

Intrinsic Coaching™

Intrinsic Coach™
Development

*Tiffany's exemplary coaching
conversation: Economy of Effort*

Intrinsic Coaching™

and Intrinsic Coach™

Development:

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From *Christina Marshall*, President, Totally Coached, Inc.

Dear Colleagues, As committed wellness professionals, we work hard at making a difference for people and too many of us become exhausted from carrying the weight of responsibility for people's results. It's not a secret; it's a difficult situation we hear about all the time. That's why we understand it can be hard to imagine that Intrinsic Coaching™ really does make the difference everyone wants. We want you to know that Intrinsic Coaching™ conversations really are different and we can enable you to have those better and more satisfying conversations every day. That's why we're giving you, here, an inside view of one of our coach development sessions. Please enjoy it.

Regards, Christina

P.S. If you want to have coaching conversations like the one you read here, or experience the same results as the coaches below, contact us at:

480-515-5220 or totallycoached@totallycoached.com

Intrinsic Coaching™ brings people together in ways that multiply who and what they can be for each other. We want you to imagine this and make it a reality for yourself and your organization like our coaches-in-training below.

As a professional in the health and wellness field, Intrinsic Coaching™ is one of the most significant skills I've been able to learn, and more importantly, apply, on a daily basis.

- *Debra Dailey, Deputy District Director, Health & Wellness, Cuyahoga Community College, Parma, OH*

Totally Coached, Inc. gave us a more focused, efficient, and effective way to deliver our services for optimal client outcomes. What we knew before was the best we knew at the time. Once you know Intrinsic Coaching, you can never go back. It's about developing quality business practices to deliver successful client outcomes. - *Teresa Taylor-Dusharm, Director, Advocate Health Care, Chicago, IL*

Tiffany's exemplary coaching conversation: Economy of Effort
(This conversation occurred during Tiffany's 10th week of coach training.)

Tiffany: Hi. How would you like to use these next ten minutes?

Coachee: I want to break a habit of mine that's just bad. There's this saying... I'm so busy sawing down the tree I don't have time to sharpen the saw. And there are certain things that, if I would do, it would make everything else easier. But I am so busy doing that I am not doing the things that would make it easier for me to do everything else. Does that make sense?

Tiffany: Sure.

Coachee: So, like a specific example is I need to get my eye glasses taken care of. And I've already been coached on that. And I realized I had closed off the possibility of a great solution for me. But then realized I just hadn't opened up to other possibilities – that is, a different doctor. So, I made an appointment with an eye doctor who I really do believe can help me. But then, when the appointment came up, I forgot to go. And since then, I haven't rescheduled. So, one of the things I continually struggle with is seeing. And I get really exhausted because I need reading glasses. But if I put them on then I can't see my

Employees and senior leadership are really buying into our efforts because they're seeing the benefits. We have recently been asked to present coaching to the Board of Directors as an example of a program that builds trust with employees. In less than a year, we went from an idea to a respected and integral program within Clarian. Coaching created an avenue to be successful in new and exciting ways. - Elaine Gaither, Case Manager, Methodist Medical Group, Indianapolis, IN

I am very glad I took the Totally Coached® Series first because they presented a clear picture of what coaching is and is not. Through Totally Coached, I understand coaching to be about eliciting instead of doing all the talking because the coachee is their own best source of answers. In subsequent coach studying, this line has not been made as clear and the coach has been portrayed as an expert, consultant, or mentor, which is no different from what we had already been doing. Totally Coached gave me a way to get results with people I didn't know how to get before. - Bill McPeck, Director, Employee Health and Safety, Maine State Government, Augusta, ME

Coaching has opened the door to unlimited possibilities for me. I no longer think that my skills and

computer, and I certainly can't see someone who walks into my office. And I tried to use those little reading glasses you put on the tip of your nose but then I never know where I'm looking. Sometimes I just want to take what I'm working on and just throw it. It's not that I don't want to do the work. I love my work. It's that I'm frustrated because I can't see. You know...hearing myself...I really see that I just need to make that appointment. And I'm going to, as soon as we are done talking. But you see, this is what I do. And I want to stop doing it. There are other things, too, where I know that if I would just stop and take care of it first it would make everything else better. There's a medication I'm talking and I'm not sure if the dosage is right. Sometimes I take it and feel worse. Sometimes I forget to take it and feel better. I feel like I just need to take care of these things that affect my life and my work...I need to stop ignoring or putting off things that need to be tended to, that are the foundation of everything else...like basic health-oriented things, even, and I need to stop acting like if I ignore them they'll just go away...or that if I just keep going eventually I'll get to them. Obviously, there's a glitch somewhere in how I'm going about things. And I'm frustrated and exhausted.

Tiffany: In what you just said, are you hearing a goal?

Coachee: Yes. I want to take care of the things that I ought to take care of. How simple is that? Sure, they might take several hours to handle, but the benefits would be enormous.

Tiffany: Do you want to focus first on taking care of your eyes?

Coachee: Ok.

Tiffany: What would your life look like if you made that appointment and got your eyes checked?

Coachee: Well, the first thing that comes up for me is I'd finally have answers to the questions that go round and round, like: Am I willing to wear bifocals or not? I have a resistance to wearing bifocals and I have to face it. I tried progressives and that didn't work. But you know, taking care of this would look like a constant annoyance being gone. Put glasses on. Put glasses off. Am I a 1.0, 1.25, how close do you hold the paper to your eyes to read? Because, right now, I have reading glasses on and I'm looking down at a page, and I can't look anywhere else other than inside about a 12 inch circle because even the periphery of my vision is blurry. Auuuggggghhhh! So, bottom line, it would look like this awful nuisance, once and for all, would be gone. Now, wouldn't that be worth it?

knowledge are being wasted. I am now able to find out what people are interested in changing and tailor our conversations to exactly their needs. - Colleen Reilly Perkins, Manager of Health and Productivity, Coors Brewing Company, Golden, CO

It was a big relief to find out it's not my job to motivate people but rather to elicit their best thinking. It's a shift that replaces exhaustion and frustration with energy and enthusiasm. - Susan Cohen, Health Promotion Coordinator, Healthtrax, Glastonbury, CT

Everyone thinks they know how to call someone on the phone. But then you realize they don't know until they know about coaching. Coaching really is a skill. - Beth Neilson, Manager, Methodist Medical Group, Indianapolis, IN

Your presentation of coaching is FANTASTIC. To me, you nailed it down - deficit vs. asset approach. Thanks for putting that in my brain. - Jim Smoke, author of 17 books, including the best seller, *Growing Through Divorce*.

With coaching, there is no such thing as a routine call. - Elaine

Tiffany: That's a great question.

Coachee: Isn't that worth it? Gosh darn it! It's almost like...you know...I do need to look more at that. Isn't it worth it? You know?

Tiffany: Do you want to talk about the "isn't it worth it" question?

Coachee: Yeah, I need to look at that. It's like the economy of effort, you know? It's economy of effort. I'm going to write that down. (writing...)

Tiffany: What does that mean to you?

Coachee: An economy of effort means that I am smart about where I place effort, and to be aware of these expenditures of effort that I try to ignore, because I'm so busy doing or I'm afraid there's no answer, but really I shouldn't ignore them...because addressing them would make everything else easier. Because gee whiz, there is a sum total...you know, I don't normally think this way...but that's why I have this problem...there is a sum total...I can barely grasp this but I know there's something real here...there is this sum total...of effort...and I need to be conscious of where I want to expend it...and where I don't, and, you know, this is 2004, and there are great doctors, lots of them, and there's a solution for me. But I've been living with this frustration for months and months...so, I have been wasteful in terms of...I have been wasting effort on stupid things. So, I think what I need to do is...no...I definitely will do, now even more so, is... I am committed to making this appointment and seeing it through. And not only seeing it through, but, if necessary, keep going back until I am completely happy with the solution to my vision, even if it means I have to accept wearing bifocals, which I'm afraid is going to happen...and I don't want that. But it doesn't mean I have to wear bifocals at night or when I go out...just in my office. And I have this other unanswered question, which is, "What about the medium distance?" Maybe I should just get great big progressives and not care about how I look. I look terrible in glasses. But what's more important is I stop being so frustrated.

Tiffany: Are you still committed to making that appointment?

Coachee: Yes, I am.

Tiffany: Could you check in with me and let me know you made it and then let me know how it went?

Gaither, Case Manager, Methodist Medical Group, Indianapolis, IN

I can totally relate to the efficiency of the time you spend with people. It's amazing what happens when you listen like a coach. I am working with someone right now who tells me exactly what she wants. I listen, she does it, and that's all there is to it. With coaching, the conversations are more fun, people get more out of them, and they take less time. - David Coates, Wellness Supervisor, Coors Brewing Company, Golden, CO

I am a Health Educator and I am used to teaching rather than coaching. It was difficult for me to adjust to the process of letting the coachee take the lead, however now that I've made the shift, I let my coachees tell me what they need and what they will do get there. With my old skills and new skills combined, I find that coaching makes my work much less draining for me personally. Now, I focus on coaching and implement education when appropriate. I look forward to seeing greater individual successes due to the fact that coachees determine their own needs, goals, and action steps. - Tracy Kuhn, Wellness Coordinator, Advocate Health, Caterpillar, Inc., Chicago, IL

Coachee: Yes, I will. And I am going to call as soon as we're done talking. Then, there are other things, like the medication issue...and I think part of it is I don't really believe there's a good solution. But there's that economy of effort thing again. While I'm not taking care of it, I'm spending endless amounts of time paying attention to it. And, it doesn't help me. So, here's what I'm going to do, specifically: I am definitely going to take care of the eye thing and, since I am looking at economy of effort...it feels good to say that...I'm going to take a next step on my medication, as well. You know, they are in capsules, and I keep thinking that you can't break a capsule in half...but they're made by a compounding pharmacy so why not a customized dosage?

Tiffany: How could you get an answer to that question?

Coachee: (laughing...) Call the pharmacy. You know, there's that economy of effort again. I feel like I can't call the pharmacy and figure this out because I have so many other things to do. But there is a sum total of effort that I have to expend, and I'm expending it. Now why wouldn't I want to use it in the most productive manner?

Tiffany: Do you want to talk a little more about the medication and your belief that there isn't a solution?

Coachee: Well, yeah, let me look at that a minute. Actually, I already have some thoughts about it...I just haven't followed through. I think I need 1 ½ capsules because one isn't enough and two is too much. I mean there's really no reason for me to think there's no solution...I just have to follow through...it's that economy of effort thing, again. I guess the medication issue is too big for me to figure out by myself but what I do know is the next step is to find out if I can get a customized dosage. It could end up being as simple as that.

Tiffany: Okay, and if it's not, would you like to talk more about that, then?

Coachee: Yeah, because I can't think past that right now. But I'm going to make the eye appointment as soon as we hang up. And I'm going to, at least, call the pharmacist and ask what's possible.

Tiffany: So what do you want to take with you from this conversation?

Coachee: Economy of effort. That's a big lesson. I need to apply that lesson in a lot of areas...because I could really benefit

One of the main things I learned is that everybody is an individual, and what works for one doesn't work for another. Like others, I was exhausted after doing exercise prescriptions because the things we thought would work, and we would try to explain over and over and over, were just not hitting a cord with the person we were talking to. So, it is really good now that we ask people to talk about what they want, and they find it themselves.

For example, I did a body comp for a guy whose body fat percentage has gone up a lot in the past six months. I asked him, "What is different now from what used to be?" and he came up with three or four different things. He was surprised that he thought of things he hadn't yet realized -- things I couldn't have thought of or predicted for him. And so this way is so much better because I could have sat there and told him "do this, do this, do this, do this" but it wouldn't have hit him like what he thought of it himself.

That is the biggest thing for me - that everybody has their own way of doing things. We learned to tell people what to do but it just doesn't work that way. When he showed up, he said, "I give up," but when we got done talking, he said, "All right, I am going to get back on the treadmill, right now." - Erin Cummins, Health Specialist, Coors Brewing Company, Golden, CO

from that lesson in general...you know...live with it over the next couple of months...just kind of put it on my wall....because that's not normally the kind of thing I think about...I always think that I can do everything...and I just keep going. But the truth of the matter is I have so much to do and I need to think more about economy of effort....That is a winner, really...So, I am happy about that. I think that's as far as I can go today.

Tiffany: Good. So economy of effort is what you want to take with you from this conversation, to think about further, and to grow. And, you're going to make those two phone calls.

Coachee: Yeah, economy of effort is a big one. I'm going to put that up on my wall. I'm going to live with that one. And I'm going to start by making that appointment and calling the pharmacist as soon as we hang up. Thanks so much!

Tiffany: You were a great coachee. You worked hard. And, you're welcome!

Tiffany Lidington has been with the City of Phoenix Wellness Program since 1998, where she started as an intern earning a Bachelor's Degree in Family and Consumer Sciences Education from the University of Arizona. Since then, Tiffany has assisted in developing a program for 13,000 city employees in over 100 locations. Her work is dedicated to making City of Phoenix employees Feel Better, Work Better. Tiffany became an Intrinsic Coach in February, 2004, after completing Intrinsic Coach™ Development Series (ICDS) offered by Totally Coached, Inc.

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