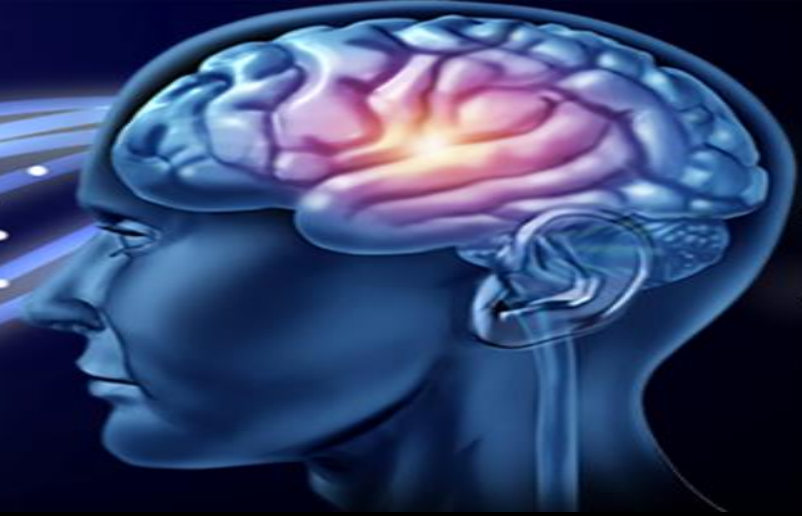


# OUTSMART YOUR BRAIN

Transformational Leadership Coaching and Training

*Dr. Marcia Reynolds*

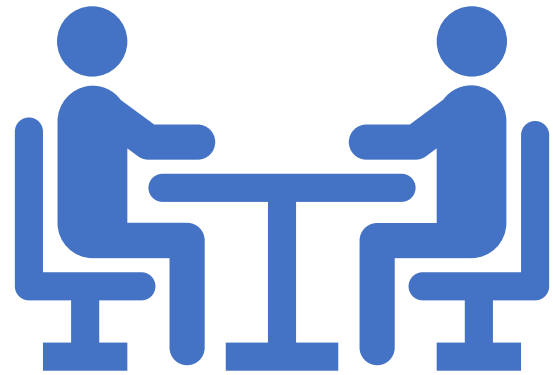


## How Coaching Can Help Clarify Career Direction

With Marcia Reynolds, PsyD



CIRCLE OF  
DISTINCTION



# How it all fits together

- What I mean when I say “coaching”
- How it works in times of change and uncertainty
- Where you can begin

Coaching in organizations  
is sometimes seen as

## PERFORMANCE



Think: Results Based Coaching

A more valuable, long  
term definition is

## PARTNERSHIP



Think: Professional Development

*Performance* is tactical. *Partnership* is personal growth.

Think of the two as a “both and...” You need both.

# What Differentiates Advising from Partnership?



“Coaching is *partnering* with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.

Coaches honor others as *creative, resourceful, and whole.*”

*ICF definition of coaching*



Coaching enables people to climb a  
tree in their minds.

They gain a wider view to see,  
examine, and understand their thinking  
to better assess what to do next.



Disruptive reflections and curious questions make people pause and **look inside** their stories...

# How To Develop a Mind

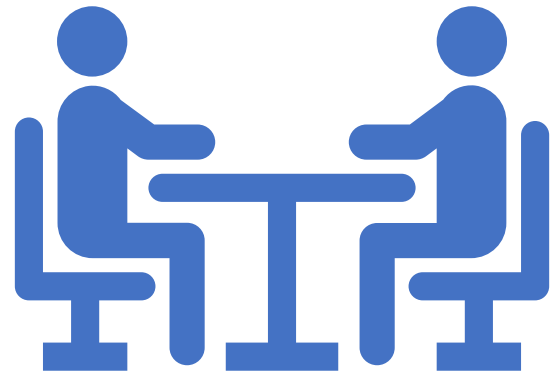


...opening the door to seeing themselves and the world in different ways.

# How To Develop a Mind



Insight-Based Learning  
(not fact- or fear- based)  
happens at the **“aha”**  
moment of breakthrough.



# How it all fits together

- What we mean when we say “coaching”
- How it works in times of change and uncertainty
- Where you can begin



**You can't just tell people  
to change.**

They are stuck in their stories.

“Reality is an illusion,  
albeit a very persistent  
one.”

Albert Einstein



The less we know for sure,  
the more we fear the worst  
will happen. We are afraid  
to let go and discover our  
best work.

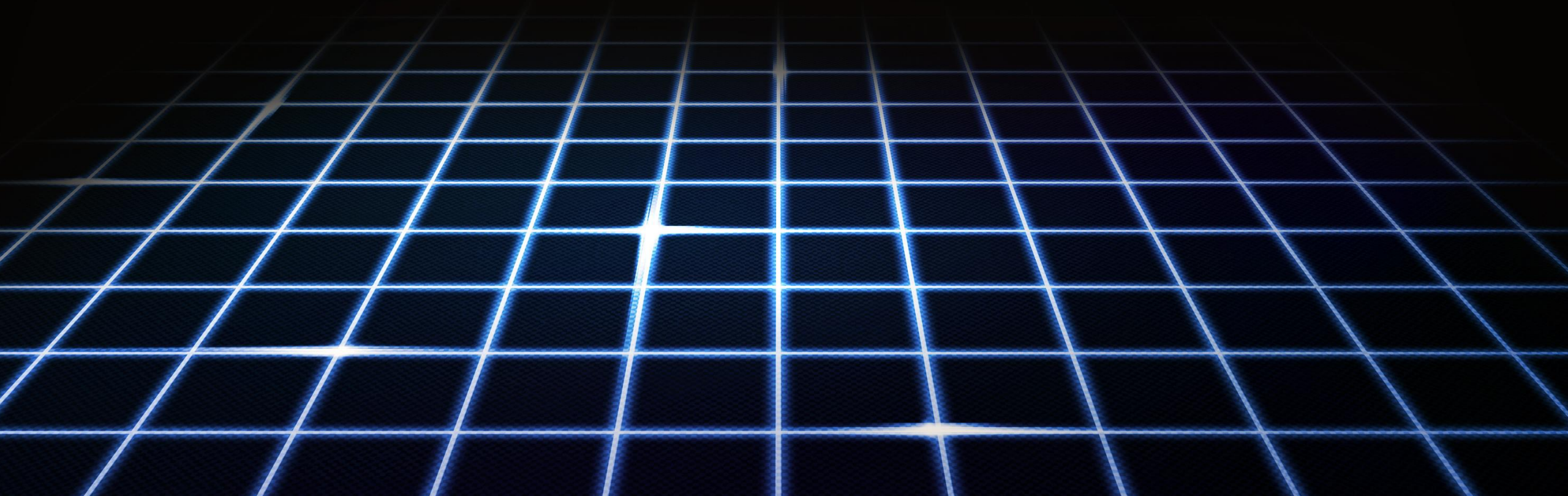
“Where we have  
strong emotions we  
are liable to fool  
ourselves”

Carl Sagan





Stress clouds our minds when  
we think we don't have control  
of the present or future so  
even the obvious is obscure.





What can you do to coach people to see a clear path forward in times of crisis and uncertainty?



Sometimes people just need a sounding board to talk things through, or a few good questions to discover new options....





...but when their thinking is  
stuck inside their frames...



...they need a  
transformational (internal),  
not transactional (external),  
conversation with you.



Coach First, then  
Advise

They need you to  
reveal what is  
blocking them from  
knowing what to do.

**YOU ARE THEIR  
THINKING  
PARTNER!**



# How Humans Learn



**They must first see the stories before they will change them.**

# How Humans Learn



## **TRANSFORMATION IN COACHING**

When you use reflective statements and questions, you help them see the gaps in their logic, their fears that have no evidence, and their imagined predictions about the future, their brain quickly rewires to provide meaning for what they now see.

The new truth, new meaning comes from a break in knowing (breakthrough) so learning can occur.

With a new view of self/reality, choices are made with more conviction and courage.

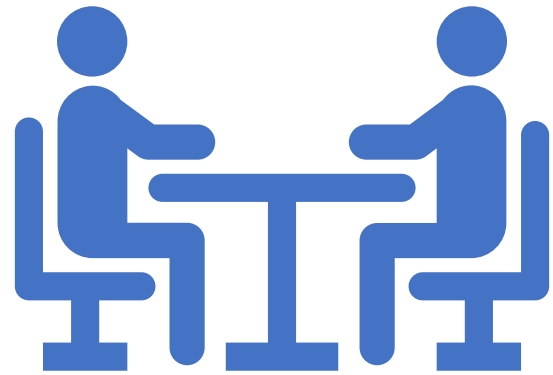
# Coaching How They Think

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**The transformational practice of coaching.**

What is getting in the way of this smart, resourceful person from seeing a way forward?





# How it all fits together

- What we mean when we say “coaching”
- How it works in times of change and uncertainty
- Where you can begin



# **Coach the Person, not the Problem**

***Help them see their  
stories, and beyond.***






Using a coaching approach in  
your career conversations  
helps people shift out of  
doubt and fear into a sense of  
curiosity and possibility.

*From Coach the Person, Not the Problem*





# Where do you start?

## **Goal Tending:**

**Discover what they want  
and stay on track to get it.**

**Make sure it is what they  
want, not what they don't  
want anymore.**

# Where do you start?



- Discover what they really want and maybe afraid to choose.
- Seek to understand if they can pursue their desires today or what else they need to do to prove their value.
- Listen for the words “should” and “but” to identify fears.
- Ask what they would regret NOT doing a year from now.



# Reflective Inquiry

Playing back what you hear and see for confirmation, examination, or choice.

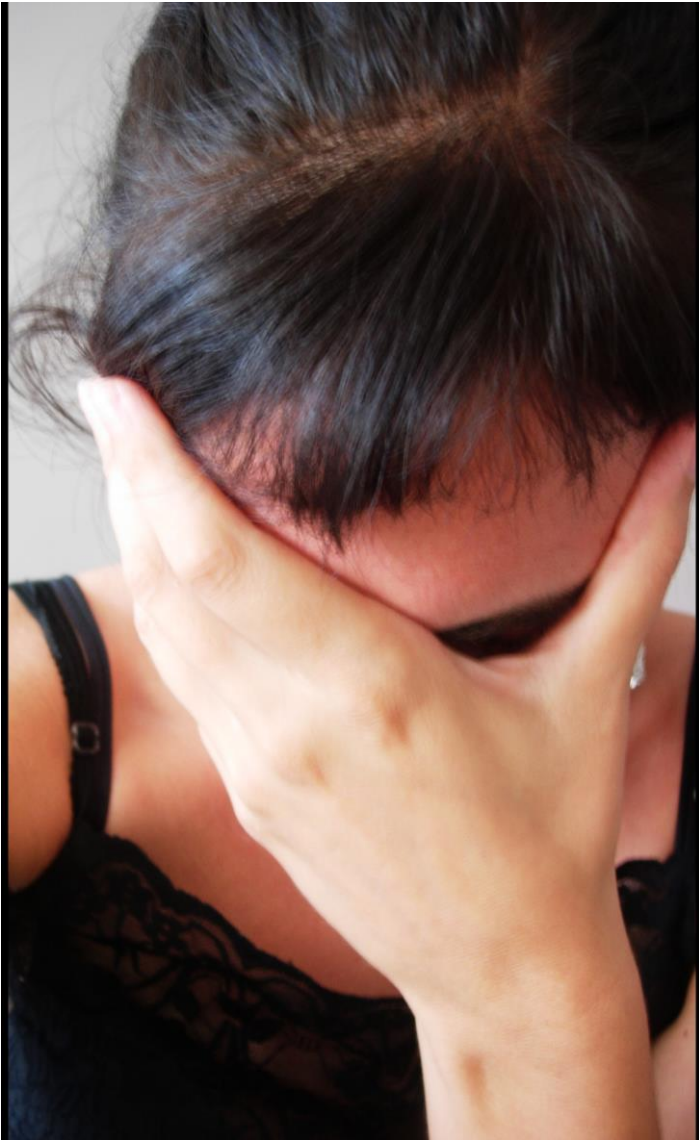
Be curious about the meaning and importance of what they share.



## Start here:

1. *Recap and encapsulate* their perceived problems and desired outcomes based on **key descriptor words** they stress or repeat.
2. Offer **observations** when they deflect, hesitate, or show resistance.
3. Notice **energy and emotional shifts**, including gestures like looking down or away, tone and volume of voice, pausing mid-sentence, and nervous laughter.
4. Acknowledge **willingness and progress** to reinforce movement and growth.





## Emotions indicate there is something else to be said.

Examples...

Nervous laughter

Looking away

Easy, quick agreement

Inserting “but” to an agreement

Tears

Defensiveness

Hesitation

Stay curious and open.

**When you don't allow the full processing of emotions, you deny people their humanity.**

**Coaching** = a safe place where people can fully be themselves and through conversation, discover new ways to achieve their desired outcomes.



## **End on a Solid Note**

Ask them to state their  
insights and next steps.



# THE MAGIC OF COACHING

*A story by Natalia Fey (Finland)*



## Dilemma:

- Pre-planned research project is not possible in the changed COVID-19 environment
- Need to adjust the focus of my research
- I aim to make an impact with my work now and in the future

**My coaching inquiry: What is my path in this turbulent pandemic time?**

**What I got from one coaching session:**

- **VISION:** Compelling vision of the future
- **ENERGY & COURAGE :** Deeply connect and stand for my ultimate goal and vision
- **MOVING FORWARD:** Act upon my vision and use the generated energy



**QUESTIONS?**





## Three Mental Habits –

Mastery is a deepening of presence, not the perfection of skills.

- ❖ Ground yourself in the moment
- ❖ Receive (don't just listen)
- ❖ Catch and release judgment



When you think they  
need your advice,  
you are judging their  
ability.

Can you give up being  
the fixer in order to be  
the coach?



Partnering = Presence

---

Mastery is a deepening of presence, not the perfection of skill.

Your calm and confident presence will help them feel more comfortable with the unknown.





**QUESTIONS?**

**WHAT MOST EXCITES YOU ABOUT WHAT  
YOU ARE LEARNING?**

**WHAT IS INSPIRING YOU TO LEARN MORE?**

# Coaching in Times of Uncertainty

After the dust of centuries has passed over our cities, we, too, will be remembered not for our victories or defeats...but for our contribution to the human spirit.

– President John F. Kennedy

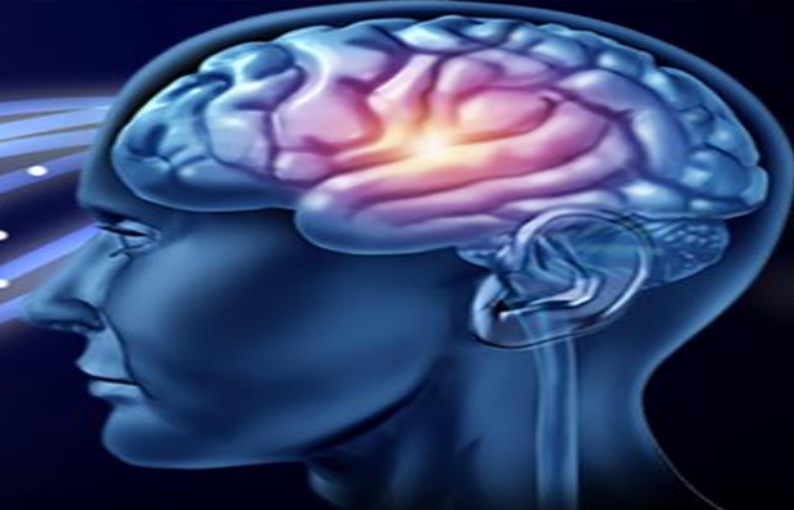




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Read more about Marcia  
and her resources

at

<https://www.covisioning.com>



# Contact ICF

2365 Harrodsburg Road, Suite A325  
Lexington, KY 40504  
888.423.3131

**[coachfederation.org](http://coachfederation.org)**

