

Source Point Training E-Book Series

The Empowered Coach:

*How to Get More Results
For Your Clients,
And for Yourself*

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Source Point Training



facilitating revolutionary change

Chapter 1

Accountability is a critical word in our growing vocabulary about conscious-living, and is often heard from the lips of world leaders when it comes to blaming someone for our declining environment and global economy. When something goes wrong, there should always be someone to blame, right? This is an accepted worldview, yet there's another perspective.

- *What if being more accountable in your life moved you faster toward the life you really want to have?*
- *What if, as an effective coach, you could also see bigger results for your clients on a regular basis?*

One of their greatest barriers to being a more effective coach is to understand the value of coaching accountability. Coaches often fear conflict and making things messy when they bring-up accountability with their clients. But accountability actually creates ownership, which, in the end, creates results. One of the greatest gifts of being a coach is that we are here for our clients in ALL-ways, to support them and celebrate positive outcomes. We are also here to inquire about barriers and blocks that keep them from achieving the goals they desire. We cannot have one without the other, and be an empowering coach. Coaching accountability is an effective way for clients to produce the results they say they want.

Creating Awareness for New Possibilities

Making it all about blaming vs. accountability is the first mistake we make when we talk about accountability. Many people think of accountability as a way to keep score and manage results. True, accountability creates awareness and opens the possibilities for new actions and perhaps beliefs, and even a "New Attitude" as the song goes.

Accountability simply means to have ownership for all results—either working or not working. Most people love to claim positive results and will tell you all the things they did to GET them. But they are reluctant to have that same sense of excitement when looking at the results that they

did not want. Simply put, accountability means “*I am Able-to-Account for the choices I made, or am making, that lead to the outcomes I have now.*” The opportunity is the POWER OF CREATION...not being at effect of circumstances—but being in the driver's seat of their life regarding ownership of the choices they make in ANY given moment.

Why is it so hard for people to look at all their choices and the results as a means to be accountable? I believe that most human beings do not want to feel like they have done something wrong. Imagine how Thomas Edison would have felt if he would have been unwilling to be accountable for all the mistakes that he made on his journey to create the light bulb?

Accountability Is Empowering

Many times I ask clients to say the following when they make mistakes and end up with an outcome they did not anticipate or desire: "I had an opportunity to make a mistake and *I took it!* So what, now what! What can I learn from this, moving forward?"

The great news about coaching accountability is that it opens a space/possibility for real inquiry for both the coach and the client. There is no right or wrong, there are just the results and together we look for what new learning has been created. What gems can be gleaned from the results? There are no good or bad results—*there are just results.* Looking from a neutral place, without judgment, allows for a powerful relationship with our results and what choices were made to produce them. It is what we choose to do with them that truly count.

As a coach, this might be a good time to take an inventory on how you address accountability with your clients. How are you working with your clients to create ownership of their results and curiosity? We must always embrace the resourcefulness of our clients and the choices they have. What powerful questions do you ask your clients that will assist them in having a deeper understanding about why they have what they have?

Chapter 2

When clients understand that they have choices and they get to choose all the time, it creates infinite possibilities and a real sense of personal power.

Choice is Better Than No Choice

When working with clients around being accountable, we must always hold them as infinitely resourceful for creating anything they desire. Many times, I have experienced a client coming to the call in total defeat about being able to achieve their goals. By being empathic, holding them accountable—without blame and judgment—and staying neutral, the call ends with a deeper sense of resolve and possibilities.



When beginning new client relationships, I help my clients understand what it means to be accountable. Most people come to be coached because they want to create some type of change. Well, change means that they must be willing to examine *all* that they know and *all* that they do, to see where course corrections can be made. This points them in a new direction. I let clients know that as a result of our coaching relationship they will experience a new relationship with the results in their life. From this new experience, they will continue to understand the value of *being* accountable, long after coaching.

Notice that I wrote “*being*” accountable? Accountability is not something we do but rather a way of being—like ownership. There is a difference between being accountable and being responsible. Again, this is why many people get confused about their results. “I am responsible” means that I can choose how to respond to any situation. It is being proactive versus reactive. Being accountable means ownership and I get to look at all my choices and actions that lead to a specific result.

Exploring Barriers to Performance

It is when clients do not see that they have the power of choice they become blocked. Many times this comes from their “personal barrier to



performance,” as I like to call it. We all have them and we all use them, especially when we are not feeling confident, clear and resourceful. These become our natural STOP signs along our road of getting where we want to be.

Let's look at some familiar barriers or STOP signs:

- Explaining—Defending, justifying and focusing on all the circumstances that lead to the outcome or results they created. This is the STORY they hold to be true and many times it is challenging for coaches to intervene in the story.
- Confusion—People who rely heavily on information to be confident before moving ahead will find themselves confused, unclear and asking many questions of their coach. Confusion is a typical barrier for personality types that tend to be more analytic. Confusion leads to procrastination and lack of action.
- Doubters—Worried but hopeful. This is the wait and see attitude. They would rather let someone else go first and take what they perceive as a risk. They benefit from coaching where they see themselves as capable and confident.
- Victim or Trier—Never quite makes it. Makes the run for the goal again and again and falls short. Coaching the Victim or Trier requires that as a coach we work to break it down into small enough steps and actions that reduces the element of risk. The more success clients have the greater confidence they gain and willingness to take more risks.
- Cynic or Distrusting—Create a good deal of evidence about how others will not support them or they cannot trust the positive intention of those they have as resources. Cynics come from a history of failing or having others let them down. They work hard to protect themselves and use their cynicism as a great cover up. When coaching cynics it is great to ask "what if" questions followed by "then what?" Eventually they will lead themselves to a place where they begin to see a positive outcome potential and more willing to take action.

As we coach our clients, listen when they talk about their results, or declare what they want. Usually one of these barriers comes up. So how does a coach work with a client to have ownership and accountability when faced with these barriers?

Finding the Way & Overcoming Barriers

As you and your client, look at their results, the first thing to review is the actual result. For example, I was working with a client recently who shared that they have NEVER in their professional life ever been as stuck as they were at this time of change. Taking the focus off the immediate circumstance and all the explanation about why things were the way they were, I began to explore with them a time when they had been challenged, gotten through it and learned some valuable lessons. I might also ask some of the following questions, to create awareness and renewed commitment:

- What were the assumptions you made that lead to the action?
- What was the attitude you held before you took action? (i.e. positive versus skeptical)
- What belief did you have about what had been possible?
- What was the level of commitment you had prior to achieving the goal?
- Looking back, what resources do you now see that can support you?
- What new actions can you take or what new attitudes can you adopt?

Chapter 3

Simply put, accountability translates to ownership. Acknowledging that we make choices—consciously or unconsciously—sets-up the path for creating the results that we have. For many this is a BIG pill to swallow—especially if they have faced many experiences where they did not see how they were responsible for the outcome. Those blocks come up and stop us from pursuing what we say we want. The value of coaching accountability is that clients begin to see how they are ultimately the owner of their destiny and have great power to choose.



It's All About Enrollment

How can a coach work with clients, not telling them what they should be doing, but instead invite them to look at all the signs along the road and make the best choice in the moment? Enrolling clients in genuinely being curious to see ALL the choices they had and could have made on the way to creating their outcomes is an effective coaching tool.

"People always make the BEST choices available to them in the moment." That's what I believe. No one wakes up thinking, "What are some of the dumbest choices I can make today?" Yet as they step out into their daily life, events occur and they respond, or in many cases, react, to what is occurring. Working with clients, we have the opportunity to be with them to review the "instant replay" of their day, as well as look closely at all the results that were created; both the working results and those that did not work out so well.

The RAISE Model

I use this model to enroll clients in looking at their results accountably, and to gain renewed commitment to move forward.

- **Relate**—Be in a place of relating and understanding your client's perspective. It is their reality. You may not see it the

same, but being with them, connecting and relating to what they are sharing creates trust and openness.

- **Align**—Align with what your client intended. What was the result that they were going for? Where are you in partnership with them on the outcomes?
- **Inquire**—This is where powerful questions come in. What assumptions were they making? What resources did they use? How could they have done it differently? What are some of the benefits?
- **Support**—How can you affirm and support your client in their new choice? Coaches are not cheerleaders but they are advocates for their client's positive intention. What do you know about your client and the skills they have? What about the resources and attitudes you have experienced that will support them in moving forward?
- **Energy**—What energy or specific action are they declaring to move forward? Energy and action are required in order to create any outcome both positive and negative.

By enrolling clients in making new choices and taking new actions they are empowered to move forward using *all* the information from the past. That history can positively support them in creating the changes they desire. It's all about enrollment!

Chapter 4

Coaches who build trust with their clients trust their client's resourcefulness and are with them in close examination of all results they create. When your client comes to the coaching call prepared to tell you *all* of their results since your last coaching session, as well as sharing what worked *and* what did *not* work from an accountability place, this tells you they have spent time in reflection of their choices. This is confirmation that you have enrolled your client in the power of accountability.



Becoming Known As an Empowering Coach

You will gain a great deal of credibility as a coach who assists clients to acknowledge their choices and begin to see the resources they have available. In addition, you will have provided your client with accountability tools to move forward independently, without you, to continue to own all of their results. They can now look at what they accomplished from a place of genuine curiosity. They'll be clearer on all that they can see and learn with new self awareness that will sustain them going forward.

We will always confront our barriers—but we will recognize them as just what they are—our own filters that create our own **STOP** signs and recognize we have the power to make different choices and move forward with confidence.

Your clients will stop playing the “right / wrong game” and the “blame game” with themselves and with others and start to look at “What if . . . ?” Part of being a coach who provides the tools for accountability is that clients become freed-up and have a great deal less stress in their lives around their results. The beauty of living each day fully is that we have many opportunities to **STOP** and **LOOK** at what we are creating, and to **CHOOSE** a new path or sometimes just a “New Attitude.”

As a coach, the work that must be done to coach accountability is to live it in our own lives. That means we need to be willing to examine all our

results with the same level of curiosity for learning as we invite our clients to do. None of us has the RIGHT answers, but we are always getting new information. It is how we choose to use that information that opens the space for creation of something new.

ABOUT BARBARA FAGAN

Barbara Fagan is co-founder of *Source Point Training*. She has worked as a master coach and facilitator within the U.S. and international



businesses community for over twenty years. Barbara began coaching in 1987 before it was a "known" profession, and co-founded The Coaching Company in San Francisco. She is an excellent coach for individuals and businesses involved in leadership and managing change, which includes working through career transitions, defining strategic business imperatives and communicating with clarity to reach alignment. She is affiliated with the International Coach Federation and the International Association of Coaches. Prior to co-founding *Source Point Training*, with Lou Dozier, Barbara was President of Resource Realizations, Inc. and the Director of The Resource Academy which trained and certified professional coaches.

ABOUT SOURCE POINT TRAINING

Source Point Training was founded in 2009 by Barbara Fagan and Lou Dozier and is known for developing coaches, facilitators and leader of positive change. It offers a unique educational opportunity that integrates the best of transformational training, inspirational learning and practical application. *Source Point Training* offer programs in personal and professional development, leadership skill building, relationship coaching and fundamentals of coaching.

For more information, visit www.SourcePointTraining.com