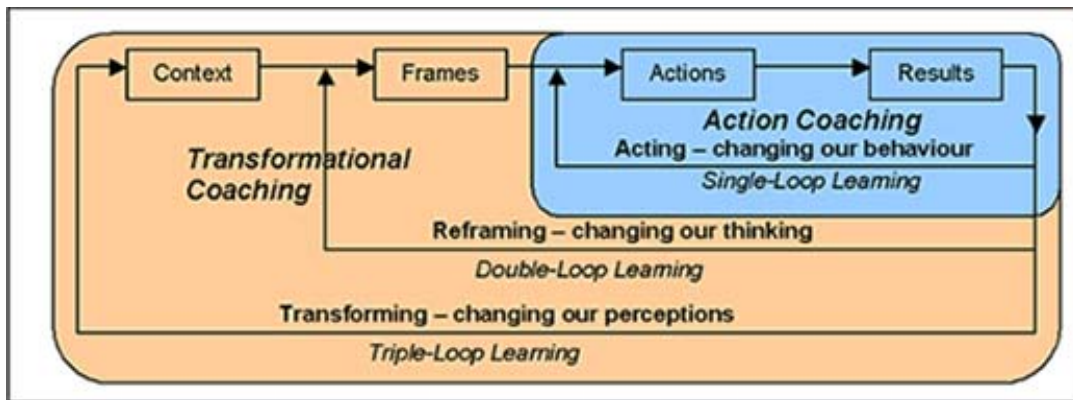


Transformational Coaching

Robert Hargrove, the author of *Masterful Coaching* (ISBN 0-89384-281-8), states that "coaching is about interacting with people in a way that teaches them to produce often spectacular results in their businesses".

He also sees it as a highly moral endeavour, requiring coaches to take a stand for the future of people, communities, societies and the world. Thus, for Hargrove, coaching is about creating business enterprises that are both outstandingly productive and that nurture the human spirit and allow people to learn and grow.



The methodology at the core of his approach is Trans-formational Coaching. Transformational Coaching seeks to go beyond helping people perform better (single-loop learning) to getting to the source of people's behaviour and altering their frames of reference (double-loop learning) and ways of being (triple-loop learning). Thus the three aspects of Trans-formational Coaching are:

- **Transforming who people are (triple-loop learning).** Empowering people to create a shift in their context or point of view about themselves with the intent of helping them learn, grow, and produce the results they truly desire.
- **Coaching people to learn to do new things (double-loop learning).** Enabling people to fundamentally reshape their patterns of thinking with the intent of helping them break through impasses and learn to do different things.
- **Coaching for incremental improvement (single-loop learning).** Coaching people to continuously improve their current practices or do what they are already doing better.



One core activity in transformational coaching is helping people surface, question and reframe the stories they tell about who they are. These stories shape, limit, and define our way of being. There are two basic kinds of story - rut stories and river stories.

Rut stories keep people in old ways of being and thinking patterns and result in inaction. River stories are generally those of personal growth, self-renewal and transformation. The coach seeks to transform rut stories into river stories by helping people realise that they are the authors of their stories and that they can choose to tell stories that open up new possibilities for themselves and support them in fulfilling their potential.

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