to update their self-doubt stories.

This means that the interventions we use, need to be thoughtful and considered. We need to meet both the individual client as an autonomous decision-maker, while being aware of our own assumptions about the wider social context in which they live.

GOAL ORIENTATION, SELF-DOUBT AND ENTANGLEMENT

Our relationship with goals tends to reflect personal values and beliefs about our capability to achieve them.

Not all clients are excited by goals!

Based in Goal Orientation Theory I have found there are five different approaches that clients with Self-doubt tend to report.

It's worth clarifying the client's goal-orientation - you can just ask: *What stories come up when you think about your goals? What would you like to change? What would be fun to achieve this year? Is there a shadow belief operating or is it just not something they value?*

GOAL ORIENTATION

The five orientations to goals are:

GOAL-DRIVEN	GOAL-ORIENTED	GOAL-DREAMER	GOAL-AGNOSTIC	GOAL-ADVERSE
My business is a way for me to achieve goals. Embrace ambition and feel stimulated by a stretch target. Light/Conscious belief: I have unlimited potential. Shadow/Unconscious belief: The harder I work, the more I feel worthy. Risk: Failure, Disappointment.	I enjoy the process of setting targets, making progress and achieving aims. Value witnessing personal growth, feel excited by possibility. Light/Conscious belief: I am creative, capable and committed. Shadow/Unconscious belief: Don't aim too high. Don't get too big. Risk: Disappointment, Conflict.	I like the idea of goals, and I tend to stay in 'dreaming and scheming' them. Reluctant to commit to taking action towards achieving goals. Light/Conscious belief: I am present to right now. Shadow/Unconscious belief: I don't trust myself to follow through. This is too hard. Risk: Complexity, Judgement.	I don't know what goals to choose or choose too many and scatter energy. Take a 'what will be, will be' approach to goals. Light/Conscious belief: I am unattached to achievement. Shadow/Unconscious belief: I can't handle the pressure. Risk: Complexity, Success.	I tend to avoid or dismiss or ridicule goals. Enjoy being an outsider and doing business differently. Light/Conscious belief: Goals are not important to me. Shadow/Unconscious belief: I don't know who I will be if I achieve or fail this goal. Risk profile: Complexity, Rejection.

There is the potential for entanglement so it's worthwhile reflecting on your own orientation.

SBCA Coaching Tool: Courage-based Approach to Dreams and Goals

This exercise is an invitation for your client to actively plan and take action towards a dream or goal they have. This can also be the first stage of a dream or goal.

INTENDED OUTCOMES:

For the client to:

1. actively choose a goal
2. plan to achieve the goal (including self-doubt, obstacles and setbacks)
3. keep taking consistent action until the goal is reached.

This process gives the client the opportunity to face manageable psychological risks, while being supported by the coach.

Who the client becomes in the process of achieving the goal is the primary focus for coaching.

EVIDENCE-BASED CONTEXT:

Courage-based approach to Goals and Plans is based in Goal Orientation Theory, and organisational psychology research into meaningful work (see Amabile & Kramer, 2011) and research into psychological safety (see Project Aristotle).

BENEFITS FOR THE CLIENT:

- The Courage-based Planning approach is both compassionate and has a focus on consistent action.
- Courage-based Planning is designed for clients that tend towards over-functioning protective behaviour (Critic and Martyr) as well as those who under-function (Scapegoat and Bystander).
- Deciding on the goal, planning for it, and bringing the goal to life is iterative and non-linear.
- This approach is designed to maximise momentum while minimising the likelihood of the 'six p's' (procrastination, perfectionism, paralysis, passive behaviours, placating others and proving yourself).

- Courage-based Planning invites the client to lean in to their Healthy Self resources (Self-belief, Self-acceptance, Self-worth and Self-trust) while taking care of their Protector and any survival strategies.

TOP TIPS:

- I recommend choosing something that can be practised over a short period of time – around 30 days is ideal.
- If the client is goal-agnostic or goal-adverse, invite them to consider expanding this concept to suit them – this is about an opportunity to expand their self-concept.
- As such, Courage-based Planning is great for bringing personal qualities and values to life (for example: I worked with a very goal-adverse client who used this approach to bring her value of 'Seville orange' to life. For her this was about embodying qualities of zest and spontaneity).

SBCA Coaching Tool: Courage-based Goals

Invite the client to park having to worry about the 'how'. At the planning stage we are playing with what the client wants more of in their lives.

The Protector is likely to show up and may be focussed on the risks and why this won't work. Bring in the Healthy Self to reassure the Protector - we are just playing with possibility.

1. Invite the client to choose a goal. This might come from a Vision Board, from their intentions for what they believe is possible after coaching, it might be the first stage of a wider goal. Goals can also be about bringing personal qualities or values to life.
2. Let them bring this to life for you – ideal fantasy time! If this has come from a vision board of their goal ask them to talk you through it. But equally this can be about just imagining what's possible.
3. Ask questions to help them visualise: *Look around you from the place in your life when this goal is real - what can you see? What are the details that feel important? Is anyone else present? How do you feel? What do you believe about yourself?*
4. The first row is about the client sharing why this goal, why now and what they imagine achieving this will mean.
5. The second row is about allowing the Protector and the Healthy Self to talk to the client. This provides an example of how they can consult with these 'parts'.
6. The last row is about allowing the client to really connect to who they are outside of this goal. What will remain the same, what might change?
7. The left hand side answers are about seeing the conditions don't need to be 'perfect' they can just want something! Their doubts, worries and fears don't mean anything has gone wrong. Life will be largely the same afterwards (this means life will also be the same if they don't achieve the goal).
8. The right-hand side helps the client thicken the story around their goal – what is possible, why is this the 'right time', what might they experience by giving this a go?

EXAMPLE OF A COURAGE-BASED GOAL:

MY DREAM/GOAL/INTENTION:

To teach other practitioners my approach to self-doubt.

THIS MATTERS TO ME NOW BECAUSE:

I am ready to grow.

My waitlist list is too big the demand for this work has expanded past my capacity.

I can see the potential for a scalable business.

I am not loving 1:1 and small group work as much as I used to. I want more!

My income has been the same for the last 5 years – what else is possible? I feel there is untapped potential here...

So fed up of seeing coaches with flimsy methods experience blow-up success.

WHEN I ARRIVE AT THIS DREAM, I BELIEVE THE TOP THREE FEELINGS I WILL FEEL ARE:

Pride – massive pride, at having taken this idea to fruition – it's a long-held dream to build a proper grown-up company.

Connection – with the coaches who will be attracted to this work. I am so ready for community with like-minded folks. This has felt lonely for so long.

Peace – something about the financial peace this has the potential to bring. But also intellectual and creative peace – I am no longer sitting on these ideas – they are in the world, bigger than me. A huge part of this is about my contribution to the world.

WHEN I THINK ABOUT THIS DREAM, MY PROTECTOR SAYS:

It feels so big, so complex. How to distil this into lessons? I need a year to organise myself.

If this is to be rooted in dev psych, what if it's not 'concrete' enough for coaches with forming self-concept?

Sharing all of my intellectual property feels so risky – this is all I have!

I cannot do this and other offers – all my eggs will be in this basket. What if no one wants it??!

WHEN I THINK ABOUT THIS DREAM, MY HEALTHY SELF SAYS:

This is a long-held dream and there is never the perfect time.

Take it slowly – test the water – ask and find out if people are interested.

This programme already exists in various forms, you can develop as you go, in response to the students.

Trust that you can be generous and full-hearted – this work is coming through you. Be clear about the boundaries. Also: get a lawyer.

WHEN I ARRIVE AT THIS DREAM, I BELIEVE MY LIFE WILL BE THE SAME IN THE FOLLOWING WAYS:

I will still be me. I will still have my people.

WHEN I ARRIVE AT THIS DREAM, I BELIEVE MY LIFE WILL HAVE EXPANDED IN THE FOLLOWING WAYS:

More connection, more fulfilment and purpose. Perhaps more self-belief? My work will have expanded. Maybe I will need more people to help run the business?

SBCA Coaching Tool: Courage-based Planning

Once the client has decided on a goal, we support them to plan for this. Courage-based Planning is about taking consistent action towards your goal, based on how much courage you feel at any given moment.

Linear, time-based plans tend to fail because they:

- don't reflect messy, human reality.
- are developed before you have taken any action (sounds doable until you come to do it).
- are linear and assume you will feel like doing a task because it's on the plan
- ignore the days you feel uncertain, lonely, pre-menstrual.
- ignore the times you will have unexpected external circumstances pop up.
- ignore that real life unfolds like a dynamic labyrinth.
- ignore that some days you'll feel more courageous than others.

As soon as someone inevitably experiences self-doubt, or faces an external obstacle or set-back, the whole enterprise is often abandoned. Then we experience the double-whammy of not only 'failing', but blaming this on our inability to carry out tasks that activate our self-doubt.

COURAGE-BASED PLANNING:

- makes room for emotions
- makes room for self-doubt
- allows for unexpected brilliant ideas
- provides supportive accountability
- provides a record of progress and lessons
- is led by your heartfelt vision, values and intentions
- is brought to life by how courageous you feel right now.

Courage-based Planning ASSUMES that there is no 'perfect' or 'right' way to reach a goal. Instead, we anticipate setbacks and challenges, and we expect our self-doubt to show up.

COACHING A CLIENT TO CREATE THEIR COURAGE-BASED PLAN:

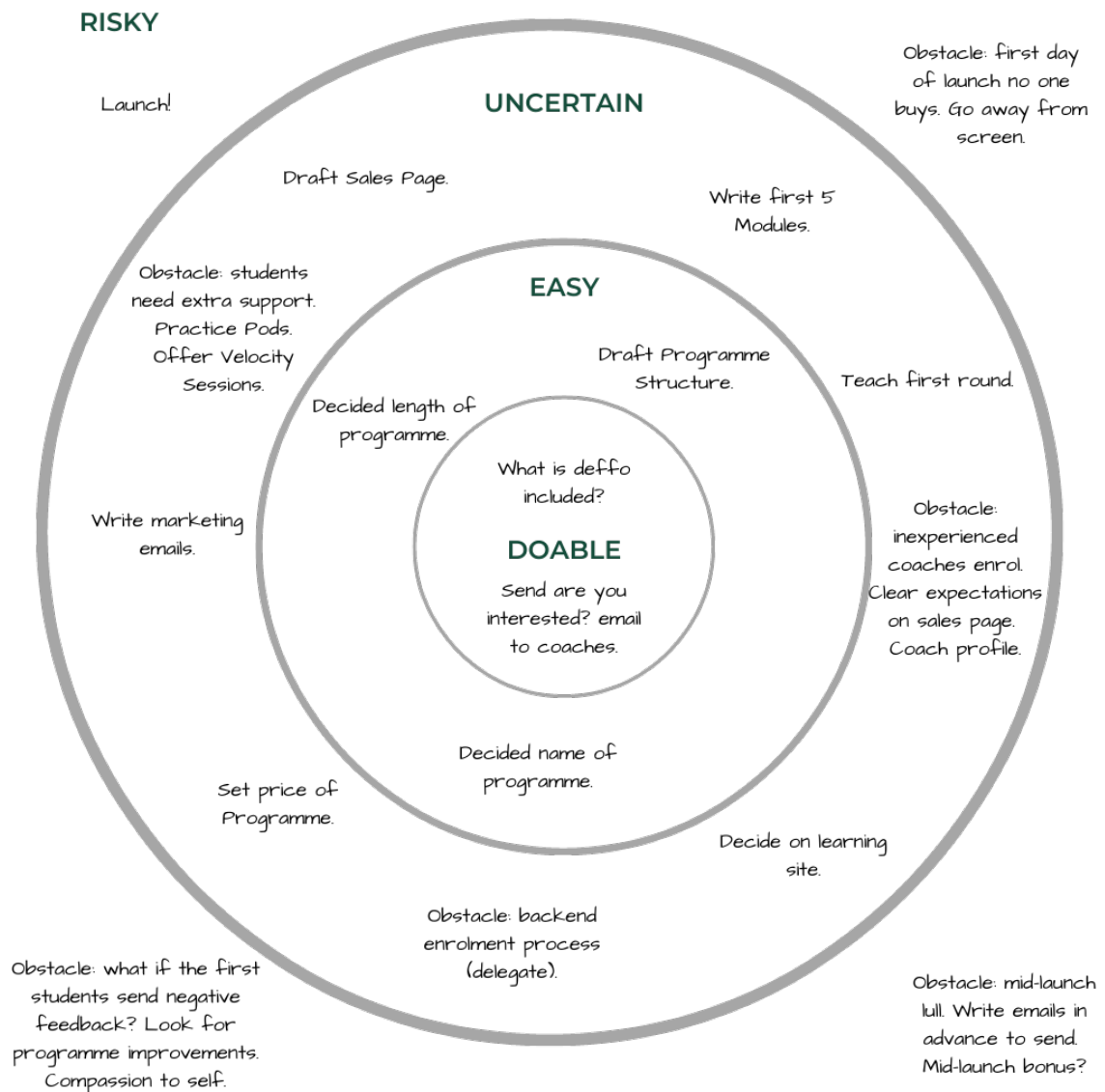
1. Take a blank sheet of paper and come up with lots of actions – what will you need to do, to bring your dream to life? You want to have about 20-30 actions. Don't censor, judge or disregard anything at this point – just get them on paper.
2. Read over your list of action ideas – what's missing? Is there anything you think you might have to do but you don't want to? Add these to the list.
3. Go through the action list and rate each action from easy > risky:
 - a. **Easy:** *I know what to do and I am happy to do this.*
 - b. **Doable:** *I know what to do and taking action feels stretchy.*
 - c. **Uncomfortable:** *I am not sure what to do/I don't think I can do what needs to be done.*
 - d. **Risky:** *I have no idea what to do or how to do it. Self-doubt is high.*
4. Use the Courage-based Plan template to plot your actions.
5. Start in the centre and write down the easy actions that you feel comfortable doing. Progress outwards – what feels uncomfortable? What tasks does your Protector believe are risky? Put them in the outer ring. Remember you are still just planning at this point!

TOP TIP

If you get stuck: work backwards from the goal being fulfilled:

- What is the last thing that happens before you reach your goal?
- What happens before then? Keep going! Write down all the tasks you know about.
- Unsure what comes next? Write **finds solution** and zip to the next thing.
- Let it be imperfect, incomplete, messy.
- Set VERY low expectations for yourself :)

EXAMPLE OF A COURAGE-BASED PLAN:



SBCA Coaching Tool: Courage-based Action

The body of research into behavioural psychology, suggests there are three almost universal elements of successful and sustainable change:

- **Make a public declaration** - I highly encourage inviting your client to share their goal with one other person in their life.
- **Take small, frequent actions** - built into the Courage-based Planning process.
- **Cultivate resilience against obstacles** – built into the Courage-based Planning process.

COACHING A CLIENT TO TAKE COURAGE-BASED ACTION:

1. Choose an action from your list of 'Easy' actions list and another two actions from your 'Doable' list.
2. Decide how you are going to reward yourself for completing ONE of these actions.
3. Do it within 24 hours.
4. Reward yourself (this is important!)
5. Decide on a fitting reward for the other two actions.
6. Complete all three actions within a week.
7. Reward yourself!
8. When faced with an Obstacle, take time out to re-plan.
9. Choose another three Actions each week.
10. Reward and celebrate your progress.

SUPPORTING YOUR CLIENTS THROUGH OBSTACLES:

OBSTACLE:

LIKELY CLIENT EXPERIENCE:

WAYS TO COACH:

First Obstacle

- Likely to be deflated or even anxious.
- May be temptation to quit altogether.
- Some clients will find it easier to access their Healthy Self and re-plan and readjust.

- Plan for obstacles!
- Build them into the plan – with ideas for solutions, add more ideas in as plan unfolds.
- Assume Healthy Self of the client will come up with solutions.
- Bring in other resources (Sage/Self-trust – what options do you have to solve this?).

Under-functioning Resistance

- Perfectionism (not able to begin or complete task because client doesn't feel they/it is good enough).
- Engaging in Passive behaviours (consuming food/drink, content, information).
- Stuck in Paralysis (confused, chaotic, waiting).

- Explore Protective Beliefs that underpin the behaviours. Belief Buster!
- Break the task into smaller, lower-risk steps – how can this be easy/doable?
- Encourage objective evaluations – concrete evidence of the actions taken.
- Keep some sort of visual record of task achievement so they can see progress.

OBSTACLE:

Over-functioning Resistance

LIKELY CLIENT EXPERIENCE:

- Procrastinating instead of completing task (doing a lot of other things!).
- Proving Yourself (motoring through the tasks but not enjoying the process, judging and criticising self – usually because assume that is what the task may invite from others).
- Placating others (not doing tasks that impact other people, not setting aside time to complete the task because of the risk of negative impact on others).
-

Lots of 'passive' tasks

- Passive tasks involve consumption – reading and learning from others, discussing with others.
- They are difficult to measure if you have made any progress towards your goal.
- They don't require the client to be any different.
- Passive Action is PERFECT when you identify that you have a knowledge or skills gap.
- Also helpful when you want encouragement, mentoring, coaching or examples of people who have gone before you.

WAYS TO COACH:

- Explore Protective Beliefs that underpin the behaviours. Belief Buster!
- Engage the Warrior/Self-worth to take practical action. What resources do you need to be able to do this? What Boundaries need to be in place?
- Encourage subjective evaluations of every task done – how does it feel to have completed this?
- Keep some sort of visual record of task achievement so other people in their lives can see progress.
- Courage-based Plan should incorporate about 10-20% of passive action.
- Encourage client to include 80-90%
- Meaningful Action – these tasks involve creation – client is in action - doing, being different.
- Progress is easy to measure –have tangible evidence of before and after.
- Meaningful Action provides client with opportunities to prepare for, face and work through obstacles.
- Meaningful Action involves taking action until..... achieve the goal, you make your dream a reality, you get to where you want to be.

SBCA Coaching Tool: Coaching + Behavioural Change

THE STAGES OF CHANGE MODEL

Developed by Prochaska and DiClemente in the late 1970s, and evolved through thousands of studies since, the Stages of Change model focuses on how individuals make explicit changes in their behaviour to achieve a desired outcome.

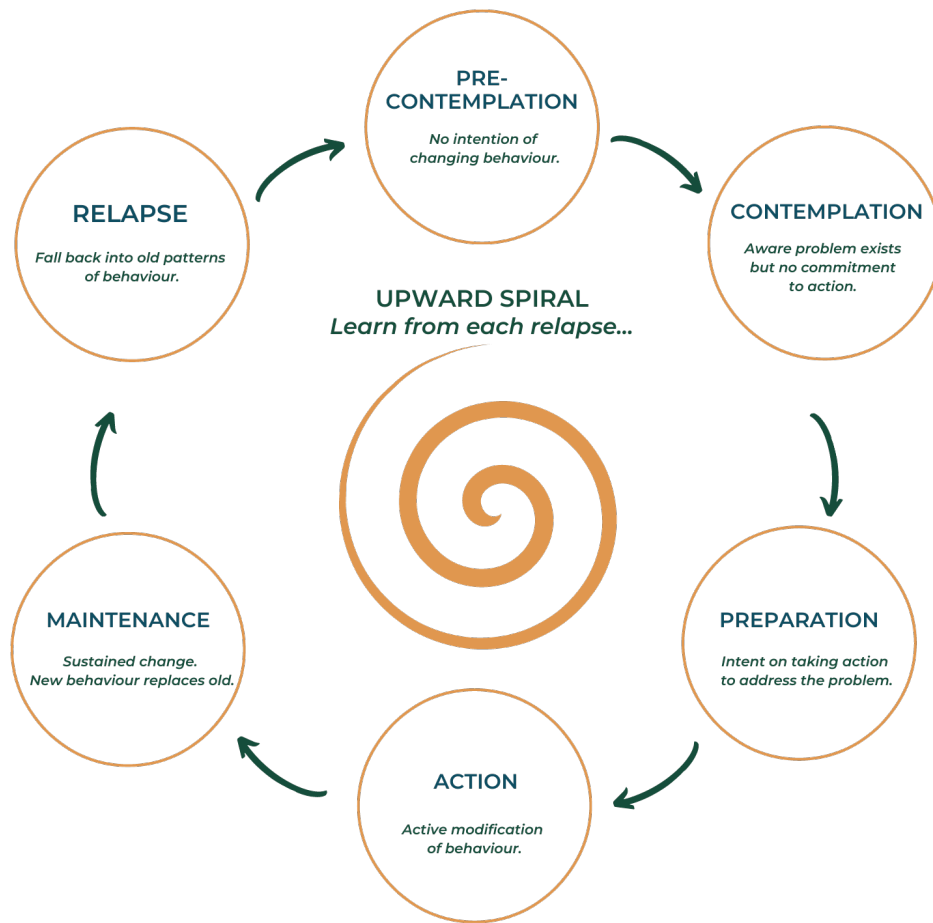
It is helpful for us as Self-belief Coaches because it operates of the assumption that people do not change behaviours quickly, decisively or in anything resembling a linear fashion!

Instead, any behavioural changes occur continuously, messily, humanely, through a cyclical process.

This is very much aligned to our approach!

Some aspects to be aware of:

- The lines between the stages are arbitrary and there is no set criteria for how to determine a person's stage of change – in most studies this is self-reported by the client.
- There is no clear pattern for how much time is needed for each stage, or how long a person tends to remain in a stage.
- The model assumes that individuals make coherent and logical plans in their decision-making process – of course we know this is not always true!
- The model largely ignores the social context in which change occurs, in particular, our client access to Cultural Power (derived from access to resources, opportunities and privileges because of your race, class, gender identity, body shape, and sexual orientation).



Ref: Prochaska and DiClemente (1983)

THE STAGES OF CHANGE MODEL AND SELF-BELIEF COACHING

These are suggestions for tools and approaches you can use to support clients at different stages in their coaching journey. This is not intended to be prescriptive. trust your own judgement about how to support your specific client.

STAGE	THE CLIENT AT THIS STAGE	COACHING INTERVENTIONS
Pre-contemplation	• Does not intend to take action in the next six months. • May be unaware that their behaviour is problematic or produces negative consequences. • Often underestimate the pros of changing behaviour and place too much emphasis on the cons of changing behaviour.	These are people in your audiences and sphere of influence, and you may decide to: • Share what you do, how you help, what is possible. • Share info to support self-reappraisal so they can see changed behaviour is who they want to be. • Share info to support social reappraisal to help them see how their unhealthy behaviour affects others.
Contemplation	• Increased awareness, intend to make a change in the next six months. • Recognise their behaviour may be problematic, and a more thoughtful and practical consideration of the pros and cons of changing the behaviour takes place, with equal emphasis placed on both. • Even with this recognition, may still feel ambivalent toward changing their behaviour.	These are your prospective clients: • Engage in increasing awareness about what is possible from changes after coaching with you. • Share info to support values-alignment with client's current self and Healthy Self (this may be idealised). • Encourage prospective client to engage in low-risk experiences of your work. • Actively invite people to discuss working with you.

STAGE

THE CLIENT AT THIS STAGE

COACHING INTERVENTIONS

Preparation (sometimes called Determination)

- Begin to take small steps toward change.
- Re-evaluation of beliefs takes place – now see that changing can lead to a healthier, more fulfilling life.
- Client's with self-doubt can take a long time to leave this stage and move into action.

These are your **new clients**:

- Support re-evaluation of what is possible, set coaching goals, develop an outline plan for coaching relationship.
- Deepen understanding of here and now impacts of the behaviour they want to change.
- Explore root causes of protective beliefs.
- Normalise resistance, worry and self-protection.
- **SBCA Tools + Approaches to support clients:** Archetypes of Self-doubt, Life Map, Mapping Protective Beliefs, Belief Biography, Three Selves of Trauma, Experiments, Vision Board/Joy Bucket

Action

- Experimenting with changing beliefs and behaviour and intend to keep moving forward with changes.
- May uncover more, related or new challenges.
- May experience 'honeymoon' of positive feeling from making immediate changes.
- May experience sense of being a 'never-ending project' as more coachable challenges are uncovered.

- These are your **clients you have been working with for a while**:
- Support integration of changed/new beliefs and expanded self-concept.
- Support any practical external changes to encourage expanded self-concept (eg: new routines, job search, business expansion).
- Provide model of Healthy Self – reflecting and encouraging evidence of leadership and vision, belonging and connection, advocacy and action, perspective and discernment.

Maintenance

- Initial changes are becoming habitual and client intends to maintain this in future.
 - May be concerned about achieving 'perfection' and see any relapse to earlier ways of being and doing as failure.
 - May avoid any situation where earlier behaviours are likely to reoccur.
 - Expanded self-concept may lead to changes in relationships and loss.
- Tend to Protector worries and fears – this will present as resistance.
 - **SBCA Tools + Approaches to support clients:** Meaning Making Map, Belief Buster, The Emotion Cycle, Experiments, Mapping Protective Beliefs, Meet Your Protector, The Four Faces of the Protector, Love Bus, Warrior Garden, Wisdom Tapestry, Courage-based Planning.
- These are **clients you have an existing relationship with:**
 - Continue to support internal shifts and expanded self-concept.
 - Continue to support external changes to encourage expanded self-concept.
 - Tend to broader/deeper themes – what are the narratives the client can thicken?
 - Development of client's Healthy Self – actively creating evidence of leadership and vision, belonging and connection, advocacy and action, perspective and discernment.
 - Much healthier relationship with Protector (in back seat of client's psyche!)
 - **SBCA Tools + Approaches to support clients:** Meaning Making Map, Belief Buster, Experiments, The Four Faces of the Protector, Thickening the story, Heart Map, Boundaries, Conflict Tools, Courage-based Planning.

STAGE

THE CLIENT AT THIS STAGE

COACHING INTERVENTIONS

Relapse

- Likely to have no desire to return to their pre-coaching beliefs and behaviours.
- May find they are falling back into old patterns due to changed circumstances, additional stress, or other reasons.
- Can fall into 'blame and shame' for still needing help, for not having 'conquered' old behaviour.

- Clients who may have moved on from coaching and return. Or clients who experience a relapse to old beliefs and behaviours.
- Normalise relapses, progress is never linear.
- Support opportunity for client's learning – how are you able to understand this differently now?
- Call in client's Healthy Self – what resources are needed right now?
- **SBCA Tools + Approaches to support clients:** Meaning Making Map, Belief Buster, Experiments, The Four Faces of the Protector, Thickening the story, Courage-based Planning.

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