

INDEX

•••

- acceptance
 - self-acceptance 78, 153–4, 202
 - self-awareness and 3, 197
- accountability 145, 146, 147
- analytical aspect of creative eye 144–7
- analytical eye 30, 31, 45, 163, 190, 191, 202
 - appreciative eye and 46–8
 - devaluing inner experience 33, 35
 - ego 127, 128–9, 135
 - how it limits practice 36–40
 - how it serves practice 35–6
 - imagining 33, 34
 - lens of 4, 71, 72, 74–5, 89–100
 - in practice 54, 55
 - viewpoint/characteristics 4, 29, 32–3
- answers/answering 37, 44–5, 49, 163
- appreciative aspect of creative eye 148–58
- appreciative eye 30, 153, 163, 190, 191, 199
 - analytical eye and 46–8
 - awakening 54–62
 - how it limits practice 45–6
 - how it serves practice 44–5
 - imagining 42–3
 - of inner observer 127, 129–35, 141
 - mirror of 4, 11, 71, 76–89, 91–100
 - in practice 54–62
 - viewpoint/characteristics 4, 29, 40–2
- apprenticeship 1, 110–11
- approval-seeking 202
- artist/scientist role 159
- Assagioli, R. 209
- authentic mirror 77, 84
- authenticity 2, 25, 66–7, 107, 138
 - humanity and 5, 23, 208
 - key to mastery 182, 197, 200, 203
 - supervision and 115, 128
- awakener role 148, 165
- awareness 74, 76, 107
 - conscious 53, 66, 102, 126, 132–3, 196
 - cultural 112, 122
 - emotional 45
 - expanding 9, 11, 48, 109, 145–7
 - goals of supervision 112–13, 123–6
 - psychological 52–3, 99, 154
 - relational 78, 112, 117–22
 - self- 3, 78, 112, 114–16, 122, 197
 - universal 4, 78, 113, 123–6
- basic platform (coaching process) 13–15
- being (experience of mastery) 171–82
- Binkert, J. 209
- blindness 129
 - not seeing 38–9
 - seeing (inner observer) 131–2

- carer role 148, 153–8, 165
- catalyst role 148
- characteristics/viewpoint
 - of analytical eye 4, 29, 32–3
 - of appreciative eye 4, 29, 40–2
 - of creative eye 4, 29, 48–9
- Clancy, A.L. 209
- clarifier role 144, 145, 146–7, 165
- clarifying desired goal 11
- client
 - awareness (expanding) 9, 11, 78
 - desired goal/outcome 9, 11–12
 - expectations 73–4
 - experience of mirror 82–3
 - helping to be open and aware 9–10
 - motivation 136
- co-creator role 5, 48, 50, 159, 162–3, 165
- coach
 - awareness (capacity to relate) 78
 - inner instruments 71–108
 - masterful *see* masterful coach
 - motivation 21–8, 138, 146, 147
 - relative knowledge 3
 - roles *see* roles (of the coach)
 - supervision 109–26
 - training 2–3
 - vision *see* vision
- coaching
 - blind spot 23
 - the coach (supervision) 109–26
 - in context 16–20
 - conversation (comparisons) 13–15
 - definitions 7–8, 16, 18, 19
 - essential instruments 71–108
 - evolution of 19
 - as fact/mystery 19–20, 22
 - frame 9–12, 84, 185
 - jigsaw analogy 101–8, 182, 197
 - literature 1–2, 8, 18
 - reasons/motivation 21–8
 - relationship 1, 37, 44, 74, 83–4, 133–5
 - value/nature of 3–4
- coaching process
 - basic platform 13–15
 - essential elements 8–12
 - frame 9–12
 - logistics 10
- compassion 199–200, 205
- conductor role 148, 151–3, 165
- conflict resolution 53–4
- conscious awareness 53, 66, 102, 126, 132–3, 196
- consciousness 38, 40
- context (of coaching) 16–20
- controller role 144, 165
- conversations (comparison) 13–15
- creative eye 30, 190–2
 - analytical aspect of 144–7
 - appreciative aspect of 148–58
 - how it serves practice 52–4
 - imagining 50–1
 - inner compass 71, 89–100, 184
 - interrelationships 46–8
 - original self 49, 67, 127, 135–42
 - in practice 62–9
 - role of coach as seen from 158–66
 - viewpoint/characteristics 4, 29, 48–9
- Csikszentmihalyi, M. 210
- cultural awareness 112, 122
- desired goal/outcome (of client) 9, 11–12
- differentiator role 144
- directive approach 16, 17
- disempowerment, politics and 38
- Downey, M. 209

- ego 127, 128–9, 135
 Einstein, Albert 39–40
 emerging faculties
 imagination 100, 184, 185, 192–6
 integrity 2, 100, 184, 185, 196–7
 intention 100, 184–8
 intuition 100, 184, 185, 188–92
 emotional awareness 45
 emotions 57–60, 69, 153–4, 156,
 158
 empathy 37, 42, 49, 58, 131, 133,
 153, 195, 197
 enabler role 148, 165
 energiser role 148
 essential instruments *see*
 instruments (essential)
 essential learning (seeds) 201–5
 everyday self 21, 24–5, 28, 128,
 135–6, 204
 external mirror 83–9, 90

 facilitative approach 16, 17, 19, 62,
 148, 159, 165
 fact, coaching as 19–20, 22
 faculties *see* emerging faculties
 fallibility
 acceptance of 168–71, 201–2,
 204
 compassion for 199–200
 organisational coach and 170–1
 See also not knowing
 ‘feeling stuck’ 177
 Ferruci, P. 46, 209
 fixer role 144, 165
 flow (in–flow experience) 65, 125,
 138, 182–4
 Flowers, B.S. 210
 forgetting (learning to forgive) 204
 freedom 3, 49, 91, 168, 172, 200, 202

 Gallwey, W.T. 17, 209
 gardener role 159–62, 164, 165

 group supervision 111–12
 guide role 159, 165

 hard work 202–3
 harmoniser role 148
 holding (by masterful coach)
 178–82
 humanity 5, 23, 103, 163, 202, 208

 imagination 100, 184, 185, 192–6
 imagining analytical eye 33, 34
 imagining appreciative eye 42–3
 impartiality 176–8
 individual supervision 111–12
 individuality 202
 infallibility 38, 170–1
 inner compass 138, 156, 157
 combining mirror and lens 4,
 89–100
 developing psychological
 awareness 99
 discovering resilience 94–7
 emergence of 92–4, 199
 emerging faculties 2, 100,
 184–97
 inner orienteer/reliable guide
 98–9
 perceiving potential 100
 personal style 97
 stillness and presence 98
 varifocal lens 92
 inner experience, devaluing 33, 35
 inner observer
 appreciative eye 127, 129–35,
 141
 behind the glass 130–1
 pace and space 134–5
 in practice 132–3
 seeing blindness 131–2
 turning point (inside out) 133–4
 instructional approach 16–17, 19,
 145

- instructor role 144, 145, 165
- instruments (essential)
- inner compass 4, 71, 89–100
 - jigsaw analogy 101–8
 - lens 4, 71, 74–5
 - mirror 4, 71, 76–89
 - tools of the trade 4, 72–4
- integrative vision 20, 42, 48
- integrator role 148
- integrity 2, 100, 184, 185, 196–7
- intention 100, 184–8
- internal mirror 83–9, 90
- intuition 100, 184, 185, 188–92
- Jaworsky, J. 210
- jigsaw analogy 101–8, 182, 197
- learning, essential (seeds of) 201–5
- lens (of analytical eye) 71, 72, 74–5
- mirror and (inner compass) 4, 89–100
- lens, varifocal (of creative eye) 92
- literature, coaching in 1–2, 8, 18
- living mirror 4, 11, 79, 130
- See also* mirror (of appreciative eye)
- logistics (coaching process) 10
- masterful coach
- being and becoming 167–200
 - discovery of 5–6, 127–42, 207–8
 - identity of 207–8
 - reflective vision 3–4
 - self-awareness/acceptance 3, 197
- mastery
- accepting fallibility 168–71, 201–2, 204
 - emerging faculties 2, 100, 184–97
 - ending the search 168
 - essential learning (seeds) 201–5
 - experience of 171–5
 - flow 65, 125, 138, 182–4
 - holding 178–82
 - impartiality 176–8
 - jigsaw analogy and 104–8
 - key to 167–200
 - presence/presencing 197–8
 - qualities of 198–200, 207–8
- mediator role 159
- miradors analogy 30–1
- mirror (of appreciative eye)
- authentic 77, 84
 - awareness expansion 78
 - client experience of 82–3
 - internal/external 83–9, 90
 - lens and (inner compass) 4, 89–100
 - living 4, 11, 79, 130
 - mystery and myths 76–7
 - nature of 78–9
 - observing from behind glass 130–1
 - in practice 79–82
 - reflective vision 3–4, 79–80, 99, 135
- monsters (coach as wayfarer) 150
- Moore, T. 192, 209
- motivation
- client 136
 - coach 21–8, 138, 146, 147
- mystery
- coaching as 19–20, 22
 - of the mirror 76–7
- myths of the mirror 76–7
- nature/naturalness 85–9
- negotiator role 159
- non-directive approach 15, 16, 17
- not knowing 149–50, 174–5
- objective-subjective divide 4
- oculus imaginationis* 192

- Orem, S.L. 209
- organisational coach, fallibility and 170–1
- original self 49
 discovery of (mastery) 170, 171, 182, 197–8, 208
 existence of 21, 24–7, 28
 original circuitry 138–9
 paradox 67, 139–42
 in potential 24–7, 27, 127, 135–8
 stilling and stopping 136–8
 supervision and 113, 125
- pace, space and (inner observer) 134–5
- paradox 67, 176, 203
 as circuit maker 139–42
- partial self 128, 135–6, 204
 existence of 21, 24–5, 28
- perfectionism 33, 36, 38
- performance 2, 9, 10, 18, 19, 23, 24, 68, 208
- permission
 to be fallible 201–2
 to enjoy life 203
- personal style 97
- play (experience of mastery) 172–4
- politics/political stance 38
- potential 1778
 perceiving (inner compass) 100
 power and 22–3, 93, 204
 self in 24–7, 28, 127, 135–8
 vision and 29, 48
- power 22–3, 93, 204
- presence/presencing 98, 184, 197–8
- problem-solver role 144, 165
- problems, potential value of 38, 104
- productivity 23
- psychological awareness 52–3, 99, 154
- qualities of mastery 198–200, 207–8
- questions 37, 44–5, 49, 163–5
- rationalisation 37, 44, 131
- reactions 53
- reality 49, 133, 136–7, 139, 176, 188
- reflection/reflective vision 3–4, 79–80, 99, 135
- reframe/reframer role 159, 160–1, 165
- reintegration 197
- relate (ability/capacity to) 37, 44, 78, 199
- relational awareness 78, 112, 117–22
- relative knowledge 3
- resilience, discovering 94–7
- resolver role 159, 163–5
- responsibility 159
- Roberts, Joan 72
- role-play 56–7
- roles (of the coach) 15–16, 19, 143
 analytical aspect of creative eye 144–7
 appreciative aspect of creative eye 148–58
 evolution of 143–4, 165–6
 plurality of 165–6
 as seen from creative eye 158–66
- sabotage/saboteur 180–1
- Scharmer, C.O. 210
- search for mastery (ending) 168
- self
 everyday 21, 24–5, 28, 128, 135–6, 204
 original *see* original self
 self-acceptance 78, 153–4, 202
 self-awareness 3, 78, 112, 114–16, 122, 197

- self-fulfilling prophecy 2, 208
- self-identity 125
- ego 127, 128–9, 135
 - inner observer 127, 129–35, 141
 - original self *see* original self
- self-reflection 33, 53, 78, 132
- Senge, P. 31, 210
- significant other 203
- snapshots 137
- space, pace and (inner observer)
134–5
- stilling/stillness 98, 136–8, 197,
203–4
- stopping, stilling and 137–8
- subjective experience 128, 133, 149,
158
- supervision/super-vision
- choosing supervisor 111–12
 - definitions 110–11
 - developing universal awareness
123–6
 - goal of 109, 112–13
 - in practice 113–22
 - relationship 110–11, 112, 113,
126
- sustained changes 2, 23, 50, 208
- synthesiser role 159, 165
- tools of the trade (inner toolkit) 4,
72–4
- trainer role 144, 165
- transformer role 159
- trust 9, 10, 22, 77, 111, 118, 126,
141, 158, 168, 205
- turning point (coaching
relationship) 133–4
- unanswered questions 163–5
- unconscious/unconscious reactions
38–9, 75, 126
- universal awareness 4, 78, 113,
123–6
- unknown 148–50, 208
- varifocal lens (creative eye) 92
- viewpoint/characteristics
- analytical eye 4, 29, 32–3
 - appreciative eye 4, 29, 40–2
 - creative eye 4, 29, 48–9
 - miradors analogy 30–1
- vision
- of the coach 29–69
 - reflective 3–4
 - super-vision 109–26
 - See also* analytical eye;
appreciative eye; creative
eye
- wayfarer role 19, 148–50, 165, 175
- whole self *see* original self