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Welcome to coach to coach a podcast dedicated to showcasing the power of coaching. I'm your host, dr Katie Linder, and I offer coaching to academics and higher education professionals to bring more ease to their lives and work. Before you dive into this episode. Here's a quick introduction to the structure of the show.

In each season of coach to coach, a new guest coach will come on the show to demonstrate a range of coaching tools and strategies. The first episode will offer you an introduction to the guest coach. Then I'll coach the guest and they'll coach me for the next six episodes and always on real topics and issues we're dealing with in our own lives.

Each season we'll end with a debrief episode where we'll talk about how the season went. And offer any updates on the topics covered in earlier episodes. It might make the most sense to start each season in the beginning and listen to the episodes in order this season. I'm delighted to introduce you to dr ball.

He supposed specializes in helping ambitious, perfectionist get out of their own way so that they can experience greater joy and fulfillment in their careers. Now onto the episode. He said, Oh, I am so excited to have you come on the show and hear a little bit more about your coaching journey, and I would love to start out with just how did you first learn about coaching?

How did this come into your life in the first place? Uh, when I was in my mid twenties I did this certificate in entrepreneurship. So I'd done an undergrad in dietetics and then I was not really happy with that profession and I decided to do something really different and I did this certificate and there was a woman, I can't remember if I met her at a networking event or if she was at another student in the certificate program.

And she said, Oh, my boyfriend's training to become a coach. I had no idea what that was. And she says, um, she helps people who are starting businesses get clear on their direction. And it sounded good because I, entrepreneurship was completely new to me and he was doing his certifications. So. He offered me a series of, I'm guessing like six, you know, a number of coaching sessions, and he was fabulous.

And that was my first taste of coaching with somebody who actually called themselves a coach. Um, so that was my first intro to coaching. And then. It must have been maybe eight, nine years later when I was started to work as an educational developer at, um, at UBC, one of the other, my colleagues invited a woman in to do a team session, and she was also a coach.

And she offered to all of us, any one of us who was interested to do some one on one coaching as a follow up, and I did some coaching with her so. Those are my two sort of early recollections of coaching. And, um, and then it was a number of years before I started to reengage with coaching. Do you remember what you thought about it in those early days?

I don't know if I'm making up these memories or if they're okay, but what I, what I seem to recall is really

loving having someone there for me to help me work through something that I was having some trouble. Yeah. Like someone who. Listened and asked questions and helped me get more clear about whatever it was. Yeah. That's one of my favorite parts of coaching is that a good coach has such a focus on you, like they're so zeroed in to helping you and figuring out kind of the clarity piece, and it's such a gift, like to have that kind of focus aimed at you.

Yeah. And I'm not somebody who tends to like to talk a lot about myself, and so it gave me permission to, to have that selfish attention. Yeah. So how would you define coaching? What does coaching mean to you?

I would define it as a partnership, a trusting partnership between two individuals where one person that coaches supporting the other to grow and to move forward in a way that's desired by the client. Okay. So really it's that the trusting partnership piece and the forward movement. When you think about that relationship with your coaching clients, what are the most important aspects of that coaching relationship for you?

Trust seems like it's a big part of it. Are there other things? Um, rapport, because I was, when I was thinking about what aspects of this relationship. Make it,

make it a true partnership. I can trust somebody but not feel connected to them. Right. Okay. I can trust them because they're trustworthy. But that piece of rapport, when I have been a a coach and a coachee has been. What really made that relationship a strong for me. So it's a rapport is a, is a big one.

Trust is you, as you said, and um, there's certainly a feeling of mutuality that I think is in a good coaching relationship, uh, for myself. I tend to feel. Um, a lot of care towards the people that, that I coach. And it's hard for me to imagine being in a coaching relationship where I didn't feel that kind of sincere care.

Um, yeah. So I'd say those are the most important aspects. And, um. Enjoying that time together.

I love that. So I'm curious if you have certain things you like to do at the beginning of a coaching relationship to build that rapport or to kind of make sure that that's clicking in between you and a client.

Really. Practically, um, is allowing for a conversation before we even decide to enter into a, a coaching agreement. So, um, I would say in every case, there's been a conversation 30 to 60 minutes. Where we have a chance to get to know each other a little bit better and get a feeling for, uh, for one another.

Because I, I do think it has to be a good fit both ways. So I'd say that is like a real practical piece of it. And sometimes, um. What I do after a conversation is send a, a followup, but on video, and I've had some positive feedback there. So the first conversation tends to be where we can see each other and then with a followup also.

Uh, where does a chance for these them to, to see me? But in terms of once the coaching relationship is officially started, I'd really see it like, it's your conversation. I don't, I can't think what I have a specific, uh, tools or techniques that I use. I feel that that builds over. Over time. well, I think the thing you mentioned too about that care.

I mean, I would imagine that that is coming across to the client and building that trust, building that rapport, because your care is being communicated through all kinds of ways as you're building that relationship. Yeah, I certainly hope so. Um, and that's, that's my feeling too. Yeah. Okay. So I'm curious if you have any favorite coaching questions that you kind of keep coming back to, or that you are kind of old favorites of yours or tools that you just feel are especially effective when you're working with your particular kinds of clients?

I don't believe I have any favorites at this time. I got into coaching through the StrengthsFinder and Gallup, and so that tool to call it Clifton strengths assessment was something that initially. A was an entry point in and sort of a consistent piece in the coaching conversations that, uh, that I was having.

And I still use that sometimes, but definitely not all the time, or not even the majority of the time, any anymore. So I take to begin, that was. A consistent tool that, um, that I use in that pool helps identify people's strengths. And that was a focus of the conversation. Um, yeah. And now I would, I, I can't think of anything that I am really attached to or that I consistently use other than the most basic approaches around the scene.

Curious.

Yeah. And did you ask about questions or not? I asked about the questions and the tools. So either one you want to respond to. Yeah. Yeah. So in terms of the questions, I don't know if this is because this is one that's on my mind lately. Um, but one of the questions that I really like is. What do you gain by that perspective?

Hmm. So sometimes we have perspectives that we hold onto that aren't serving us. And I find it interesting for myself to answer that question and to hear people's responses to that question. when we are getting in our own way. The other one that. I haven't quite figured out. It's not a consistent one that I use, but, and I haven't quite figured out the right wording necessarily, but something along the lines is, is there anything else that needs said at this time?

Mmm. Because what I've discovered is. A coach, he will of course disclose information, but there is sometimes some something being that's lurking there in in their mind, which hasn't been surfaced yet in the conversation for whatever reasons, and sometimes asking that question at, at a moment in the conversation, we'll invite them to say.

And then there's this thing. Right?

The other one is what's important to you.

those are good ones. I do feel like coaching is often a space where people can say things out loud that they haven't said out loud before. Yeah. So that question of like, what else needs to be said or. Opening up that space to let someone say the thing that maybe feels really scary or that they just haven't had a chance to articulate yet out loud.

Yeah. Yeah. That's such an important role of coaching. And I think, I mean, both you and I work a lot with people in higher education. Um.

Are used to being competent, accomplish, then I think sometimes it's difficult to talk about those areas where we're not feeling that way and to say to another person that, um, this is the way things are going and I wish it, I wish I weren't. So I do think that is. That that takes courage. Yeah, absolutely.

Yeah. So you mentioned StrengthsFinder as kind of your entry point, but I would love to hear also about just the kinds of coaching you're offering right now and the role that coaching is playing in your business. You know, in terms of how you're working with clients. Can you talk a little bit about that?

Um, so let's say. There's kind of two, probably way more than that, but, uh, in terms of professional work, really two main avenues for the coaching. One is in my part time work as an educational developer, I do a lot of one on one consultations. And so just like, we're always facilitating, um, like. There's always coaching moments, right?

So it doesn't need to be a formal coaching session for it to be coaching. Just in the questions that we ask and the way we listen and whatever it might be. So, in my one-on-one consultations, I would say is, um, with within the additional development work that is. We're coaching, uh, happens. And then in terms of my business that has been largely with higher ed professionals, it has all been one-on-one, uh, work to, to date some in person and a lot online.

Um.

And that's, and then there's coaching. With family, with friends, which isn't a coaching session, which is not, again, like we're formal coaching, coaching relationship. But does that answer your question? Am I answering question? Huh? I mean, it's interesting because I just took today the international coaching Federation had a survey that they put out, like kind of an international survey of their members.

And one of the questions was, do you consider coaching an industry, a profession or a skillset. Interesting. It was interesting. And the way you just described kind of coachable moments of, you know, like if you think about coaching as a skill set that you bring to any engagement that you have. Yes, you're going to have formal sessions with people, but you're also going to have situations where you're going to pull out a tool or a question that is just putting your coaching hat on.

You know, in that moment and saying, how can I leverage the skills of coaching to. Just further whatever is happening here or to unpack something that needs to unpack. And it sounds like you're doing that quite a bit, both in your professional life and in your personal life. Yeah, it does. And I think, um, whereas perhaps I wouldn't have thought of it as a coaching moment.

Um, as I learned more about coaching and grew my own skills, then I see, ah, all right. This isn't, this is. This is coaching. When I, when my daughter comes to me with something and I silent when you listened to her as opposed to trying to help her fix the problem. That's coaching . Yeah. . Yeah. That is, I think also an interesting piece of working with academics or higher education professionals is we are often very focused on fixing problems and especially in kind of consultant situations.

Um, wanting to be the expert, wanting to be able to solve problems and coaching is. Really focused on other things, and that can be part of the tension I think of working with that particular audience. Yeah. And I'd say that's probably been the biggest shift because the, um, the, the StrengthsFinder, the Gallup training that I had done is not pure coaching.

And they're, they are very, uh, get clear about that and they're not apologetic about it or aware of what, what that is, what their on approaches. And, um, so. I think the biggest shift in my own coaching has been this theme of coach the client, not problem. Whereas before it was really about coaching around the problem and how can I help you be accountable and what could we do to fix this, right?

Say I've moved. Away from that. okay. So I'm curious, um, if you can describe, if there are certain ways that you think your coaching is distinct, that you're kind of bringing certain things to that coaching relationship that might stand out in terms of your coaching practice. Yeah, I love this question. Um,

and I don't know. I would be curious to ask somebody who's had some experience, you know, with several coaches, um, about that. So I'm, I'm going to, you know, provide an answer, which I think is yes. With is yes. Um, I think partly because of my entry Intuit around strengths based approaches is, is really listening.

So both how those strengths support us, but also how. They can get in our way. Um, so I feel like that's kind of always in a bit in the background. Uh, I would say perhaps the fact that I have had so many coaches myself over the last 25 years, um. probably in some way informs my coaching in that I've had the experience of being a coachee client, uh, many different times in many different circumstances.

the other parts which. Again, like real tangible, practical pieces that might be, that might be different. Only because I haven't had this experience as a, as a client, quack, want much is that I send notes afterwards of some of the key ideas from our, our conversation, including any, any action items. So that, um, we both have a, a record of that.

And then often I will. Check in with the people between calls. Again, because I care zone how things are going and I want, I want the client to know that I'm thinking of them because I am thinking of them. Um, yeah, I would, I would say those are some of the ways they may be distinct or they may not. So you mentioned engaging in coaching as a client.

And, um, and before we hit record, you and I were talking about this, uh, and the importance I think of from a, from a coaching perspective, knowing what it's like to be a client. I'm curious, can you talk about how, you know, you want to be coached around something? Like when do you know it's the right time to engage.

A coach because I think some, so many of our clients come a little trepidatiously to the coaching relationship. Like they're not sure if it's the right time to make that investment in themselves. Yeah. And can you talk a little bit about that and how you've made that decision at various points? Often it's the, uh, it's when I finally hit a point of acceptance that.

This thing that I want to change cause soft and around some change and I'm struggling with is not going to happen from my own willpower that it's, this is a bigger issue. It's not about me being, um. Not sufficiently motivated or determined or disciplined, but that there is something else that, um, that needs to, to happen and that it's bigger than what I can do by myself.

So it's hate that is often, uh, the turning point is the acceptance, you know, and. And often also be of frustration. Like I've hit a point where I am not prepared to continue with the, you know, the status quo and, and feeling sufficiently motivated to make a pain. And there are times where I've opted for therapy.

And there's times where that's just not the way I want to go. I, I, I want a coach approach. It has, how do you differentiate between those? I know some people listening are like, how do you know? How do you know when you need one versus the other? Um,

I'm fairly impatient so. There are times where I don't feel that going into the past and trying to understand the root causes is going to help me move forward. And so I would say it's like really an intuitive gut decision. It's not because I want to avoid my, my past, but more because I feel that. Um, for whatever it is that, uh, full, uh, forward moving, um, approach would circle better.

Yeah.

Okay. I would love to hear who is your ideal client? Who are the coaching clients that you lock into, you love to work with? Yeah. I. Are we, we're assuming they're hiring professionals, right? Yes. Yeah. Yeah. Well, I mean, if that's part of your ideal, yes, yes, it is. Um, I love working with people who are really reflective, who.

Yeah. Who for whom doing that kind of thinking about their own perspectives and motivations and behaviors is, um, that that is, I wouldn't say a happy place, but it's, it's something that they are ready to do another out of that, an ideal client for me is that there. They're ready to share and they're ready to shift.

Mmm. So they're ready to speak with somebody else about what's going on with , a degree of honesty and an openness, um, and they're ready to take action on some aspects to help themselves move forward. I would say another. Characteristic of my ideal client is that they're courageous and they're open to considering alternatives.

Um, I tend to, um, I tend to also like working with people who are feeling gentle. Like, that's just a personality type, but that seems to work for me. Um, I have, I have often categorized my ideal client as an ambitious perfectionist,

and they tend to be in, um, more in the mid career. Stage. I have worked with some people who are earlier on, but nobody who's like, you know, fresh out of their undergrad, um, and, and starting a career within higher education. So they tend to be

Okay. Yeah. I'm curious ISA both, if you have certain areas of coaching that you are still developing in that you are really enjoying learning more about and digging into right now as you're developing your coaching practice. Yes. So, um, when I decided to start developing as a coach, I did. Uh, intentionally selected a very short certification four and a half days through, uh, through Gallup to become certified as a trance.

Um, Gallup certified strengths coach. And, uh, I did that because I wanted to see what it would be like, and I didn't want to do a year long, uh, program. So. After doing that for awhile, I felt ready to embark as like, yeah, for sure. I love doing this. Um, I'm going to to art in a program to become certified with the international coach Federation developing in that way.

In terms of through a credit program, as you know, to become certified through the Federation in terms of like more broadly the areas that I would love to grow into as a coach, I would. Really love to find ways to incorporate more creativity coaching. So I tend to be quite in my head, and I think a lot of higher ed folks who are, at least the ones that I've worked with.

Um, that is a place where we spend a lot of time. And so to find ways to incorporate the body or the breath or movement, um, or other senses would be something that I'd be really, really excited, uh, to do. Um. One step at a time.

other areas that I would really like to, to continue to develop around is this notion of coaching the client, not the problem. And, and also, um, group coaching would be something that I meet quite in facet in, in, uh, developing skills skills in. Yeah. Those are the, those are the areas right now. Okay. So I know some people listening to this, maybe trying to decide right now if coach training is for them.

Can you talk a little bit more about that decision? You mentioned kind of waiting until you felt ready. What helped you to feel ready. And you know, how did you kind of decide, because it is a time investment, it is a financial investment, it is a cognitive and affective investment. Can you tell us a little bit about how you made the decision to take the leap into that.

So the first decision to do the Gallup or the second decision to do the, um, the accredited longer term program? I actually think both, you know, like what, cause one was kind of a dipping the toe in, but then the second one was definitely like jumping in the deep end. So tell us a little bit about both of those decisions.

Yeah, so I was. Um, as I mentioned, have had, have been a client many on many occasions. And then the number of years ago found myself also working with a number of people who were training is becoming coaches. And I felt like I was benefiting from other people's skills as, as coaches and, um, became sufficiently interested that I want to, to pursue.

Uh, some training myself, talk to a lot of people. The, um, I had done the Clifton strengths assessment had really, really benefited from, from it. I came across some podcasts and a person who, um. Just kind of repeat my, my interest in that. And so I thought, okay, that, uh, that would be a good way to start with, cause it's, that was a big financial investment.

It wasn't a big finance, uh, investment of time. Everything that I was really aware of is, I have. Because we have so much practice being learners. You know, as people who have done PhDs and, um, spent a lot of time practicing this field of learning, I felt confident about my ability to learn coaching, what I did not feel confident about my ability to develop a business.

And so knowing myself, I thought I'm going to do a short training. Where I can't post on the business development piece. So four and a half days of training, and then I started to work on developing the business and also continuing to practice, um, and develop the skills as a coach. Uh, I would say it was in the back of my mind to do the longer training.

Right. Right from the beginning. Ah, but I didn't want to give myself an excuse to not, so it was about a year and a half into it when I had been really consistently working on growing the business piece of it that I felt, okay, I have a ton to learn in terms of the business, but I'm really enjoying that piece of it and I'm feeling that if I'm not going to.

Dropoff and fade off. And so now is the time to do the ICF certification because I feel like in the world of coaching, um, there's. There's so many certifications right now. I wanted something where I felt, uh, that I felt that there was rigor, that there was, um. That I would be proud of having that as a, as part of my, my background that would help me from, from other coaches who might have different certifications and, um.

And that's when I started to do people who I knew were certified through the ICF to find out where they had done their training. I had certain requirements around, well, not wanting to travel and not wanting, you know, major disruptions and through an online program, um, spread over time seemed like the best fit.

So that was part of it. Some of the decision making pieces that went in it for me, one of the things that I have found interesting, especially since we both work with higher ed clients, is a lot of my clients seem to be reassured by me having a credential. That was definitely part of my decision to do the formal training because I had been coaching for years.

Before I decided to do the training, but I was getting some questions from institutions who are paying on behalf of my clients, asking if I had credentials. Um, but also I just got the sense that, you know, credentials speak to higher ed professionals, they get that. Many of them have advanced degrees. And the idea that, you know, when you go through this training, you would have minimum 60 hours, sometimes 125 hours of training.

That seems to reassure some people who may be kind of skeptical about coaching. How has your experience been with that in terms of your own clients and how they feel about the credential? I am not yet certified with the international coach Federation. So I haven't had that experience of someone going, Oh, feel few, or, you know, really happy to see that you're certified with, um, with the ICF.

Uh, but it makes perfect sense. And it also, uh, speaks to my own values and own experience of how I make decisions and look at, um. Yeah. How, yeah. How I made choices about who I want to work with. Um, sometimes I feel like a snob for putting so much emphasis on, on things like that and, and also recognize that.

Yeah. Okay. I am, I do, I do look at that. Um, so I guess, you know. To be determined.

yeah. I'm not surprised though, by what you're saying. Yeah. It's been interesting. Some people care, some people don't, but it doesn't surprise me. Like you said, that in the higher ed space, people would be. Attentive to that for sure. And I know from having seen some job advertisements where some large organizations are seeking coaches, uh, that we ICF is, is always part of the desire, you know, characteristics or requirements.

Yeah. Okay. So I'm curious if you have any favorite coaching resources like books or podcasts or other things that have been really helpful for you on your own journey or just even as you're kind of actively practicing coaching. Yeah. Um, I have not come across any books that I absolutely love, so I'll be curious to hear from you and others.

There are some that I'm just missing. Um, but I would, I'm a huge fan of podcasts, so the coaching podcast that I listen to regularly are the, um. The field got arts, the coaching life. Also, the yaks I coaching for for leader is, um, for Castillo's the life coach school. Those are the ones I listen to regularly that have a coaching versus business.

The emphasis. Um, did I say Gallup's called coach? Not yet. So I still regularly listened to their, to their podcasts. Um, and then. In terms of a resource, it would be at this point, probably my course manual for the course that I'm, that I'm taking. I have found recently, because I've been doing a deep dive into coaching books just to kind of see what's out there.

And I'm also in the beginning, was really relying on a coaching manual that was provided by my training program. But one of the books I stumbled across that is really simple. And, um. Just really pleasant is one called the coaching habit. I'll link to it in the show notes. Yeah. And I love its focus on questions and like core questions and why you would ask those kinds of questions.

And it talks about one of my favorite questions, which is, what else? Um, just to kind of keep prompting a client. You know, what else? And I think it's such a creative question to kind of get their brain, um. Engaging and like making a list or brainstorming. Um, so that's one that I would definitely recommend.

Yeah. I wrote a blog post on that, um, uh, quite some time ago, uh, because it was actually days to hope yak who interviewed Michael Bungay Stanier. And, um, after that, I had read the book. But aside from that one, I, I have read, I think maybe one other one. So the, um, the coaching. Happy. Is that the title of the book?

Yeah, that one was good, but that's the only one that that really, I. Would say, I have come across that I like, but I haven't read many others. Yeah. Well, we will collect resources as we go through this show and we'll definitely link to Dave's episode, um, in the show notes as well, so people can listen to him chatting about the coaching habit.

Yeah. Okay. Anything else that you want to share before we dive into this season of coaching one another? let me think here if there's anything else.

I think I didn't mention, but I know we've talked about this a little bit. Um, is another influence in coaching was the Tara Moore's work on playing big. I first. Read her book and then did her group coaching program as, again, as a participant in, in that program. And that was another one where, uh, that had a fairly significant influence on, on some of my thinking.

Like there's certain principles that she, that are part of that, of her work on playing big, which, um. Which have helped me shift some perspectives or become more aware of certain perspectives that I was, that I was just assuming without even really questioning them. Yeah. But I think that terms of NGS to say, okay, that's a great resource.

I recommend that one to clients all the time. People really love it. It really is good. Yeah. It's focused in a very light way. I mean, I think it's, if you don't know what coaching is, you might not recognize the exercises. Um, but if you're trained as a coach, if there are very common coaching exercises included throughout that book, um, so I love that, that she's kind of embedded it into that larger message.

Yeah. And her group coaching program was really well done, too. Good. Okay. We'll link to all of that in the show notes in case people want to take a look. Um, well, I am so excited about to coach with you this season. I think it's going to be such a fun time for our listeners who are going to hang around this season.

You'll hear, um, ISA WIOA and I go back and forth, um, coaching each other and then do a debrief at the end of this season. So I'm looking forward to it. And I want to thank you again for coming on this coaching journey with me. My pleasure. Thank you. All right. Until next time, thanks for listening to this episode of coach to coach.

For any resources mentioned in the episode, check out the episode show notes@drkatielinder.com slash coach if you found this episode to be helpful, please take a moment to rate or review the show on Apple podcasts or recommends episode to a friend or colleague. Thanks for listening.