



creAte: a new form of systemic coaching

Coaching is a most effective way of providing support and development to people in organisations. Conventionally a coach's practice tends to be informed by humanistic psychological perspectives that inherently place emphasis on the individual as a rather separate being and on their thoughts, feelings and behaviours.

When coaching systemically our conversations with those who want help are always permeated by a systemic outlook, which enables the client to look both from the outside in on their situation as well as from the inside out. This form of coaching also widens the perceptual lens by encouraging the coach to use their inner world and work phenomenologically.

Aims of systemic coaching

The aim of systemic coaching is to achieve movement and breakthrough – in clarity of perception, shift in patterns of behaviour or in quality of idea or strategy. It is an unfolding process based on finding out what strengthens and resources the client and their organisation so they are

- better able to resolve issues in **performance** by developing their understanding and the skills needed to take action
- more open to their creative potential and in a place where they can **innovate** – services, products, processes...
- able to lead organisational **change** processes by seeing the whole and understanding the hidden relational dynamics influencing situations

Key principles

A systemic coaching conversation is underpinned by a certain stance and way of working. Typically these conversations are:

- Relational – seeing the whole not as parts but also the relationship of the parts.
- Respectful – not only to the person being coached but to their entire context especially those out of view
- Minimal – enough to restore movement and let ideas emerge energetically
- Shaped by an understanding of the power of conscience – the power of loyalties – helping to reveal the hidden forces that push and pull individuals and groups
- Understanding the ordering forces that influence directly the health and ease of the whole system
- Friendly to everything, including the messy and painful. Truthful and not always diplomatic
- Supportive of the restoration of primary feelings, recognising the pull of old loyalties and the comfort of secondary feelings

- Solution orientated – taking time to allow images of what could help resolve a problem or giving space to an emerging idea. Holding these images affectionately gives them more prominence.
- Supported by being able to recognise when a person's attachment to movement and life is weak or when they have closed down through trauma. Willing to go very very slowly.

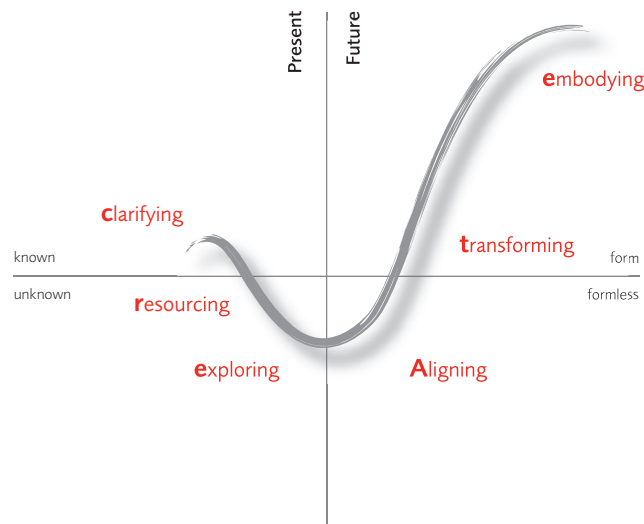
creAte: a six-step practice

To guide the journey it is useful to establish stages. There are six steps that enable both the coach and the coachee to move through a 'wave' of experience – from a clear understanding of what is at issue and where the focus is needed, through to achieving a breakthrough – and being resourced to take appropriate action.

The **creAte™** model is described in the diagram below:



creAte: systemic coaching



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The six steps are explained below in a little detail:

Clarifying

Agreeing focus

A place where ordinary chat can be reassuring before the work begins in earnest. Much can be said in order to establish contact and understand the context the coachee is working in – and may then need to be forgotten so you can stay with what really matters. Listen to the first 10 words in particular.

Resourcing

Preparing ourselves for the session

As with any journey a little preparation before setting out is essential. There are two types of resource – those which are 'out there' and those which are inside us. Working in organisations, which gets emphasised depends on the situation and the quality of coach/coachee relationship.

Exploring

Finding what needs attention

Coaches help their clients bring into awareness what was previously not seen or known. They gather information about the key aspects of the system (including themselves) in ways that encourage the client to not get lost in familiar narrative or go down the path of seeing a linear cause and effect. They are able to see the whole yet also focus on the issues and outcomes that matter to both them and the wider system.

Aligning

Unblocking the barriers to change

This phase is about preparing the ground for actions to take place. The use of words, spatial arrangements and movements can all help to attend to blocks and entanglements. Clients can attend to specific deeper levers for change within the issue, rather than dealing with the symptoms alone.

Trans-forming

Creating new possibilities

This step is about allowing some space to let the new arise. Creating from this place allows clients to develop ideas for future action with a greater feeling of freedom and creativity. How this manifests is largely dependent on the desired outcome – is it a change in behaviour or new insights, ideas, designs or decisions that is required?

Embodying

Planning for action – with a difference!

The process concludes with a pause to embody the shifts that have occurred during the session – visualising, speaking and feeling at a somatic level that includes the effect of the new. Clients are invited to register this consciously as an embodied knowing.