

Intrinsic Coaching®

Intrinsic Coach®
Development

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holder's use of ER services
raises a red flag.*

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and Intrinsic Coach®

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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 people want. 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 Intrinsic 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.

Intrinsic Coaching® has helped tremendously. It makes a difference with everything! Years ago I had a case management position with little training and I was never quite sure if I was going about it correctly. With Intrinsic Coach® training I never have to worry about not knowing what to say. I listen and I know how to let one step follow after another. It's made a tremendous difference to me and it only confirms itself as time goes on. I have been doing this for only three months and I cannot believe the results I am getting with clients. I go home some days and I think "WOW" this is fabulous. - Elaine Chance, RN, Case Manager, Healthy Results for You, Methodist Medical Group, Indianapolis, IN

I am thinking a lot about the way we rephrased the question about the meds and what strikes me is we aren't abandoning the extrinsic,

I>E>S and the Intrinsic Coaching® methodology.

(When your policy holder's use of ER services raises a red flag.)

Coach-Mentor: Let's get started....Does anybody have a coaching scenario they want to be coached around?

[A coach-in-development, a case management nurse for a health insurance company, tells about a call she has to make to someone excessively using Emergency Room services and visiting pharmacies for pain medications. Her identified goal was to "get him to stop using the ER so often." After clarifying, it was expanded, "and get him to visit a primary care physician, instead." However, for great coaching to occur, the most important goal still needed to be identified.]

Coach-Mentor: So, if you would think about the goals that are most important to your company, what kinds of things do you come up with? You want to focus on what are the most important goals for you, your company, and their customers.

Coach-in-development: For me and for the patients, specifically, it's to develop a relationship with a primary care physician instead of going to the ER all the time.

we are melding it better with the intrinsic. It's not that you stand back, it's that you engage more appropriately, with the participant showing what is most important. - Danna M. Downing, RN, Manager, Bronson ProHealth Wellness Services, Kalamazoo, MI

Intrinsic Coaching® is a way of life. It's an evolution -- a new way of communicating with anyone whether at work or at home. I learned how individual everyone is and that no one needs to be fixed. I learned that by choosing to regard people as capable, creative & complete, I find there is a lot to learn about that person and what they really want.

My job is 90% telephonic communication with our members and providers. I call our members to do a health assessment with a list of questions (my agenda). I try to identify gaps in care, educate, and come up with interventions for the gaps identified: a new diet, medication, following up with a physician. If I identified a gap in care, then I would come up with a solution: you have benefits to see a dietician; you need to follow up with your doctor and call your doctor when.... Again, that is my agenda and my solution.

I am learning to modify my approach to have a coach and coachee conversation. To do that, I learned to turn off my internal dialogue, try to listen more carefully to what the member is saying (for example, what they value, what their unanswered questions are) and try to elicit their best thinking to find out what is most

Coach-Mentor: So your goal is that you want them to develop a relationship with their physician?

Coach-in-development: I would rather have them develop a relationship with their primary care physician rather than use the emergency room weekly.

Coach-Mentor: And are they at risk of losing their benefits if they don't?

Coach-in-development: Yes, if they don't modify their behavior of using the ER once or twice a week, every week, instead of seeing their primary care physician.

Coach-Mentor: So, let's go back to what is it that you want for your coachee? What are the really important goals?

Coach-in-development: I'd like to know why this person feels like the ER is the best place to seek treatment, better than the Primary Care Physician's office, and what motivates this person to use the ER.

Coach-Mentor: I'm not hearing a goal.

Coach-in-development: Oh, okay. Do you mean the goal for the coachee?

Coach-Mentor: Well, let's look at your goal and your company's goal. You do have to build from that. What are your overarching goals?

Coach-in-development: Reduce ER utilization.

Coach-Mentor: Say that in a positive way because a goal is something that you can do.

Coach-in-development: Increase the number of primary care visits which will decrease the amount of primary care being provided in an emergency room.

Coach-Mentor: Ok. I'm hearing a goal, I remember what you said about having this person develop a relationship with a physician, and I hear that you want to increase his primary care visits which will reduce ER visits, and I'm wondering what, really,

important to them, what is their goal, what are the outcomes they want. I still add my expertise, but now I've learned to ask the coachee what he or she thinks about the information offered.

I have learned there is more than my agenda, goals, and outcomes and, through coaching, I have learned that I can obtain more than just information from the member – I can find out what their goals are and what's really important to them.

Intrinsic Coaching® enables me to get better and more satisfying results in my work with people. If you're not working with what your coachees see as their goal or outcome, you're not going to make a good connection, and you won't make a difference in the long run. - Nancy Haack, R.N., Case Manager, IBA Health Plans, Kalamazoo, MI

The entire 12 weeks of Intrinsic Coach® training was such a special experience for me. The trusting that had to occur throughout the process was humbling and the opportunity to learn from a variety of individual perspectives rewarding. I was reminded by this concept of intrinsic thinking of how communities welcomed their newborn into the world with such promise, expectation and support - in other words, acknowledging their purpose and VALUE! I have a new found hope that this practice will pervade every personal and professional venue, resulting in a shift that will strike a chord in us all ... I look forward to my continued growth in this practice. - Candace Alexander, Med, CHES, Director, Heart & Stroke Initiatives, Cincinnati, OH

is the goal: to develop a relationship with a physician or reduce use of the ER. I don't mean to pick this apart - what I want is to open up new thinking and to do that I really want to examine where the focus is.

Let's look at it this way: Would it be true to say that your primary goal is to have a healthy customer because that would most positively impact the customer and your company's bottom line? [Yes.] So, let's see if we can articulate that as the main goal, because in your arena, there is always an overarching goal and, too often, it gets lost in focusing on problems and how to impact the bottom-line from a problem-focused perspective, which doesn't work that well.

You know how we said that if you want to get better results in anything - and this includes the economic impact of things - it's to look at it as I > E > S? When the goal is "reduce use of ER" there is no "I" in that goal.

So, you can say: If we want to get better results as an organization, we're going to have to do I > E > S. Since you're a healthcare business, it would make sense you want healthy people, right? And when you start talking about healthy people you're starting to reach into the "I" though you're not necessarily there, yet.

Because setting a goal of "I am going to reduce this man's visits to the ER" is an extrinsic goal. It is a strategy of thinking that essentially means if I do the right thing to you, I am going to move you in this or that way. Or I am going to get you to do this other thing. And it puts all this pressure and weight on you and then the patient pushes back and then you have to push back harder and now you're reaching into the systemic, which is the rule, the policy, the black and white "ought," which says, "If you don't stop using the ER so much, you're going to lose your coverage." [That's right..]

So, you start out in "E," and then, when that's not working, you swing into "S" and you have a conversation with no "I." And it doesn't work, and everyone ends up frustrated.

So, how do you get the "I" into it? Well, the first thing is, you remind yourself of what "I" is. "I" is the world of unlimited variability and options - that's why it maximizes your resources and strategies - but before that it's a world in which people are valuable and

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, RN, Deputy District Director, Health & Wellness, Cuyahoga Community College, Parma, OH

I just wanted to let you know how religiously I use the techniques learned in coaching. Some of my standard questions S.C. (Since Coaching) are "what would you like to do" and "how do you see this impacting your life." My listening skills have improved immeasurably, because I am not preparing a next question. I now find it easier to identify and meet a patient's needs. Thank you for the gift of coaching. - Gail A. Fitzpatrick Fox, RN, BA, CCM, Case Manager, IBA Health Plans, Kalamazoo, MI

With coaching, there is no such thing as a routine call. - Elaine Gaither, Case Manager, Methodist Medical Group, Indianapolis, IN

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

Employees and senior leadership are really buying into our efforts because

valued in and of themselves, just because they live and breathe. Remember the capable, creative, and complete? That's where we recognize they have a whole lot more to contribute than we've recognized before.

So, you can ask, "Where's the intrinsic, the "I" part of the formula, in the business of health insurance?" I want to go back to the goal of "We want healthy people." And maybe associate it with what you said. "We want people to have good relationships with their primary care physician."

Now, you've said two things, really - you've said "this kind of relationship instead of that kind" and you also said "this kind of relationship." When you compare ER visits with primary care physician visits you're in the extrinsic. When you say "a good relationship," you are moving to the intrinsic. The next step is to explore what that means, otherwise it will slip right back into the extrinsic. (And, remember, extrinsic isn't bad, it's necessary; it's just not effective until it's informed by the intrinsic.) When a good relationship with a physician is one that fits the individual, you are in the realm of the intrinsic; you are moving toward an intrinsically meaningful relationship between a patient and physician.

So, when you put your thinking into that dimension of intrinsic thinking, you say, first of all, "Here's a human being. Not, first of all, "here is someone who is wasting insurance benefits," but someone who, first of all, has value in and of himself. This is someone who has important outcomes to achieve, things that are important to him, there are people around who love him, and you, in your professional capacity, do whatever you need to do to get yourself into first thinking of him as a unique individual who has value because he exists. There are many ways to look at this and the way we talk about it most is to choose to see him as capable, creative, and complete because doing so means you have a whole lot more to work with to accomplish beneficial outcomes. So you say, "Ok, we have some important outcomes to achieve here...health, a good relationship with a physician, and not just any relationship but one that fits you." Can you see how that might change the conversation?

Coach-in-development: Yes, definitely, and I have been struggling for the last two days to even...well, I called and left a message for him. So, if he calls me back, he is going to be calling me any time now. And I have been struggling for the last

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. Intrinsic Coaching® created an avenue to be successful in new and exciting ways. - Elaine Gaither, Case Manager, Methodist Medical Group, Indianapolis, IN

With Intrinsic Coaching® I have learned that coaching does not aggressively challenge or confront an employee, however, a coach does need to address the truth of the situation, as best as they can. As a coachee, one must accept responsibility for their own situations and account for what is going on.

I had an opportunity to use this learning with an employee who had been struggling to maintain her various responsibilities. This employee was feeling a little bit like a failure and not reaching all of her goals and objectives, but couldn't put her finger on what the real issue was. The Intrinsic Coaching® methodology provided a way to have a forward moving conversation. I was able to share with the employee that she was getting in her own way, with all of the responsibilities she had accepted, and that perhaps the best solution to the situation was to redefine her areas of responsibility.

In coach training, I learned that when someone isn't answering a question you asked, there's a tendency to think that the question

two days as to even how I can open up the conversation so that he's not automatically in a defensive mode and shuts down and doesn't want to tell me anything and will never call me back.

Coach-Mentor: So, let me add something additional. As you are beginning to think about "How do I put the intrinsic dimension into the conversation, I am going to ask you not to put an expectation on yourself to do this perfectly. Accept that this conversation might not be the greatest Intrinsic Coaching® conversation you will ever have, but you have to start somewhere and you are...with him. And I would say...How are you going to have this Intrinsic Coaching® conversation? You just go there, to the intrinsic, even though you then might have to stumble around to see how it all fits together. And maybe it even fails. But by repeatedly going there, you will put the pieces in that show you how you do this. Your practices will line up to become consistent with what you want. So, let me just throw something out. Here's what I'm thinking:

Hi, this is [name] and I am calling from [company] and the official reason I am calling is that I need to talk to you about your ER visits, but before we go there, one of the things that's really important to me is that you have everything you need to maintain your health. And I know, as a nurse, that having a really good relationship with a physician that you trust, who you like, and whose office is accessible and available to you. Is that something we could talk about?

Now what does that say to you when you hear me talk that way?

Coach-in-development: That you care about him as a person and what we have to offer him is supporting him in developing a caring relationship with a physician that he trusts.

Coach-Mentor: Right. And I also think it engages him to think better because this man perhaps doesn't like doctors or has given up hope of finding one, or has had bad experiences. You know, we don't know why he's choosing the ER. But for me, if I think about it, I would wonder, "Why would anyone go to the ER if he had a really great doctor down the road or in the next town over who he could visit...that he trusted, that was caring, was compassionate, that knew him...or maybe even a doctor he felt he could depend on to give him good medical care?"

isn't effective and so you try to ask another question or try to help the employee answer the question you asked. In remembering that, and creating the room for the employee to focus and think, what I thought was going to be silence turned into this employee figuring things out in a way that was like fire works going off.

I went into this particular conversation thinking, "This is going to be tough because I'm taking away a responsibility of this employee's job," but by using the Intrinsic Coaching® model it was a great experience for both of us and I saw how effective this coaching model can be. It enabled a high performing employee see their own situation and account for what was really going on, in a very positive manner and with enthusiasm going forward. - Paige Berger, MS, CHES, Sr. Vice President Sales & Marketing, ScriptSave, America's Premier Prescription Discount Program, Tucson, AZ

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

Coach-in-development: What if he's visiting ERs because he is looking for drugs?

Coach-Mentor: So you're wondering if you're actually dealing with an addiction issue...that he is going to all of these different doctors in different ERs to get drugs?

Coach-in-development: It may be an addiction issue, or it may be that he is in a lot of pain.

Coach-Mentor: Well, if it's that he is in a lot of pain, you are back to the overarching goal that took you to the caring or competent physician...that he needs a relationship with a physician, because he won't get this or that drug, often, without a relationship.

Coach-in-development: Right.

Coach-Mentor: So, where are you thinking this should go?

Coach-in-development: I think that the issue needs to be addressed because I do believe that just by looking at his patterns, where he chooses his ER services and the number of pharmacies that he's seeking prescription drugs from...there is either an issue that this man is in an incredible amount of pain and he has not developed a relationship with a physician and he's looking for help wherever he can get it. Or he truly is a substance abuser who is working the system to get what he needs.

Coach-Mentor: So, these things again, are givens. You know how we said you can't coach around things you can't talk about? You can't coach around these things if you can't talk about them. So, if I think about what you said, I think you could say, "You know, I was given your case because there is a pattern here that often means one of two things: You're could be in terrible pain and you don't have a good relationship with a physician who can really tend to it and ease your pain. In that case, it could mean that you are not getting...not making sure you are getting the best care...because there's no reason for somebody to be in so much pain and not have a competent physician helping to manage your pain relief and we can work toward that. The other situation often associated with this pattern of ER use is that a patient has gotten in trouble and has originally needed pain killers and then got addicted to them. So, what I want to do is work with you to get you the best care - if you need a doctor you can depend on,

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

I am just so impressed by our training group - everyone experienced and shared such wonderful and profound things. I've learned so much and, at the same time, I also feel like I'm just getting started. I have been a facilitator and an educator and I have listened to many people, but I've always real tied into the "fix it" piece. But with Intrinsic Coaching® and my own new intrinsic thinking abilities, I don't find myself going there anymore when I listen to people or when I'm engaged in conversation. I'm different now. For example, I was in the middle of a real stand off at work, between a team of people and an employee. It got really tense and I wanted to make it better. But my approach was to open up thinking instead of trying to insert my own. And, as I was taking steps to address the issue, I realized I was taking an Intrinsic Coaching® approach by asking questions that kept the thinking moving forward. So I really want to grow more and more in that way with the people I work with and also with friends and family.

then let's make that happen. If you got addicted, then let's talk about that. Either way, it's about your health and the quality of your life.

For you, as an Intrinsic Coach® Nurse, that really is your overarching goal. And it doesn't mean that this approach will make everyone tell you the truth and work honestly and openly with you, but you now have a basis for a relationship in which the two of you can work together: So, what I want to do is find out if one of these situations is your situation - that you are in terrible pain and need better pain management support or that what happens to people, sometimes, happened to you, that you got addicted and can't fix that, alone.

Coach-in-development: Yeah, that's great when you say it! Do you want to call him for me?

Coach-Mentor: Do you see the elements of Intrinsic Coaching® in what I just did? Beginning with "you are capable, creative, and complete?"

Coach-in-development: Exactly.

Coach-Mentor: I can say it the way I can because I have lots of practice. You will be able to do it, too. It just takes time. Months and months, and it still will continue to develop. Remember how we talked about the valued peer? It's putting the intrinsic dimension, the "I" part of the formula, into a conversation. An organization will tell you to put the "E" in it and the "S," and you are dealing with a lot of "S" when you are dealing with rules and policies. But it is people you are working with, not things - in the extrinsic dimension, people are things - and we can not get better results for, with, or through people unless we regard people as unique individuals. Because, you know what? If you regard them as things, or labels, or whatever you judge them to be - non-compliant, whiners, addicts - what you end up working with is your label...the whiner, the addict...and so on.

Coach-in-development: And definitely I am trying to be non-judgmental. I mean, that's a part of it...to be open minded, and I don't want to believe that he's just out there looking for drugs, even though that's what it appears to be....there's got to be a reason and what I want to do is try to get to the reason without making him defensive and shutting him down before he'll ever share with me what the reason is.

After that meeting I was sitting outside and sort of regrouping and putting together my thoughts and the leader of the team approached me to talk further. And I found myself coaching again. And now we're going to do it each week. And another member called me to let me know I did a great job in addressing that situation. I find that instead of trying to control the situation that I am opening it up and helping people to see new things and that's very rewarding.

I also found that over twelve weeks of Intrinsic Coach® training that there is a new way I can be with myself and for myself. I realize now that I needed a new way of thinking about where I wanted my life to go and where I wanted to be with myself. I just didn't have the tools for that and now I feel like it's more than possible, that it's going to happen. So I am going to take that with me forever, that I feel complete. With Intrinsic CoachingT, I can even work on parts of myself and set goals that are important to me. I am very appreciative of that.

- Betsy Wallace, MPH, CHES, Health Education Coordinator, Gwinnett Health System, Lawrenceville, GA

We coach now, rather than direct, and it's really interesting to see the night and day difference. I've even had people give me their cell phone or home telephone number and ask if I can call them there. - Tanya Most, Case Manager, Methodist Medical Group, Indianapolis, IN

I am a Health Educator and I am used to teaching rather than coaching. It was difficult for me to adjust to the

Coach-Mentor: That's right, and that's that reason for thinking and communicating in the intrinsic dimension and allowing it to inform the other dimensions. You know, I was asking you what the goal is. And I am asking you really, what the intrinsic goal is. Because unless you integrate the intrinsic goal, you can't get to a relationship where you and your coachee can think better, together.

There is so much out there for people and it just passes them by and it doesn't need to be that way. As a nurse, or health and wellness professional of any kind, even though we need to reduce the bottom line and assure appropriate use of healthcare benefits, without the intrinsic we can't do that well, and then we're frustrated, exhausted, dissatisfied, we label people, blame them because we no longer like our jobs...it has a terrible impact on H&W professionals, calling people and chasing them around and finding that people don't want to hear from you. Not a fun thing to bring home at the end of the day. And people think reaching into the intrinsic is going to take more time. Actually, it takes less time.

Coach-in-development: That helps a lot. I mean that gives me a strategy for moving forward, at least, to not shut him down with the first statement that I make.

Coach-Mentor: And I heard you say you didn't want to think of him as somebody who is just going around looking for drugs and so there's an intention to see him as a unique individual. But, because the intrinsic is weak, the extrinsic - the deficit view - tends to win out, even though that's not what you want. You want to think about him as a unique individual who is valued and valuable in and of himself. And you know it's not really as simple as someone just running around from hospital to hospital to get drugs. I mean, he's got this addiction, this thing that's bigger than him, and the more he recognizes that somebody is willing to value him, instead of push him around or deprive him or take something from him, the more likely you'll have a better result from your conversation.

So, let me open it up to the rest of you....What were you seeing, what were you hearing?

Coach-in-development-2: When you were talking about the patterns, the pattern reminds me that you had untreated pain,

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

Because of Intrinsic Coaching®, we have made real strides with our work and, because of it, I think the company we are with will be able to get more work just from what we are doing. The company is really happy about us learning Intrinsic Coaching® and we are, too. I used my coaching skills with employees, even while going over lab work. There's no way this can hurt anything or anyone; it just helps us do more with our education and do our jobs better. -- Catherine McMullen RN Case Manager for Work Site Wellness, Memorial Medical Center New Orleans, LA

When I start wanting to take over and give opinions and answers and everything, I stop and remember that this person over there is capable, creative, and complete in ways I can't see, at first. It makes such a difference. And listening, listening, listening. - Mary Ellen Cook, RN, CCM, IBA Health Plans, Kalamazoo, MI

and not getting the relief that you needed and, as a nurse, that concerns me. It did strike me that even if they weren't using the drugs for physical pain, they could be using the drugs for emotional pain. That what I felt I wanted to do was say that to him. That, if what we were talking about wasn't the case, that if it was some other kind of pain that was trying to be relieved, I wanted to reassure him, I guess, that it would be safe to say that to me because I wanted to help him.

Coach-Mentor:: Sure, so you would say: Using a lot of different ERs and pharmacies is often associated with pain - physical pain that's not being properly treated, addiction that no one expected to happen but which happened, or emotional pain that needs attention and care, because there's so much that's available to you these days. And you can just say: I want to cover these three things with you to see if any one of them is associated with the pattern that we're seeing.

Coach-in-development-2: And ask, "Is there anything we can do to help?"

Coach-Mentor: Yes, even simply by saying, "Many visits to different ERs and pharmacies are often associated with pain - one of three kinds." What happens, then, is the pattern and association stand separate from you. It's just something that is known. You are not judging him. So it's important that you have this kind of clarity, so you can do your job well. Because when you are dealing with systemic things like policies that say you can have this and you can't have that - these are rules - you don't want your "clarity" to actually be your opinion. When your company's policy is mixed up with your opinion then it's going to be really hard to reach for the intrinsic.

Our advanced Intrinsic Coach® coaches worked with a situation where a coachee wanted insurance benefits that he wasn't covered to get and we realized that the coach has to have clarity about what the policy actually is, including how it's interpreted and how it's interpreted for sure - or there's a tendency to link yourself, your opinions, your judgments about the person, and your communication to the "bad news" and then your resources and strategies are reduced and you have little to work with other than the usual tug of war.

If you are really clear about the policy, the bad news, you won't have to operate on judging the coachee, bringing your own

The one area I've made the most progress in is that of not trying to rescue or to tell people what they need to do and, instead, helping them to figure it out, themselves. It's a big change because the way we've always tried to do it -- we've always tried to be as if "We know it all!" and "We have all the answers!" And that's the way we tried to help people. Now, I am more aware of how I can really help people and when I start to do it the old way I become aware of what I'm doing and I can pull back and let them be in charge of their change. Elovie Peddle, MS, RD, LD, CDE, Helath & Wellness Specialist, Outpatient Dietitian, Southwest General Health Center, Middleburg, OH

I thought I knew how to listen, but I was only scratching the surface. One of the things I find myself doing automatically now, which really pleases me, is I'm asking our members "What do you want?" or "What do you think you need to do?" rather than just automatically giving them answers. It has produced some very interesting and positive results. - Gail A. Fitzpatrick Fox, RN, BA, CCM, Case Manager, IBA Health Plans, Kalamazoo, MI

I'm seeing such value in Intrinsic Coaching®. When I'm listening with a spirit of service my inner voice is quieted, and I'm much more attentive. I'm finding myself surprised in conversations. I think I know what someone is going to say, and then that person goes in a completely different direction. The direction they go in is so much more valuable to them than where I wanted to go. From the start

prejudices into it, even your own experiences with that cousin who is addicted to drugs...whatever...and you can separate yourself from the systemic and extrinsic, instead of being stuck in it. They are both necessary but they work best when informed by the intrinsic.

In other words you are free to roam in the intrinsic when the systemic is set and you are no longer the author or enforcer. It's just there, an unalterable part of the picture, but it doesn't change your ability to go after the overarching goal - in this case, health, a good relationship with a physician, a better life.

Coach-in-development-3: We do a lot with weight loss and stress management and exercise and the people who come to us, a lot of times, feel guilty and they don't want to talk about it because they are embarrassed or ashamed. So, I can see how going into that intrinsic thinking...I am here to support your goals, that I can't see yet, how that really does open up the arena because they know they are seen as more than just an overweight person. Otherwise, it's a struggle, at first, to get them receptive to you because they are embarrassed and guilty.

Coach-Mentor: I see. So what you're saying is there is no intrinsic when somebody is simply "an overweight person" and so, when there is no intrinsic, the entire conversation is about them as being overweight, as if there's nothing else about them that means anything. To all of you, I want to remind you that bringing in the intrinsic makes conversations shorter, not longer... I'm saying that just in case this is what you're thinking. Without the intrinsic, you're much more likely to get defensiveness and excuse making and maybe, even, ultimately, avoiding you.

So, really the key is to reach into the intrinsic and then make sure the intrinsic informs everything else. Don't do away with the extrinsic - your role and what you're supposed to get people to do - or the systemic - the absolutes and so on - just make sure they are in their proper order.

So, whether it's a policy violation or someone wanting to lose weight, what we are talking about is the same. Just the details differ. And that's a clue that you are working with a powerful paradigm, when you can go right back to something as simple as I > E > S, and it works every time.

I'm intentionally choosing to enter into conversations listening only to what that person has to say. When I'm quiet and really listening the question is there. Intrinsic Coaching® is showing me that coaching forward is a big deal, and to avoid thinking backward. A lot of people like to go back to the problem, so getting them off of that and having them focus on what they want is fun. I'm able to keep making the choice, guide people through the process, maintain focus on the goals, and listen with a spirit of service. As a result conversations are taking a lot less time, and it's much more fun. -Annika M. Collins, Student, University of Wisconsin Stevens Point, Stevens Point, WI

I asked a woman having upcoming surgery what was important to her in having the surgery. She was taken aback because no one had asked her that before - with past surgeries people gave her information on end of life issues. After thinking about it, she said she wanted to live. As I listened, I could hear her thinking and working through it as I listened more intently, let her go to her own thinking, and was non-judgemental. With Intrinsic Coaching® you get much more than you're anticipating when you ask someone what they want. You never know what you're going to get and how people move forward with their own information. I've learned how valuable people's thoughts are. It was important for this woman to talk about living and living a normal life. She was really strong in her thought process on how she was going to accomplish this. All I could think was 'wow!' - Karen Musser, Nurse Case Manager II, Capital Blue Cross, Harrisburg, PA

Coach-in-development: I am going to remember this and I am going to go back and pencil it on my sheet... I>E>S... and I want to keep remembering it. Especially in the position that I am in where there are rules and regulations, policies and procedures.... I have to remember to put the person first.

Coach-Mentor: And you know, as you learn more and more about Intrinsic Coaching®, and more importantly, put it into practice, I would love hearing more about these situations that involve policies and procedures. We have to have "musts" but we don't have to turn people into things or no-things in order to accomplish them. And we don't have to forget that all of us have important outcomes in mind, that we want to accomplish, and that all of us are valuable and valued peers in the process. Remember, it all begins with the choice. Also remember that conversations and outcomes take less time, not more, when you bring in the intrinsic. By the end of these 12 weeks you'll prove it, yourself. Thank you so much. I'll see you in a week.

The Coach-in-development was Cindi Lebiecki R.N., a Case Manager for PHP Familycare, which is a managed Medicaid Product in Southwest Michigan. Cindy is responsible for proactively promoting wellness and care coordination services to members with complex health needs and tracking the effectiveness of interventions over time.

The Coach-Mentor was Christina Marshall, founder of Totally Coached, Inc. and the Intrinsic Coaching® methodology.

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