

# **THE ACTION FACTORY COACHING GUIDE**



*ENSURE YOU ARE ALWAYS AT THE  
TOP OF YOUR COACHING  
PROFESSION*

**BY ACTION FACTORY**

# The Action Factory Coaching Guide

Welcome to the Action Factory Coaching Guide.

This book is filled with the latest evolution in coaching skills and we will always be under continual review to ensure we are always at the top of the coaching game.



One of the most important attributes of coaching is the relationship between yourself and your client. Trust is the most important thing to establish when building a rapport with a potential or existing client. Ensuring a safe and supportive space is the type of relationship needed to maintain personal growth and self-transformation.

Ensuring trust, the client will be open to sharing and receiving, the client will perceive the coach as trust-worthy, the client will see transformation and growth as manageable and the client will have realistic and clear expectations.

Some of the key elements of trust will be mutual acceptance and a high level of respect and from this, the client will feel comfortable enough and safe enough to share information with you without any judgement.



As the coach, you will have to practice effective behaviours, such as; Active listening, making sure that you are always alert to indication of fear, acknowledge own limitations, use questions to uncover unrealized hopes, ask challenging questions, demonstrate complete integrity, observes where trust is absent and must be discussed openly.

With effective behaviours, comes ineffective behaviours too which should be recognised and noted too, such as asking ineffective questions that come to dead-ends, asking questions that do not invite suggestion from the client, impose an opinion and actions such as implying that you are being judgemental towards to client.

As humans, we all make mistakes and sometimes coaches make mistakes which can be quite detrimental to the client's progress. Some common mistakes that coaches make are things such as; jumping into the problem without an invitation from your client which can cause the client to hold back. Thinking or trying to be an expert. Trying to get the client to like you which can cause set backs as a coach. Sometimes you can get carried away with the conversation with the client that it becomes more of a friendly chat than actually getting down to business and coming up with solutions. Always let a client depend on you as the coach, but never let them heavily depend on you, as that is crossing boundaries.

By asking all the right questions and acting in the correct manner, the outcome should be that the client willingly confides in you. The client should have a more positive outlook on his/her goals and dreams. They client should effortlessly be able to speak openly and express emotions easily and most importantly the client should be at ease and comfortable with the coach.



A coach can be called successful or good at his/her trade if, the client is willing to explore new, unknown and fearful topics. The coach sets reasonable boundaries and communicates this to the client upfront. Not only does the client respect and trust the coach, the coach should also trust his/her client. If a coach disagrees with something that the client says or suggests, it is verbalised. A coach needs to realize that the client does not always have to agree with their sentiments. The coach should always use any information given to them should contribute to the environment of trust, the coach should use this information strategically.

The coach should not create or tolerate imbalances of power between the coach and the client.



It is of utmost importance to perceive, affirm and expand the client's full potential, so in other words the coach should be able to help his/her client acknowledge and appreciate his or her own strengths.

The reason for this is that the client is more appreciative of their own personal capabilities and potential and that the client is more willing to take actions beyond current paradigms.

The key elements of getting this right is to always be empathetic with your clients, make them feel like you really understand the predicament that they are in. Make them realise that there is a whole world of possibilities out there for them.

Ensure you empower them and encourage them in every way you can. Make sure you challenge their limited beliefs and always recognise the strengths of that client and make sure the client is aware of his or her strengths.

It is very important to differentiate certain aspects of this, such as; Belief vs. Judge; Enable vs. Push; Expand vs. Stretch.

You never want to be in a situation where your client feels judged and too pushed. There is a very fine line between these things and it is imperative to make sure these boundaries are never exceeded.

Effective behaviours to ensure the above are to always offer sincere encouragement, express belief in the client's potential. The client will want to feel like the coach is committed to their success and will want to be reminded of their potential, as we all know, sometimes hearing it from someone else just reassures us of things we all know deep down inside.

Ineffective behaviours of the above would be to over-exaggerate the encouragement, so much so that it could seem fake or overdone.

A coach should never ever manipulate a client, the client needs to realize things on his/her own. Don't ever tell a client that they are wrong, or their views are incorrect as this will cause them to feel uncomfortable and will not open up to you as much as they would have before.



There's a difference between trusting your coach and being dependant on your coach, so make sure your client knows what the boundaries are upfront.

You will need to show your client that you have faith in them.

On completion of a session with your client, they should no longer feel held back and should feel excited about moving forward.

As a coach, you should always encourage more action from the client beyond their comfort zone. This should only be done when appropriate. Take care in not pushing them out of a comfort zone that they are not ready to leave as this could do more damage than good.

Make sure that the client is empowered and accepts responsibility and feels validated.

As a coach, you need to avoid being a “cheerleader”, you need not to be patronizing or parental in any way.

By no means ever get the client to do what you want, as the coach thinks would be good for the client. The client needs to come to their own outcome and discover the way forward.

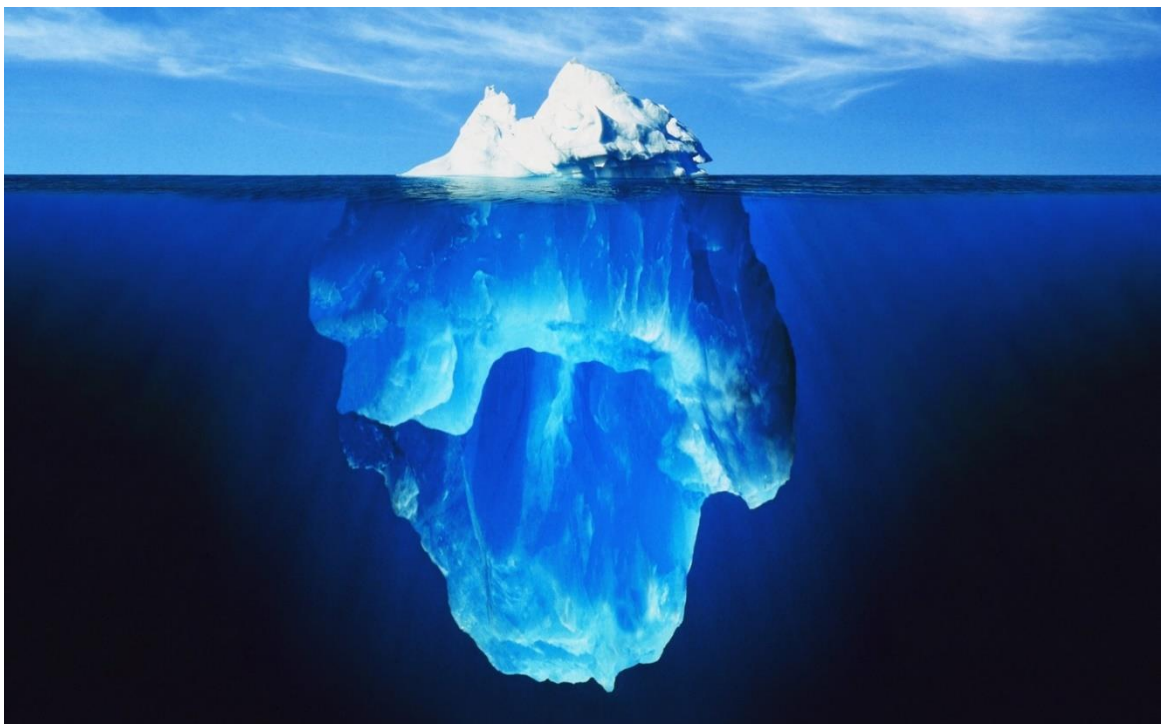
Another important aspect of coaching is engaging and listening to your client.

You always need to give full attention to the words, nuances, and the unspoken meaning of the client’s communications with you.

The effect of engaging and listening is so the client feels understood and not judged in any way. This way, the client will communicate more effortlessly.

As a coach, you will need to focus on what the client expresses, both verbally and non-verbally. You will need to keep a look out for body language and any sort of movement that contradicts what they are saying.

Important distinctions when engaging with a client are; Listen for vs. Listen to; Being aware vs. Pre-empting; Eliciting vs. Leading.



To be effective in engaging with your client you will need to discern the appropriate coaching method to use based on the client’s needs and concerns.

Never interrupt a client inappropriately or talk over the client. Always give them a chance to speak freely and make sure they have said all they want to say before talking.

Never disregard something important that your client has said.

It is important to listen to the tone and flow of your client, to see if they ease up and start opening up effortlessly. Ensure you give the client enough time to think about what they want to say and don't push them for answers straight away, give them time to process their thoughts.

One of the most important aspects of coaching is to by no means lead the client in a particular direction, the client needs to find his/her own way to the outcome.

As a coach, the most important thing to remember is to not only rely on one or two methods or models of coaching. You will need to assess the client first and see what techniques will be needed for that particular client.

Also, silence is a major part of a coaching session, you will need to understand that your client may be silent a lot, because they are processing information and thinking deeply, you will need to become comfortable with silence.



Moving onto the next topic which is processing in the present which basically means being fully aware of your client, give them your full attention and always process their level of body and mind.

The effect of this will allow your client to feel free to express and engage with the present reality.

As the coach, you want to get to a stage with you are highly attuned to subtle and cryptic communication for the client.

Another distinction of this section to grasp is; Responding from awareness vs. Conditioned reactions; Here and now vs. Past and future; Attuned vs. Alert

Practising this, you will be aware of the dynamics occurring within the session. You will need to distinguish whether a coach is communicating from the past, present or the future.

It is important to let the client speak freely and openly, yet it is just as important to pause the client to get them refocussed on a successful outcome.

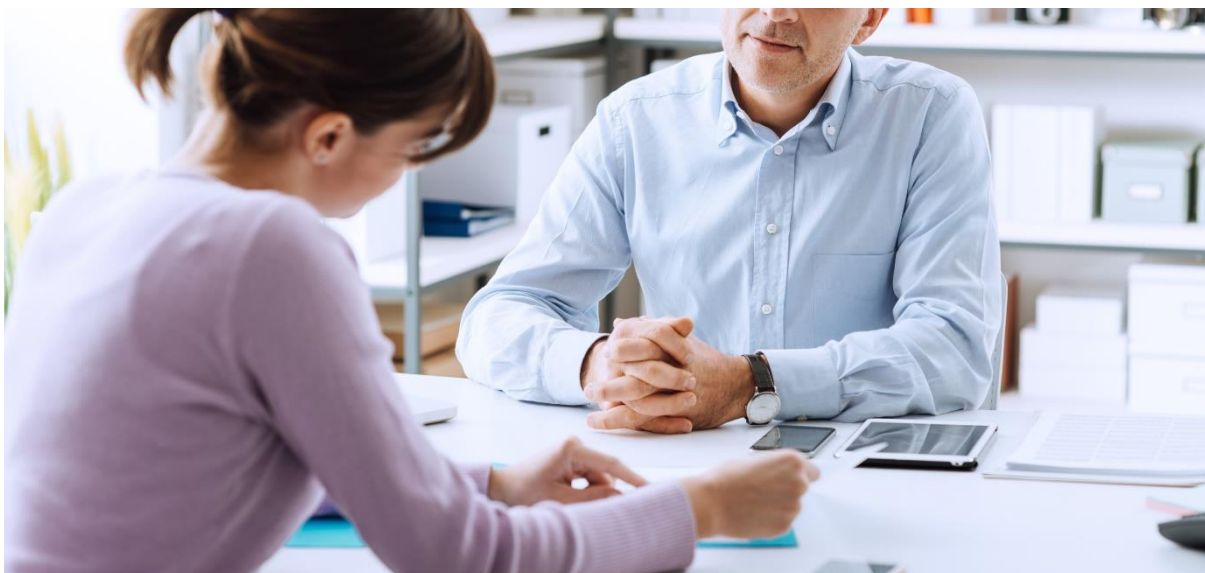
Some common mistakes that coaches make is to ignore or not notice the client's hesitation, enthusiasm or dis-interest. You must be fully aware of their emotions. When the client shows emotion, never be afraid to address these emotions with the client.

Yes, we want to focus on future goals most importantly, but we also need to address the present, as that is the exact situation that the client is in.

Always be sure to make a note if a client constantly mentions something specific and almost brushes it off, because that will need to be addressed and there is an obvious underlying emotion regarding that topic.

Also, be aware if you notice a client is avoiding or resisting, this definitely means something is going on more than what the client is letting on.

When spending time with a client, you will quickly pick up their style, energy and their way of communicating and once you have a sense of who they are as a person, you will know exactly what support is needed at that moment by the client.



Next, we have expressing. This is attention and awareness to how the coach communicates commitment, intent and ideas and of course, the effectiveness of communication.

The effect of this is having the interaction with the client being at ease and trusting you as a coach. The client will feel free to question anything you say.



You need to always be respectful, attentive and appropriate towards a client. You need to create a rapport with them and create that sense of trust, but you are not their best buddy. Know the difference.

Distinctions of this would be; Communication “for” the client vs. “to” the client. Allowing the “how” of communication vs. the “what” of communication.

Always remember to speak clearly and concisely for the benefit of the client, you need to speak directly and confidently but be sensitive to the client’s circumstance.

Make sure your body language suggests you are open to what they are saying and be careful of your verbal mannerisms, such as never use laughter or humour inappropriately. There is a time and place for that.

As a coach, you need not focus on impressing the client or making a good impression, your focus needs to be on helping your client in the best way possible.

Never feel the need to fill up silences, learn to be comfortable when the room is quiet. By trying to make conversation, you may cause the client to feel pressured or make them feel like you are trying to cover up uncertainty about how to proceed.



Clarifying is of utmost importance as a coach, you will always need to reduce and eliminate any confusion or uncertainty from both parties.

By clarifying what the client has said, it will enable the coach and client to work harmoniously with one another. It will also decrease any levels of uncertainty from your client.

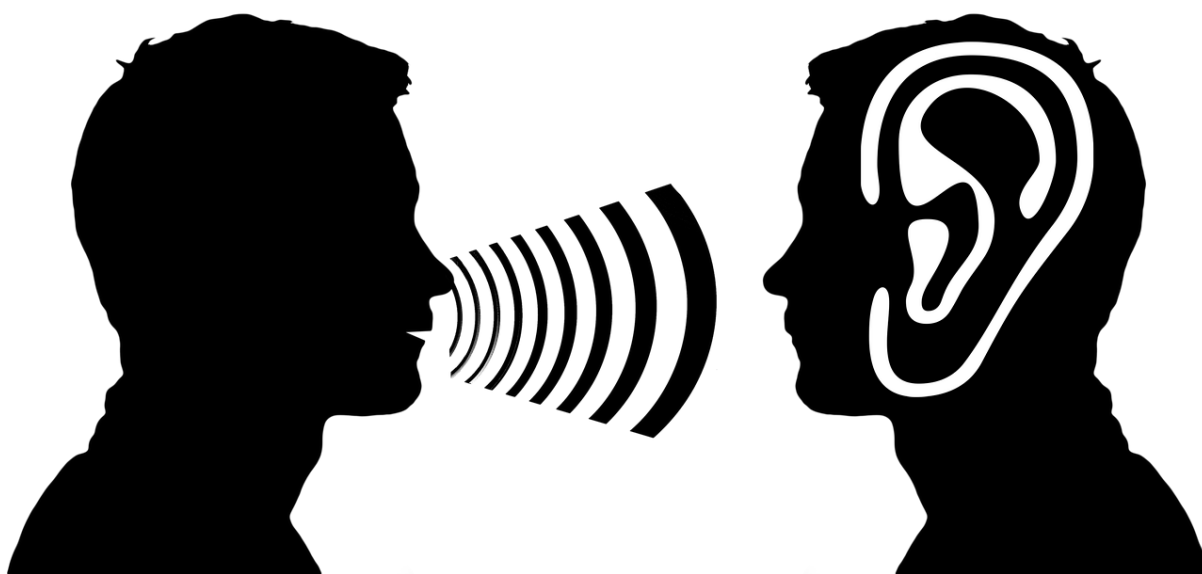
Always identify the most important issues while respecting client’s preferences and limitations. Always identify their key values and needs.

Distinguish the different between; Source vs. Symptom; Simple vs. Complicated and Discern vs. Solve.

As a coach, you should ask, “either/or” questions, to identify patterns, ask things openly, but by not crossing any barriers and states what is perceived.

You can do damage if you ignore what is most important to the client, listen to what they are saying.

Please never make assumptions about what they are saying, this can lead to major miscommunication and could result in chaos. Therefore, this is why clarifying is so important rather than taking the conversation to the incorrect direction.



The next step is to, helping the client set and keep clear intentions.

By doing this, the client will remain focused and will keep them working toward intended goals.

You want the client to feel capable, you want them to feel that their visions and goals are crystal clear about what they want to accomplish. You need to make your client feel inspired by the possibilities and most importantly make them want to move forward purposefully and not go back to old ways.

At the beginning of the sessions, you will need to inquire what the client’s intentions are, what their goals are.

Always know the difference between Transform vs. Change and Progress vs. movement.

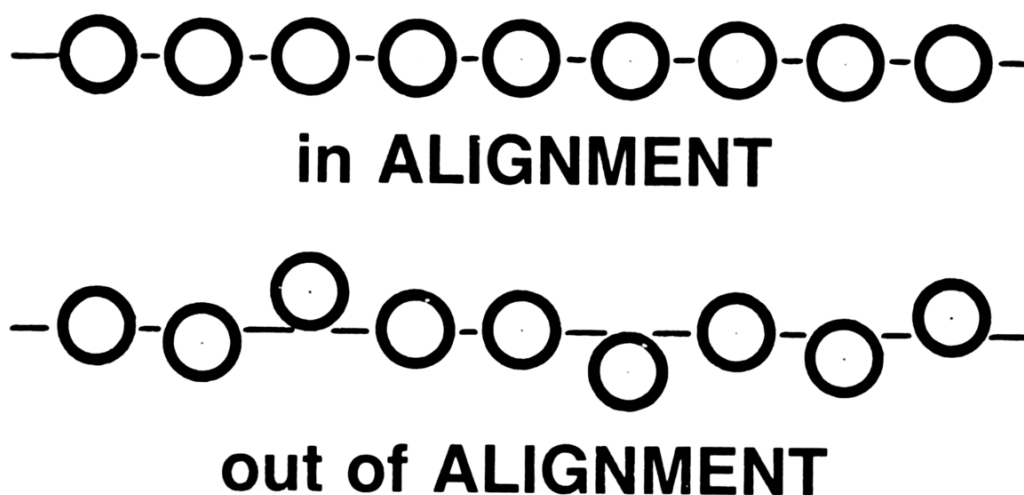
To have effective outcomes, as a coach, you need to continually clarify what the client intends, as mentioned in the previous chapter. You need to ask good questions to reveal the client's purpose or intent. You will also need to understand how client's values and/or beliefs support the intentions.

Important things to remember for ineffective outcomes is never push the client towards stated goals when they are no longer relevant. Also, never move forwards while the intentions of the client are not 100% clear. Don't ever second-guess the client.

The outcome that you are seeking will be that your client is more excited and confident about their future goals as well as their present. You will need to client to agree on taking more responsibility for their own action and take charge of their own life.

A mistake you do not want to make with this is not noticing when the client is hesitant about a particular intention or agreement and never think that you as the coach, knows better than the client.

You will need to recognize when the client's commitments are not aligned with the client's true desires.



The next important step is Inviting possibility. This is creating an environment that allows opportunities to emerge.

The effect of practicing, this is to enable expansions of thoughts and actions.

You need to help your client transcend barriers and leave his/her comfort zone.

The key elements to this will be trust, curiosity and recognizing potential.

The way that possibilities are generated is done by the client and the collaboration of the coach.

Distinctions are; Beginner's mind vs. Imposing expertise; Creativity vs. Prescriptive; Expansions vs. Resolution.

Always create the environment for expansions and inviting possibility, to do this, make sure you use the appropriate tools.

Make sure to always pose questions to enhance the process of discovery, this will help the client to get a larger perspective of new possibilities.

Always prod the client to explore the most ambitious options.

Never rush to find a solution, work through all the steps to find a suitable solution. You need to accept the client's perceived limitations so do not over-ask questions.

At this stage, the coach as well as the client offers new possibilities.



The next subject will be to help the client to create and use support systems and structures.

You will need to train your client to identify and build relationships, tools, systems and structures that will help them progress.

The effect of this is that the client is confident and secure in moving forward, knowing that resources are available and can be created.

An essential element of this is to suggest the client gets support systems in place that appropriate for their specific needs. This client really needs to understand the value of appropriate support systems. In doing so, the clients progress toward their goals or intentions are more sustainable.

Distinctions to characterize are; Support structure vs. Constraining process; Complimentary vs. Duplication; Enhancing vs. Overwhelming.

Always suggest relevant resources and references.

Actively seek to identify ways of expanding capability through systems and structures.

Ineffective behaviours from the coach include; Recommending resources, structures or systems without first identifying the individual client's needs.

Do not seek to impose your own preferred structures onto your client, as your needs might be different to theirs. Don't override suggestions regarding supporting systems by the client.

Never assigns action steps, rather than designing systems and structures.

The coach is creative in helping the client generate support systems and structures without attachment to whether the client adopts particular ideas or not.

Common mistakes made by coaches can be things such as, only identifying a to-do list of actions. Over-relying on accountability as a support structure.



Be sure to consider the client's culture, as encouraging actions that would be inappropriate to the culture could be offensive to the client.

As a coach, you need to understand and perceive that the coach knows the difference between a system and an action plan. The coach needs to address multiple structures, such as physical, emotional mindset.

## **Action Factory Main Ethical Principles**

### **Honourable Integrity:**

Coaches will need to represent themselves in an equitable and fair manner.

They will always need to strive to be aware of their own values, needs, beliefs and the limitations and the effect of these on their work.

Clarity will need to be practiced for the relevant parties, the roles they are performing and to always function appropriately within those specific roles.

### **Competence**

Coaches should always have high standards of competency in their expertise.

### **Professionalism**

Coaches will need to uphold a professional and ethical manner that will reflect on their capabilities.

### **Being non-discriminatory**

Action factory prohibits any form of discrimination at all. It will not be tolerated to discriminate based on race, colour, age, size, gender, disabilities, sexual orientation or thereof.

### **Respect and dignity**

Coaches will practice treating clients with dignity and respect, always being always being aware of the client's privacy and confidentiality.

Coaches accord appropriate respect to the worth of all people.

Coaches are aware of all cultural, individual and role differences.

Coaches should not participate or condone unfair discriminatory practices.

## **Action Factory Code of Ethics**

Coaches can work privately or in a corporate environment.

Coaches may use different titles, ranging from coach to a facilitator. The achievement of a coach is always measured by the progress of a coaches' client.

Code of ethics provides the broad principles and values to which coaches subscribe.

One of the most important, is confidentiality and the utmost concern for the clients' wellbeing.

It provides rules for coaches to use in many specific situations that may be encountered whilst coaching.

Code of ethics is also meant to serve as a building block for the ethical and moral standards and coaches.

While each coach should abide to these rules, they are encouraged to add their own "rules" on to it too to build a life long commitment to building an ethical and professional workplace.

General standards within the Action Factory ethics code.

### **1. Applying the Ethics Code**

- a. An ethics code is adopted by a group because it's members accept the adherence to such rules, as well as the restrictions.
- b. The code of ethics is directed to all professional members of Action Factory.
- c. The coach may be reviewed at any time under these ethical standards, only if the activity is part of their coaching work.

### **2. Law of the country regarding Relationships of Ethics**

- a. The law of the country will always take precedent over the Action Factory standards. Coaches should strive to adhere to the Action Factory code of ethics.
- b. A coach should not participate in any illegal actions, including, but not limited to copyright, property rights or patent violations.

### **3. Maintaining a professional relationship**

- a. Coaches only provide their services only in the context of Action Factory's professional standards.
- b. Trust and responsibility are of utmost importance in the coaching industry. Coaches are expected to always act with integrity and treat clients, peers, colleagues with the greatest respect.

4. Competence
  - a. A coach will, always exercise competence at least to the level claimed.
  - b. The services that coaches offer should be within their competence, based on their education training.
  
5. Maintaining Expertise
  - a. Coaches should make an ongoing effort to maintain competence in the coaching skills.
  - b. Coaches need to be informed on new techniques and up to date with practices, legal agreements and standards are kept within the coaching profession.
  
6. Respect
  - a. Always show respect to the individual that you are coaching
  
7. Unfair Discrimination
  - a. Coaches should never engage in unfair discrimination based on any basis whatsoever.
  
8. Harassment
  - a. Coaches do not knowingly engage in behaviour that is harassing or demeaning to persons with whom they interact in their work.
  - b. Sexual harassment is a sexual solicitation whether it be verbal or physical. Coaches should ensure that their behaviour is appropriate at all times that can no way be described as harassment in any shape or form.
  
9. Personal Problems and Conflicts
  - a. Coaches will experience their own personal experiences and problems which may exert an adverse effect upon the coach client relationship.
  - b. Coaches are always obliged to be alert of signs of their own personal problems at an early stage in order to prevent an impaired coaching performance with their client.
  
10. Progress
  - a. There are cases where there is no progress, coaches strive to minimize any harm to their client.



#### 11. The misuse of Coach's Influences

- a. Coaches need to be very aware of their professional judgement and actions as they may affect the lives of others.

#### 12. The misuse of Coach's work

- a. Coaches do not participate in activities in which it appears likely that their skills or assessments will be misused by others.
- b. If coaches learn of misrepresentation of their work, they take reasonable steps to correct or minimize the misuse or misrepresentation.

#### 13. Conflicts of Interest

- a. Coaches should refrain from taking on professional obligations when pre-existing relationships would create a risk of conflict of interest.
- b. If a conflict of interest issue has arisen, the coach needs to resolve it with due regard for the best interests of the affected person and compliance with the Ethics Code.

#### 14. Bartering

- a. A coach may participate in bartering only if the relationship is not exploitative. Coaches have free reign to accept good, services or non-monetary payment in return for coaching within the legal and income tax limitation.

#### 15. Referrals

- a. When indicated, coaches may communicate with other professionals in order to serve their client effectively.

#### 16. Delegation

- a. Coaches delegate to their employees what tasks and duties to perform, if it is within their experience and capabilities.

#### 17. Information management

- a. Coaches need to be accountable for their records, such as maintaining a filing system as well as disposing of records that are no longer needed to keep in compliance with the Ethics code.
- b. Coaches are required to document all their work done with a client in provision of services later needed. These should meet the legal requirements too.

## 18. Fees and financial arrangements

- a. The billing arrangements need to be addressed to the client upfront
- b. Coaches do not exploit recipients of services or payers with respect to fees, not do coaches misrepresent their fees.
- c. If fees are not met by the client, legal action may be taken to obtain monies owed.

## 19. Accuracy in Report to Payers

- a. Coaches need to always clearly state the nature of the services provided on their reports

## 20. Advertising on any public platform

- a. Any written or verbal documents that a coach says or publishes publicly, such as articles, speeches and advertising brochures.
- b. Coaches need to make sure that anyone engaging in making public statements about them are true and fair
- c. Coaches agree to not make any public statements that are false under any circumstances.

## 21. The coaching relationship

### Structuring the Relationship

- a. Coaches will explain their fee structure to their client prior to the session with the client
- b. Coaches agree to discuss important topics as early as possible in the coaching relationship
- c. Coaches need to answer all questions professionally and as promptly as possible

## 22. Safety and Security

- a. Coaches must contact a mental health professional or an emergency service as early as possible if they notice unusual behaviour from a client where their safety might be at risk
- b. Coaches may not attempt to diagnose any mental health issue. A licensed professional should take over in this case.
- c. Appropriate authorities should be contacted when a client discloses info that they are harming or endangering another individual.

### 23. Coaching Services to those served by Mental Health Professionals

- a. It is the Coaches choice entirely to decide whether to enter a coaching relationship with a client who is undergoing psychotherapy or other mental treatment.

### 24. Sexual Intimacies with Clients

- a. Coaches will not engage sexually with a client and should always stay professional

### 25. Services Interrupted

- a. Coaches will need to make a reasonable effort to make other arrangements for any interruption of coaching services.

### 26. Terminating the Coaching Relationship

- a. Coaches will terminate the coaching relationship when the client is no longer going to benefit from the sessions

### 27. Confidentiality and Privacy

- a. This coaching relationship, as well as all information (documented or verbal) that the Client shares with the Coach as part of this relationship, is bound by the principles of confidentiality set forth in the Action Factory Code of Ethics. However, please be aware that the Coach-Client relationship is not considered a legally confidential relationship (like the medical and legal professions) and thus communications are not subject to the protection of any legally recognized privilege
- b. Coaches should protect the confidentiality of their deceased clients in accordance

### 28. Disclosures

- a. Unless prohibited by the law, coaches will only disclose confidential information if the client legally authorizes the consent to do so.

### 29. Coaching Research and Publishing

- a. Coaches that conduct research will design and conduct the research within recognized scientific standards.
- b. Coaches that conduct research have the competency to do so.

### 30. Plagiarism

- a. Coaches do not copy others research without prior consent to do so.