

Deep Coaching *Part 2*

Coaching Cue

One of the great values of coaching is the use of strategies to identify beliefs and interrupt old patterns. These strategies open and expose the system to new information. Core beliefs become the basis for all major life beliefs. That is why it is important to bring them into awareness during the coaching process.

In addition, we can open the system for ourselves by noticing the personality's patterns at work and creating some distance between the observer part of ourselves and the part of us that is doing the personality. The very process of observation leads to awareness and to relaxing our attachment to these patterns. As we do so, we notice the quieting and releasing of the personality over time. We lighten up.

As we lighten up, we sense movement toward more liberation. We become more open, flexible, and responsive, and less reactive and compulsive.

The open personality system is dynamic and fluid. And it moves us closer to the higher qualities of our type.

The Dynamic Nature of the Personality

What does it mean to *lighten up*? A common metaphor for this process is "peeling off the layers of an onion."

In the closed personality system, it is easy to fall prey to the conditioned responses of our personality and lose ourselves to the hypnotic effects of our

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cultural conditioning. Both our personality and our cultural experiences habitually reinforce putting our attention toward the past, or the future, or toward other people—anything but to the present.

Yet, it is in the present that we have more access to our lighter nature, to our inner strength and inner authority. This movement toward our lighter selves is one of the gifts of the Enneagram.

Through working with the Enneagram, we experience peeling off the layers of the onion that is our personality. Through the direct experience of relaxing one automatic pattern at a time, we begin to recognize that the personality is dynamic, existing along a continuum of health and flexibility. When we are generative, open, responsive, alive, and present, we experience the higher end of our personality's health and flexibility, and we inherently express what is best within us. When we find ourselves stuck in non-productive, defensive, and rigid reactions, we express the lower end of our personality's health and flexibility. As we learn to nonjudgmentally recognize our troublesome patterns and the motivations behind them, the patterns relax. Over time, our natural strengths arise, and we feel more at ease and at peace within ourselves.

With every level of relaxing our self-protection, we move toward higher levels of emotional and spiritual health. We discover that our experiences are more neutral (as opposed to the energetic charge associated with certain situations

that have pushed our buttons in the past); objective (that is, we see things for what they are, not interpreted through the layers of our own personal biases); and fluid. Our natural gifts and authentic generosity of spirit are available to us and to others.

Having the direct experience of our healthier nature does not mean that we give up our personality. It is neither possible nor useful. This is the distinction: When my personality is in full bloom, it has me. When I have the experience of clarity and presence, I have my personality. When I am more present, I see and can use my personality to support me, but it is no longer the master.

Here's a metaphor to consider.

Imagine that you're swimming in a pool. The pool is all you know. It is life itself. The pool has sides which provide limits to where you can go. You don't know that there is anything but the pool.

Now, imagine that you've risen above the pool, and see that it is contained within an expanse of water that is so vast that you cannot see any end to it. There are no edges.

The pool is like the personality. When you're in it, there's nothing more. The pool is all there is.

The vast expanse of water is like your higher, healthier nature. You're aware of the pool, and can dip into as you need. When it's time to take laps, the pool will do. But you recognize its limitations.

Like being in the pool, being caught in personality narrows and limits perspective. It is easy to get caught up in the drama of life and to get >>>

emotionally charged around various circumstances.

Living from presence gives you perspective, awareness, and choice. You have a broader viewpoint from which to observe the personality in action.

Our work with the Enneagram helps create more choice by delineating what's possible. The map provided by the Enneagram helps us to see what our personality is up to. At the same time, it gives us a template for moving out of total reliance on our personality and into a deeper relationship with our more expansive self. In that vein, it is useful to use language that connotes the notion of *having* a type rather than *being* a type. You might notice the difference between saying, "I have a Type ____ personality" and "I am a Type ____."

DEEP COACHING DEFINED

Being identified with one's automatic way of living is the easiest and most natural thing in life. We are heavily conditioned to think that how we do life is life itself. Below are three examples of how different people could *do life*.

If I am so used to thinking about other people and what they need, and wondering about how they will solve their problems, it would seem to make no sense to approach life in any other way. I have no idea what is meant by take care of yourself.

If I am so used to setting goals for myself, and doing whatever I have to do to reach those goals in a way superior to anyone else's, the possibility of approaching life differently isn't even a matter of choice, because no other options are visible to me.

If I spend most of my efforts in reserving my seemingly limited energy in order to think things through, to analyze all the ideas that I have about these things, and to make a plan for how I could use these ideas, it would not occur to me to use another approach.

When identified with *how* we do life, our usual set of strategies for getting our needs met, meeting challenges, and coping with stressors take up the vast majority of our life. This leaves little room for a fresh or creative response. Thus, identifying with our automatic selves may be easy; however, it is limiting and often

detrimental to ourselves, to others, and to our environment.

Learning to *unhook* from these usual patterns provides a powerful key to becoming *free* from unnecessary constraints (e.g. outdated beliefs, narrow and limiting stories about one's life, stories about who others are or are not, and stories about how life itself works). It also opens the door to becoming *free* to choose new possibilities from an expanded sense of self.

Seldom are individuals able to unhook themselves from their long-held and heavily practiced patterns by themselves. An objective professional who can see through the identifications and guide clients in focusing on their inherent strengths is an invaluable asset. Just as the patterns most often are not in an individual's awareness, neither are that person's strengths which are held in deep reserve.

Thus, two concepts are at the core of deep coaching. The first core concept of deep coaching revolves unhooking from a strong identification with the small self. When it is recognized that *my way* is simply that—just *my way* which exists as a tiny fraction of the whole of life, then one's perspective and experience radically change. Aligned with this awareness is a less ardent ego to defend and to judge in ourselves and in others. If we consider the ultimate costs of judging (and mostly, mis-judging) in our personal lives, our relationships, our work, and our families and communities, and in the world, we see that we are dealing with a force that has the power to do great damage.

Simultaneously, as the process of becoming unhooked takes place, it is possible for the individual to tap into his or her greater potential and intelligence. Clients often remark that they feel they *grow up* when they release old patterns and experience their inherent abilities. In deep coaching, we honor the mystery of human development and evolution.

A second core concept of deep coaching is that of interdependence or interconnectedness. When we are wrapped up in the inner world of our Enneagram type, we feel separate. This sense of separateness is consciously and unconsciously experienced at many different levels. The more deeply we come to understand ourselves, the more likely

we are to perceive others more accurately. With understanding comes a compassion for the human condition that we all share in.

With depth of self-understanding, we naturally begin to recognize our existing and potential impact on others and on the environment. Here, too, we make decisions from a greater recognition of the choices available.

There is a quote from John Muir etched at the beginning of a trail in Yosemite National Park that speaks to the idea of interconnectedness. "When we try to pick out anything by itself, we find it hitched to everything else in the universe." To feel separate is a delusion of the small self.

Deep coaching, then, is an approach to working with people that is founded on transformational adult psychological and spiritual development. The Enneagram provides a natural and robust framework for deep coaching. It allows us to meet clients in their familiar inner territory, and then journey together to unhook from the specific filters of past identity. The Enneagram supports the movement into unfamiliar terrain that opens to a new experience of self. This new and more expansive experience of self becomes the basis for the client's capacity to reach goals that are aligned with inherent strengths and true priorities. And working with the Enneagram helps users to experience a greater sense of interconnectedness.

The overall purpose of deep coaching with the Enneagram is to create transformation by supporting the individual in recognizing the personality to be just one dimension of the larger self. Specifically, the purposes of deep coaching include the following:

- 1) *Supporting the client in moving toward fuller psychological and emotional maturity;*
- 2) *Supporting the client in embodying a more awakened spiritual life;*
- 3) *Reducing the client's inner struggle and freeing the inner capacity of the client to live in the world with increased freedom, ease and inner peace;*
- 4) *Empowering the client to experience high levels of effectiveness and satisfaction in realizing his or her true priorities;>>>*

5) *Enhancing client effectiveness in life and work relationships (such as in leadership, teamwork, teaching, consulting, and parenting);*

6) *Providing tools and practices for integrating transformative processes into the client's daily personal, interpersonal, and work lives.*

Coaches can work deeply with clients to support them in living from a more conscious state of being while focusing on any number of possible topics, including life transitions, life balance, career change, leadership development, business development, communications, and relationships, to name a few. Coaches who emphasize topics such as choice, being present, living a spiritual life, awakening, and abundance will find that deep coaching leads to the likelihood of more sustainable outcomes.

Ultimately, of course, this level of coaching with the Enneagram requires us to call upon our own depths. We, too, must be on this transformational journey if we are to be credible and trustworthy guides.

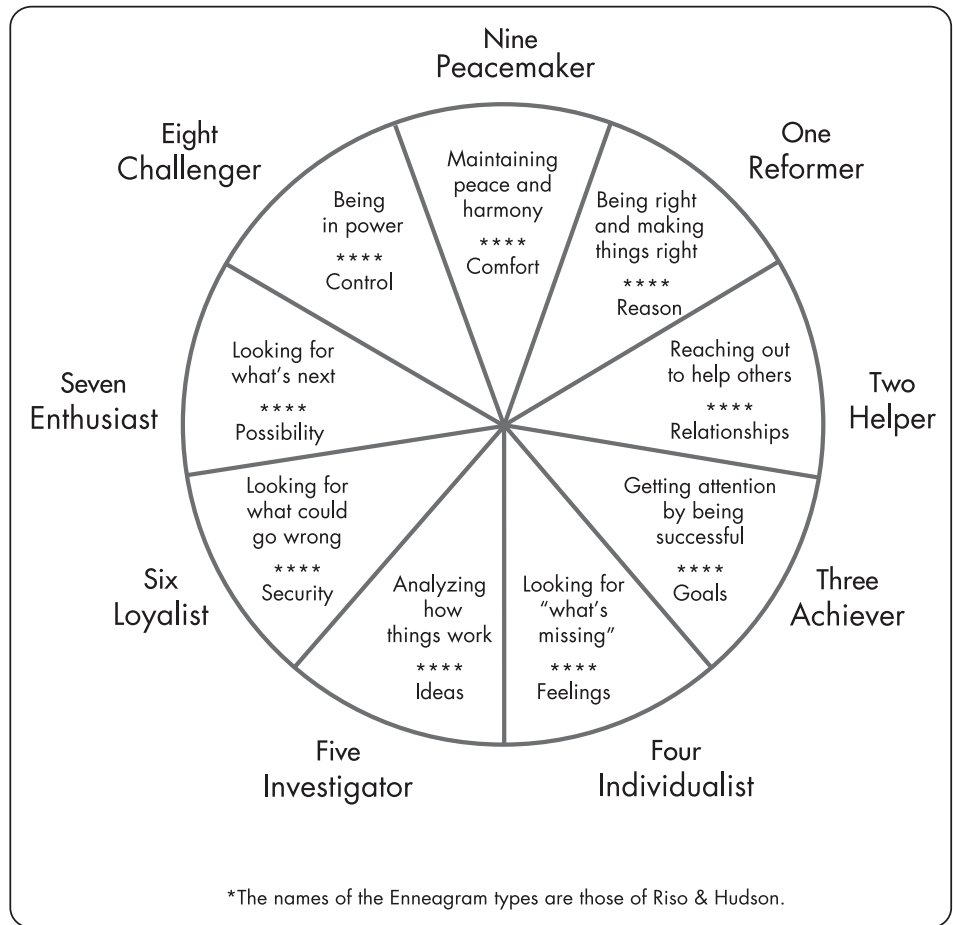
Six Important Advantages of the Enneagram

1) Individuals come to coaching because they have experienced the need for assistance in realizing their personal or professional goals. Most believe that *there is something in the way* of accomplishing their goals, but they have no idea what that *something* is. Or they simply feel that something is missing in their lives.

Coaches can work for weeks or months with a client, making significant progress. But sustainable progress can be elusive if the coach cannot help the client in recognizing core or automatic *default* patterns. The Enneagram is the most robust framework for consciously recognizing core dynamics that individuals have.

2) While most coaches realize that people see the world in different ways, it is a real challenge to decipher and create a coherent framework for what those different ways are. Below the level of the intellect, most people make an assumption that others see and experience the world in the same way that they do. The Enneagram makes explicit what these wildly different

Figure 1-2
“Engaged” Focus of Attention of the Nine Enneagram Types



views are, how they develop, and what impact those differences make.

Each of the nine blueprints forms a unique agenda and context that shapes the individual's life experience. The structure of the identity for each type has a pervasive influence on the individual with that type, at least until the system is exposed and new options become visible on the individual's radar screen.

For the coach, the Enneagram provides an elegant way into understanding a client's particular interpretation of her world. Understanding the workings of a specific type helps the coach to quickly grasp the nature of the client's internal struggle and challenges to growth, such as typical ways that the individual makes assessments of herself and of her world, the nature of the inner critic, and conditioned patterns of emotional and behavioral reactions. The Enneagram offers the coach a useful context for listening and observing.

In addition, the Enneagram provides a depth of awareness regarding the inherent gifts and talents of the individual.

Using these insights helps the coach to create rapport quickly. When clients feel deeply understood, they become more open and free to make changes. When clients are met at this deep level, they may consciously or unconsciously sense that there is less for them to defend.

3) Common issues that clients bring to coaching focus on why others behave as they do, rather than in accordance to the client's wishes. Again, the internal assumption is that "Everyone thinks the way I do, and thus, *should do* what I would do under the same circumstances." Thus, the Enneagram offers significant value in helping individuals *unlock* their own worldview, and begin to recognize that differences in worldviews provide very different responses to any given situation. It helps individuals to understand >>>

that each worldview comes with a different Focus of Attention.

Figure 1-2 identifies the nine different ways in which individuals, when engaged with their personalities, focus their attention and organize their lives. If you read through these quickly, they may not seem to be that important. Take a few moments to sit with the potential ways of how each Focus of Attention could translate into thought, emotional, and behavioral patterns in every part of life.

4) Every type's worldview also incorporates a *fixed idea* of who the individual is. That fixed idea leads us to feel justified in responding to the world as we do. We may feel justified in being angry, withdrawn, bold, aggressive, annoyed, and hurt, all because we take our fixed idea of ourselves so seriously.

The Enneagram provides information on the *fixed idea* of our type, and how we can move beyond that limiting self-definition, leading to an expanded capacity for responding with more flexibility to situations as they arise. Ultimately, this results in reduced struggle and increased ease.

5) Many people have the innate sense that there is something *wrong* or *missing* in their lives. This sense can lead to thinking that they are inherently flawed, and must mask their insufficiencies. If they live with that belief, it affects every thought, word, feeling and action. No workshop, no amount of excellent coaching, no book that focuses on helping one *be better*, can alleviate the pain and suffering of this belief.

A principle of the Enneagram is that we already have what we need; we don't need to *fix ourselves*. (Note: For some readers, this will be jarring, almost incomprehensible, information.) That is, we don't need to *make something happen* so that we can change. As we discover the underlying aspects of ourselves, we begin to recognize that we are not who we think we are, but so much more. The Enneagram gives us a powerful tool for finding what we thought was missing (and isn't), and for disidentifying with our old way of thinking about ourselves.

6) Most coaches know that the voice of the inner critic is a source of much human suffering. We only need to listen to our

clients' stories about themselves for a short time to recognize how heartbreakingly unkind most people are to themselves. Riso and Hudson's work contributes significantly to our understanding of the specific message of the inner critic for each type. That is, the focus of the inner critic is type-related.

The voice of the inner critic has no redeeming value in adult life (Brown, 1999). Coaches can support their clients in recognizing and disempowering this voice in their clients. Processes that are incorporated into this guidebook help to further delineate how to work with these messages.

The Development of Rapport

One of the first tasks of a coach is to develop rapport with the client. The Enneagram is a powerful tool for developing rapport as it supports the process of stepping into the shoes of other people and becoming more attuned to their core motivation, inner environment, and basic operating principles. A professional who is familiar with the Enneagram is able to refine her capacity to listen and tune into the client quickly. Rapport is more quickly established when the client hears questions that tap into his or her inner experience. Thus, the Enneagram is a robust tool for the development of rapport and will benefit coaches in a wide variety of settings.

A client who had some knowledge of the Enneagram and who had already self-typed herself mentioned at the end of our first conversation that the Enneagram had given us a shared language and knowledge base. She revealed, "I felt like you got me in the first ten minutes of our conversation. I didn't have to give you my whole history or tell your about my challenges or strengths right up front, because you were already tuned into me. That saved us a lot of time and I felt comfortable with you immediately."

Coaching Cue

As you learn more about the Enneagram and the nine personality types, you will start to become attuned to personality-based cues that even a client who has not self-typed offers. A few examples of

cues include volume, pace, and speed of speech; how the body is carried; words or phrases that are used repeatedly; and the content of what the individual says has brought him or her to coaching.

Introducing Your Client to the Enneagram

Why do clients come to you for coaching? What are the major themes underlying their interest, their dreams, and their goals?

Depending upon your answers to these questions, it is possible to provide a context within which to introduce the use of the Enneagram.

For example, here are four reasons why a client may choose coaching:

1) The client is dissatisfied with the current results she is getting in life. A goal is to realize more fulfilling and positive results—whether in work, in relationships, in finances, or in lifestyle balance, for example.

The Enneagram sheds light on the motivations underlying the choices you've made in the past, and can provide insights on a much broader range of choices that are available to you.

2) The client is dissatisfied with her ability to have an influence on others, or is concerned about his/her impact on others. *A goal is to have a more positive impact on others, to expand the breadth of influence, or to have more successful relationships.*

3) The client wants to feel better about him/herself. A goal is to have a more positive and accepting intrapersonal relationship.

4) The client is in the midst of an important life transition, for example, in work, in a primary relationship, or in a move. Or perhaps the person is experiencing the normal changes associated with midlife change. Transition is a time for reflection and deeper self-understanding in order to make healthy choices for the next phase in life. >>>

Here is how the Enneagram can be introduced in the context of these goals:

- *The Enneagram provides a system for identifying one's primary type or worldview. First, by going through the process of identifying your primary type, you can begin to recognize the primary automatic patterns that guide how you see the world and yourself, how you live your life, make decisions, cope with stress, and interact with others. You'll probably be surprised to discover that some of the repetitive habits are actually patterns associated with a particular Enneagram type that are shared with one-ninth of the population.*

- *When you operate from a specific range of automatic responses, your results are likely to be far more limited than what you want and your impact is likely to be more limited than what you want or are capable of.*

- *The Enneagram gives us important information on how we beat up on ourselves. You'll learn how to notice what the inner critic is doing, and develop strategies for lessening its impact on you.*

- *The Enneagram sheds light on the motivations underlying the choices you've made in the past, and can provide insights on a much broader range of choices that are available to you. It can be quite a relief to realize that those habits which no longer serve you can be relaxed over time and that other creative responses will be more available to you .*

- *As a person who is interested in self-development, you'll appreciate the depth of insight that you'll gain through the Enneagram. You'll also have the opportunity to practice accessing more sources of your natural intelligence.*

- *By gaining information on other Enneagram types, you begin to see how*

others who are important to you respond or react to their life situations.

- *When used in an intentional way, the Enneagram helps you create more possibilities for desired results, to be more aware of your impact on others, and, by understanding yourself better, learn to be more self-accepting and compassionate with yourself (and others).*

- *Ultimately, working with the Enneagram helps you become present.*

In addition, any of the benefits discussed earlier in this section could be used to introduce your clients to the use of the Enneagram.

Deep Coaching Using the Enneagram as a catalyst for profound change is available at:

www.amazon.com

More information on the book is also available at www.deepcoachingbook.com