



Certified Money, Marketing and Soul® Coach Training Program

Training Call #7

August 23, 2016

Kendall: Welcome, everybody. I'm really glad that you're here with me today. We're going to focus on coaching skills and I'm going to train you on several pieces that are going to really help take your coaching to that next level.

Today is Tuesday, August 23, and this is Training Call 7.

Here's a quick look at the schedule. The next training call will be next week on Tuesday, August 30. Suzie, we'll have to look and see where the halfway point is. We actually might be halfway, which is something to celebrate for everybody.

I'm really immersing myself in the energy of completion these days, so I love noticing the halfway point and saying, "We can do this. We can stay committed." The feeling of completion is just really exciting, and I think as entrepreneurs we don't get to experience that too often because our to-do list never ends.

I want to thank you guys for staying committed and being here with me. We're going to keep rocking it out here over the next few weeks together.

We have a really full call today, so what I want to do is definitely start with celebrations. We always do that.

A celebration could be getting a new client, re-enrolling a client, launching something, having discovery sessions or a breakthrough you had in your coaching. The definition of a success isn't always about money.

We'll do that, and then we're going to jump into our training today. Definitely pull out your workbook and you can flip to Page 134. We're going to focus today on Courageous Coaching and we're going to go through the different pieces that we did not cover in the live training.

Like I said, this is going to be a really full call, so definitely grab your coffee if you're a coffee drinker, the workbook and a pencil or pen so that you can take a lot of notes.

Suzie, when you're ready, we'd love to hear somebody share a celebration.

Suzie: We have Tabitha.

Kendall: Hey, Tabitha.

Tabitha: Hello, my dears. I love these Tuesday meetings with you guys.

One of my celebrations is that I'm loving this. I have really kept the momentum and the fire going. This is the first program that I haven't lost momentum and focus in, so kudos to you for the way you set this up, and to all you other women out there who are just feeding this yummy fire.

The second celebration is I did those two intensives last week, the Fast-Track Rapid Revenues Kick Butt VIP Days. The response I got from the clients was phenomenal and they were so thrilled.

Both of them have been struggling with their program for a year, and to see us within a couple of hours take it from concept to creation was pretty mind boggling for them.

I felt so good and they felt so good. We're continuing with implementation calls to get the launch going. Everything is on track and fantastic and I love it, so I'm celebrating.

Kendall: Yay. That is super exciting. I tell everybody in CMMS that your clients are going to think you're a genius. They're going to think you're a rock star.

Tabitha, with what you're reporting and what others reported, you're seeing that's true. Your clients think you're a genius. It's so cool.

What was one thing in particular on either of those days that you're really proud of, like a coaching skill or something you really had to do to have the day be that level of success?

Tabitha: Holding space.

Kendall: If I was sitting there in that room next to you, how would I have known you were holding space?

Tabitha: I stayed very focused and very positive. I was able to hold the space to be loosely creative, but structured, so it was like, "This can be easy. This can be fun. Don't stress. This is great. We've got this."

I was able to hold it consistently. One of them was a seven-hour intensive, so I was so proud that I was able to hold that loose space and that it could be easy.

Instead of me having to say, "Do this. Do this," I loved the way you present how you don't have to solve the problem, you just have to ask the right questions. I feel like I was really able to do that.

Kendall: Very nice. Take your right hand, raise it up, loop it over your left shoulder and give yourself a big pat on the back.

Tabitha: That's awesome.

Kendall: Well done. Thank you, Tabitha. Thank you so much for sharing that. Congratulations to you. What lucky clients.

That's one of the things too that I hold as a mindset for all of you. I think your clients are really damn lucky to get to work with each of you.

Tabitha: I love it.

Kendall: By the way, it's interesting. I just got off a coaching call with one of my Diamonds. She's my Pink Diamond client and she's been with me for three or four years coaching at this level with me. She is a CMMS-trained coach and has a seven-figure business. I say that for inspiration for all of you guys.

We've coached for a long time, and in the call today we coached on a particular thing. It was a really great mix of me saying, "Here are some ideas." There was one idea I gave her about content for webinar.

I could have jumped in and said, "Here's what you could teach in the webinar," but instead, especially with this client because she's a smart girl, I said, "Here's a concept for the webinar. What would you want to teach in it?"

What she came up with was very different than what I would have come up with. What she came up with was great. It will definitely work, but it was different.

I bring this up just as the point of really giving space for the client to share their thoughts and ideas because it can be so different than yours.

All you want to do is make sure that what they're doing feels like it's going to work, it sounds like a good strategy or plan and really keep them on track. That's where coaching becomes impactful and really easy.

Suzie, do we have somebody else we want to hear from? We'll hear from one more person.

Suzie: We have a written-in celebration from Sue. It says, "My celebration is that the brochure for my first VIP Day is at the printer and I have two more planned out, plus my Signature System. Yay. Thanks for all the support."

Kendall: Nice. That's great. Congratulations. Putting together brochures and websites really is a catalyst for pulling our thinking together about what something is all about and why they should sign up for it, so that's great.

Sue, I want to challenge you to, as soon as you get it from the printer, get it into the hands of not just as many people as possible, but to set a goal for how many people. Make this a very big number, not just two or three. Make it a bigger number.

I want to jump into our content today because it's one of my most favorite calls. CMMS is a favorite program and this call in particular is one of my most favorites because we're going to talk about coaching skills.

There is a lot I'm going to cover because we're going to cover the rest of the Courageous Coaching module that's in your workbook. We're going to do it in the order of the pages.

What I would like to do here is cover each section and then I'll stop. This call is going to be a lot of me talking, but I'll stop after each section and hear any questions about what we're covering. I would just encourage you to write really great notes.

Here's my intention with this call. There's a lot of training here today. Every tidbit is just priceless. What I really want, though, is for you to hear it and get a feel for it, so take the notes, but don't let the notes interfere with you getting a real feel for what I'm talking about.

You can go back and listen to the recording. You can go back and read the transcript. That's fine to do. I would encourage you to do that actually, especially with this call.

I'd rather have you get the feel and the energy of how to handle these various situations and the whole mindset around them, and I'm going to go through that in detail, because that's what I want to have stick.

The details about "What did she say?" or "What's the best thing to say there?" you can get that from the recording or the transcript, so don't try to transcribe this call as I'm teaching it.

That's going to take you out and put you in your head and I want you to be in your heart and really feeling the energy of what I'm teaching.

Does that sound like a deal? If that sounds like a deal, just raise your hand. Suzie, do we have some raised hands happening?

Suzie: We sure do. It sounds like a deal.

Kendall: With that in mind, we're going to start on Page 134 because we already covered the other pages in the live training. We're going to start with Breakthrough Coaching Questions on Page 134.

I'm actually going to run through each of these. I've got a few extra notes I want to share about them and I'm going to give you some additional coaching questions that aren't on this sheet.

I love this piece of paper. I love this section about Breakthrough Coaching Questions because, like Tabitha said, when you know the right question to ask, it's amazing the transformation that you can create in a very short period of time.

I say "when you know the right question to ask," but there is no right or wrong. Honestly, you could close your eyes, put your finger on one of these questions, ask it and it would probably be awesome, because all of these are fantastic questions.

Some of them have different purposes and I want to go through that.

That first question is "What if X were no longer important to you?" This is one of my all-time favorite questions. What this question does is instantly gets your client to step into a new sense of possibility for themselves.

One of the things that I think I've talked about before and one of the hallmarks of being a really masterful coach is to challenge assumptions. It's to hear and be aware of where your client is making an assumption and then to challenge it, because if you buy into their assumptions, then often transformation doesn't happen.

I might ask, "What if that new launch just weren't important to you?" if somebody's really struggling. I like asking this question. I just love this question.

The next question is "Are you ready to change this?" Asking this is a huge sign of respect for your clients, because otherwise you may be assuming that they want to change something when in fact they have concerns about it.

I had this happen in our Mastery meeting just last month. With our live meeting, everybody flew in from all over the world. We were there for two and a half days together in a very intimate setting.

One of my clients has been with me for three years. She's a wonderful client and very joyful to work with. There was something that she was struggling with and

the other people in the room were starting to coach her on it and saying, “You could do this,” or, “Have you tried that?” She just argued with them about everything, and I saw that.

Within 20 seconds of it, you see it. It’s not pretty to watch, so my question to her was “Are you willing to change this?” I might have asked it a little differently. I might have said, “Is this something you want to change?”

Anyway, she really had to think about it. It was not an immediate yes.

There’s no point in coaching somebody on something they actually haven’t agreed to change, that they haven’t agreed to internally within themselves.

Asking that question is going to reveal concerns and it’s going to help a client anchor their commitment and enthusiasm for making the change.

If she had said, “Yes, I absolutely want to change this,” that’s a different energy. We still needed to switch off of all the “Have you tried this and have you tried that?” kind of business, because it wasn’t helping her, but being fully committed in that moment also opens a sense of possibility.

The next question is “Are you ready for this to be different?” It’s a very similar question and you can use them almost interchangeably. It serves the same purpose.

The next one is “What’s the breakthrough that you want to create around this?” I love this question because it helps the clients start thinking about what their options are and what it is that they really want instead. Again, you may be making an assumption that is or isn’t correct or is inaccurate.

What’s the breakthrough you want to create around this? Find out from them.

By the way, maybe the breakthrough they want to create isn’t important enough or big enough. You just never know what you’re going to hear.

Sometimes I’ve asked this question and they say, “I want to do XYZ” and I say, “Really? That’s it?” I would only say that if I really knew the person and knew how much more they were capable of.

The next question is “What’s the decision that you’d like to make?” This question moves your client from thinking about a change to actually committing to the change.

I don't usually ask this question right off the bat. We're doing some other things first and then at some point it's a little less talk and a lot more action. What's the decision you'd like to make?

The next question is "What's in conflict or not in alignment?" This is a great question because it reveals what may stop your client from moving forward.

You can also change it slightly, and you'll want to make a note on your paper, to "Is there anything in conflict or not in alignment?"

Sometimes I'll just ask this as a check-in. The client may be gung-ho and I'll just say, "Let me just check in. Is there anything in conflict or maybe that isn't in alignment?" and they'll say no or they'll say, "Yes, actually, there is."

I like asking this question because often, if it's not addressed, it's going to come up to sabotage your client from moving forward.

The next question is "How do you know?" I love this question. It's used most often when a client is expressing doubt or making assumptions about something else. This question challenges their assumptions and it creates a space for new possibility to be considered.

If somebody says, "I really want to do this, but I can't because so and so is going to be upset," or whatever, I might say, "How do you know that?" It is a little bit of a challenging question. I love it.

A lot of these questions actually are what are called pattern interrupt questions, so they interrupt someone's habitual way of thinking.

This one in particular will do that, so don't be surprised if there's silence or, if you're physically with somebody, you see them rock back on their heels or their eyes get big, because they're not used to thinking this way.

The next one is "What lets you know that?" It's a softer version of the previous one. It reveals what your client is using as their input or their information. What is it they're using to inform what they do?

It's a window into their thinking that's going to help you reframe their perspective and give them a new way of looking at something. Just say, "What lets you know that?"

Next is "As someone who . . ." This is really using their identity statement, so you may have to tweak this grammatically to make it work.

The way I became a million-dollar business owner was for two years I kept saying, “As a million-dollar business owner, how would I handle my email?” or, “As a million-dollar business owner, how would I handle getting ready for calls or what I’m teaching?” With every little thing, I ran through the identity filter of being a million-dollar business owner.

I’ve got an example here in my notes that’s not a business example. Let’s say somebody wants to save money for a new home, but then they’re invited to go on an expensive vacation with a friend that will take thousands of dollars. You could ask them, “As someone who’s passionate about getting into your dream home, how do you handle this invitation?”

Next is “What if you were to X?” Let’s go back to Sue as an example. She said she was getting her brochure done at the printer. That’s wonderful. I have no idea what her plans are for marketing and promotion, but I could say something as simple as, “What if you were to get that brochure into the hands of 50 people each week for the next 30 days, so 10 people per day?”

You can use this question to encourage them to see possibility. What it does specifically is it gets your client to imagine themselves getting started or doing something important to them. Every time I’ve had this question asked of me, I think, “I didn’t think about that.”

Next is “What would it take for you to X?” This question usually challenges them to be brave and to see themselves as bigger and more capable than any obstacle that might be in front of them.

For example, ask, “What would it take for you to host your own workshop 60 days from now?” or “What would it take for you to launch a coaching group, even if you only had three or four people in it?” It takes them out of the how-to and puts them into possibility.

The next question is “What would have to happen for you to X?” It’s similar to the previous question, but your client is going to experience it a little differently.

An example is asking, “What would have to happen for you to sign up five new clients in the next two weeks?” This question has a little bit more of what I call an outward focus or maybe even an Observer focus, so for certain people it can be a little easier to answer.

Next is “What might happen?” It’s a great question to help your clients imagine themselves taking action. It can also be really useful for helping them identify or

get coaching on how to handle consequences. Consequences are not a bad thing, but it's about being prepared.

It's not like you want to start creating problems where problems don't exist, so use this with your own good judgment. There might be something that could happen that your client would be best served in being prepared for.

Let's say they have a really important meeting. Let's say you've got a client who sells to corporate, they have a really important meeting and the person that they're going to meet with could cancel. That could happen.

You could ask them, "What might happen if they don't show?" Allow your client to imagine and project out a little bit so that they can get prepared.

Actually, I would ask, "What needs to happen ahead of time so that they do show?" Sometimes I also ask, "What's the worst that could happen?"

My list is a little different than this sheet. I've got some more that aren't on this sheet, so anything I've said that is not on the sheet, go ahead and write it in.

Let me go to the sheet on this last one. It's one of my all-time favorites. It's saying, "There's no way you can convince me that you can't X." You'll notice on the bottom of Page 134 that it says, "You want to say something specific you know they can do."

This is a brain-twister question. It's a double negative and it does cause their brain to short circuit a little bit. It totally bypasses their normal way of thinking.

I love it because it has such conviction to it. The Mastery girls always laugh when I say this because I say it with absolute total belief. I say, "There is no way you can convince me that you can't go get a client in the next week."

I'll tell you something, coaches. When you say this particular statement, it has such a strength to it that most of the time your client is going to say, "Okay," and they step up. I would nickname this the stepping-up question.

I have a few more that aren't on this list, so you'll want to jot them down. One is "What does X mean for you?" I really like this one. Another way you can ask it is "What does X mean to you?"

This is a great question that I've asked when a client is going down a path that I'm not certain is going to serve them.

I have just a very quick story. I had a Diamond-level client, the only one that has not been certified in my work, and she wasn't a great client, quite truthfully.

She was going down a particular path and she really wanted to add leverage to her business. We coached on that for a little bit and it wasn't going well.

The things that she wanted to do to add leverage to her business were completely opposite of what would work for her personality. This was not going to be a recipe for success.

She was struggling with it, but she was really committed to it, so I asked her, "What does leverage mean for you?" Leverage means certain things to me.

I don't remember what her answer was and it's not important, but I kept pressing her. She actually got really angry with me. She got pissed off in that moment because I kept pressing her about that and saying, "What does it really mean?"

I don't remember where we ended up. My apology on that, but I can tell you something. Where we ended up had nothing to do with leverage.

The way she was looking at leverage is that, first of all, it was a buzzword and she thought she'd be cool if she had it, which is not a good strategy for success. Really, she wanted something else that was more important to her and she thought that leverage was how she was going to get that.

That's why it's worth taking a moment to find out what something actually means for them.

I'm going to give you the next question. I've got a few more to give you, so I'm going to keep going pretty quickly. I want to give you this next one and definitely write a note down about this one.

The question is "If you could do it over again, what would you do differently?" There's a trick to this question, because this question can easily send somebody into a place of regret, and of course that is not where you want to take them.

When I use this question, I'm very mindful of my voice tone with it and my energy. I might even preface it and say, "Let's explore this just for a moment, because it feels like there's a lot of learnings in here that you can take forward with you.

"What I'm curious about is, with the gift and the wisdom of hindsight that you have now, if you could do it over again, what would you do differently?"

My intention with this question is to help my client acknowledge what they've learned that they can bring forward into the future.

Then I usually couple it immediately with the next question, which is "What is a situation coming up where you can apply what you've learned or where you can practice this?"

Used in combination, it's a wonderful way for a do-over and to get out of regret. It's a wonderful way for a client to say, "Wow, I learned a lot. Here's what I learned, here's what I would do differently and here's a situation coming up where I actually get to practice."

Then they have an opportunity to create success, and it often transforms feeling like a failure into a learning experience that helps them grow and become successful.

I'm spending a lot of time on these questions because your main coaching tool is these questions.

Another one is "What problem are you really trying to solve?" That's a great question. It's very powerful.

I can't tell you exactly when I use it. It seems like if somebody's churning or something's not going smoothly for them in the things that they're trying or they're thinking about trying, I'll ask, "What problem are you actually trying to solve?"

Here, again, they may be thinking they need to solve Problem A when Problem A is just a symptom of Problem B, but if they solve Problem B, Problem A is going to go away.

Then I might follow it up with, "Tell me why solving that problem is important to you." I might ask, "Once that problem is solved, what is it you're wanting to achieve instead?"

I have just one more. It's "What will free you up?" This question is great to help uncover resources. We all do this. We get stuck. We get stuck thinking that we have to do something a certain way.

This happened with my Diamond client today. She thought that she was going to have to be stuck doing a bunch of creation stuff in her business in order to free it up to where she wouldn't have to do those things anymore.

I actually challenged her about it because I caught the assumption there. The assumption was that she would have to be the one doing that work, and that's not true.

The timing of asking this question is really great if they are pretty clear on something they want to do, but you think it sounds like it might be hard, they might have some obstacles or you really just want them to be able to soar and move forward rapidly and freely. You could say, "What would free you up that would really support you even more with this?"

They may say something like, "Wow, it would really free me up if my husband were to help me with my kids three times a week in the evenings," or, "It would free me up if this were to happen or that were to happen." You can really help them to access resources.

The last one is not on your list, so write it down. It's not a question, it's a statement and it's "Tell me more." That's a tried-and-true, go-to statement. I use it almost in every coaching session.

Whew. That was a big piece all at once. Let me just take a breather and see if anyone has a question before we go on.

Suzie: Kendall, we do have a question. It's from Irene.

Kendall: Hi, Irene.

Irene: Hi, Kendall. I just wanted to get some clarity on the "Tell me more" statement because I know that we want to keep them out of story, or at least get enough information and then stop them.

When you say, "Tell me more," is there an intonation in your voice or is there something to watch for to try to keep them out of story, or at least give you enough information and then you cut them off? Help me out here.

Kendall: Great question. "Tell me more" is a tool, and if I need to hang a picture on my wall, I'm not going to go and grab a crowbar. It's the wrong tool for the job. If I need to tear down the wall, I'm going to grab the crowbar.

If somebody is really into story, I'm not going to say, "Tell me more," because it's the wrong tool at that moment in time.

"Tell me more" is a drawing-out question. It's actually when you want them talking, you want them to share their thoughts and ideas, you want them to paint

a more vivid picture or you want them to express concerns or what they're afraid of. It's a drawing-out question.

The timing of using that is what makes it useful. I'm just going to make this up. It might be a little silly of an example, but if somebody says, "I really want a million-dollar business," you could say, "Tell me more about that."

Actually, on that one, I would probably say, "Tell me more about what's important to you about having a million dollars," or, "What does a million dollars mean for you?"

However, if somebody says, "I'm really struggling with my marketing," you can say, "Tell me a little bit more about that." When they say, "I'm struggling with my marketing," I have no idea what that means at that moment.

I do usually say, "Tell me a little bit more about that," so I interject a little bit as a way of preframing that I don't want all of the story.

Irene: Thanks.

Kendall: There are times, though I can't think of one off the top of my head, where I have said, "Tell me more and take all the time you need." It might be so important that they have an opportunity to express their thoughts.

I need to think out loud. I need to talk in order to start to try to get a feel for things and a lot of people can be like that, so there is an opportunity and a time where you want them to share a story.

If they were to paint one year from now what their business looks like, you want them to paint a really vivid, detailed picture of that, and that's an opportunity to say, "Tell me more," or you can say, "Is there more?"

Irene: That was helpful.

Kendall: Good. Great question, by the way.

What I was about to say before you jumped into the queue, Irene, was that I want to reiterate the piece I said at the beginning of these Breakthrough Questions. There's really no right or wrong. These are all amazing questions.

It's like having a beautifully coordinated wardrobe. Everything looks good on you, everything looks good on your client and everything looks good together with itself.

One of the things you can do, and I do this often, is give yourself permission as a coach to ask a question and to change your mind. I did it at the beginning of this call. I said, “No, let me take that back,” when I was saying take a lot of notes. I thought it was the wrong energy. It’s not what I want here, so I took it back.

There have been many times with my clients, and I don’t care how much they’re paying me. I’m not embarrassed to say, “I’m going to take that question back,” or I’ll say, “No, let me ask a different question.”

If you ask one of these questions, coaches, and as you ask it you can tell “It’s not going to send them where I want. It doesn’t feel quite right,” just take it back.

Irene: Thank you, Kendall.

Kendall: You’re welcome.

I just said something that’s actually a clue into my strategy. I’m always thinking about where I want to take a client. I’m a forward-thinking person, so where do I want to take them? Is this likely to send them in a direction that is going to be helpful for them?

A quick example is somebody saying, “Oh my god, I really messed up. I screwed up. I tried to do this thing and it was a total bomb.” At that moment, do you think I would ask them, “If you were to do it all over again, what would you do differently?” No. That would be a terrible question to ask them at that moment. That’s just going to send them more down their downward spiral into deeper regret.

I would actually say something like, “I’m not convinced that the whole thing was 100% of a bomb. Tell me what happened and tell me something that actually went well.” What went well might be relative here, but what’s something that went well?

We’re going to keep moving on. We’re going to go to Page 136, so we’re going in order of pieces that we didn’t cover in the live training. Page 136 is “How to Keep your Energy Clear.”

I learned this the hard way. I don’t think I taught this first piece to you guys in the live training. I may have, but I’m going to repeat it here again anyway.

As a coach, one of the qualities about us that makes us so amazing as coaches is being empathetic. It’s really having empathy, which is very different than sympathy.

Having empathy means that you can sense what somebody is feeling. You have a good intuitive sense.

It's actually an amazing skill to possess. I always say that my strongest coaching skill ever is my intuition, and I've said that for a very long time.

The other thing with being really highly empathetic and sensitive is that it can also cause you to take on someone else's doubt, confusion, anger or whatever. It seems like there's no filter. You pick up the good stuff and you pick up the negative stuff as well.

Here's the thing that was happening for me when I first started coaching. I would think those emotions were my emotions. I didn't even realize at that time that I was a highly empathetic person. I had no clue. I just knew that I was feeling things, that it was really uncomfortable and it caused me a lot of doubt and confusion.

I learned a simple little trick. Honestly, I have no remembrance of where I learned it from. I wish I did, so I could credit the person. What this trick does is it distinguishes if they are the client's feelings or your feelings.

All you do is you take your left hand and cross it over your body, putting it over your right shoulder so that it's touching the back of your right shoulder. Go ahead and do that with me now. Your arm is across your chest and specifically, it's blocking your heart. That's it. It's blocking your heart.

Within a few seconds, you will start to feel calmer and more centered, which tells you that what you're feeling is being picked up from your client. It's not your stuff. It's their stuff.

This works because it's literally blocking your heart from picking up the energy of the other person. I love this technique because on the phone, of course, you can do this and no one is going to be the wiser.

When I first learned this, I did a lot of my coaching sessions with my arm over my shoulder like this until I got more experienced and better at realizing their stuff/my stuff, and now I don't have to do that. I can keep my energy field clean without having to use the technique.

However, any time I'm in a coaching session, if I'm feeling confused, doubtful, unhappy or in some way unresourceful, I use the technique and within a few seconds I start to feel more at ease and at peace. Then I know, and I'll just coach with my arm there.

I think it's a way of creating Observer mode in a way, but there's just something about it that's kind of magical.

Let me continue on with this page in your workbook and then we'll stop for questions at the end of this page.

Keeping your energy clear, are you sticking to a prescribed agenda instead of being flexible? Not every session follows a concrete program, and while you do need to be flexible, too much flexibility session after session will feel draining because you know you're not delivering on what you promised.

I like to use the guideline that's printed in the workbook. If you have two sessions in a row that don't include a breakthrough or any new content or information, that's a signal that something needs to be addressed.

Next on this checklist is are you holding back from telling your client what you're sensing because you don't want to be too pushy, bossy, instructive or too whatever? Coaches have all kinds of words they fill in there.

This is an opportunity for you to really trust yourself. If you are having those doubts, like "I don't want to be too bossy," then this is an opportunity for you to get coaching on that and to really claim your role as a leader.

I want to presence something here. Being a leader when you're young and you're a girl, you're told you're bossy. Now we know it's called leadership.

Being a leader, being a woman of opinions and being strong, with those types of things, which many of you are, you have to watch out for something because the ego can take over.

When the ego takes over, what it looks like is being very directive in the coaching and then you're not coaching, you're just consulting. You're just telling them what to do.

The problem with that is that then it turns it into a student-teacher type of relationship and it will end up sucking you dry.

It also leaves you vulnerable to when your client feels like they've got enough information they'll quit the coaching. They're done. They quit because they feel like they've gotten enough or they've gotten too much, and either way they're done.

Again, I go back to the example that happened today with my Diamond client. I could have said to her, "Here are some ideas on what exact content to put in

there,” and I started to. My mouth started to open, but I thought, “No. I’ve already been talking the last couple of minutes. I’ve already shared the basic idea. Let me ask her.”

For those of you who are used to leading teams or being consultative, this is a place for you to really practice awareness and to say, “It’s not about holding back. It’s about trying a different tact.” It’s a different strategy. Ask more questions.

For the rest of you, here’s what you can do if you feel like you’re holding back. One of the decisions I made early in my coaching was if I was holding back, I was holding my client back and that was not okay with me.

What I started doing was I would just let them know. I’d say, “I have an intuitive hit here,” “I have an inkling,” “I’m picking up something here,” or, “To me, this sounds like X. Let me check this out with you.”

Just presence it and do it in a way that allow them to not feel beholden to agreeing with you. You don’t want them to feel obligated to agree with you. That’s why I say, “Something’s coming up for me here. I want to check this out with you.” Then just lay it on the line.

The last one is do your sessions often run over time? If you habitually run over time, you’re definitely going to find coaching draining.

Remember, you don’t need to get everything done with your client or for your client all at once. Just move them forward one little step. It’s great. Trying to do too much in a session is going to be overwhelming for them and exhausting for you.

If you’re used to over delivering, you want to start ending your calls on time. I’m going to give you some tips at the end of our training today. I’m going to share some ways to do that.

You may feel like you’re not giving enough. Just understand that that level of discomfort is temporary. It’s not a reason to continue over delivering. It’s just a temporary pain of withdrawal. It’s a withdrawal symptom from over delivering.

Let me stop there. Are there any questions about keeping your energy clear?

Suzie: Kendall, we have two written questions going back to some of the coaching-related questions. Meriam says, “Kendall, what is the optimum time in a 30-minute session to allow the client to answer a question? When, if the content is

juicy and not story, is a minute mark to keep in my head to think about bringing them to conclusion on their share?”

Kendall: There's one piece of this I don't 100% understand, so let me do my best to answer it. There is no set amount of time. You can have, and I have had, sessions where the sharing and interaction between the client and myself was the whole session. One thing was the whole session. It's not like we did three different things in a session.

I may not have understood the question 100%. The answer is it depends what they're relating to you. If they're telling a story, that's a different question about how long. You don't let them go very long at all. It's really about a minute, but it's going to feel like five minutes.

If they're really sharing something, you're asking a question, they're answering it and you feel like you're moving forward somewhere, unearthing something or discovering something, you can let that be the whole session. It will surprise you how you can then quickly wrap up.

Coaching sessions are not neat and tidy. They're not like A, B, C. There are a lot of times where a particular challenge or goal or whatever it is that we're coaching on, we explore from different facets.

I might ask, “What is it you want to accomplish?” “Is there anything that would stop you from taking action?” or “What's the first action you want to take?”

I'm testing those questions out right from the beginning, and if they start to say something to me in their answers that alerts me that there's going to be a challenge here, then I say, “Let's take a look at that. Let's spend a minute on this.” They say okay and we take a minute.

There can be a lot of dynamic dialog happening that can feel very exploratory, as long as it doesn't feel churning. There's a difference. It's hard for me to think of how-to-do-it-wrong examples because I'm so used to doing it right.

What you want to be mindful of is does it feel like you're churning? Does it feel like you're circling the drain? Does it feel like the client is evading?

If it doesn't feel that way, it's okay to have a lengthy discussion about something, and then you can wrap it up quickly and say, “Great. Sounds like you're really clear about this. What's the action and by when?” Boom, they're ready to go. You can wrap up in 60 seconds.

If they're circling the drain and churning, then I'm going to do something different. I'm going to presence and say, "This feels like churning to me." I'm not going to say, "It feels like you're churning." I'm not going to say, "It feels like we're churning." I'm going to say, "It feels like churning to me."

They're probably going to agree and then you say, "Great. What's really the decision that needs to be made here?" or, "What's really the problem that needs to be solved?"

Just to wrap up on this, when somebody is churning or circling the drain and not really going anywhere, they're either not really being honest with you, which means dig deeper or say, "Wait a second," because there's a trust issue that may be happening, or they're trying to focus on the wrong problem. It's not the right problem. You ask, "What is it really that you want here?"

You're a smart person and your client is a smart person, so a lot of churning and circling the drain is a telltale sign that not the right thing is being addressed.

Was there another question, Suzie?

Suzie: We have a question from Kim.

Kendall: Hey, Kim.

Kim: Hello, Kendall. I was going to call you Kailash, because didn't I just tell that story today, so it was fresh in my mind.

My question is in terms of are you sticking to a prescribed agenda instead of being flexible with your client? How do you honor a prescribed agenda such as in a CMMS program or a component of that program while still being flexible?

Kendall: It's definitely artistry. There's no doubt about it. If you go back to the coaching call template, that's going to help you there.

If I set up a program where I'm committing to covering certain things, like, "We're going to do your niche. We're going to create your package," and there's a list of stuff we're going to cover, if there are five things we're going to cover, I'm not going to say it's going to be five calls. Lord knows you won't make it. It's not enough time. It might be one topic per month so that you have two or three calls.

You have more time, first of all, because you need to build in some fudge factor there for the things that just come up. Maybe one of the exercises is more challenging for them and it takes them longer or they have other opportunities come up.

You've coached with us, Kim, so you know that things come up and we're going to coach on what comes up.

The general guideline that I look for is back to two. If I have two calls go by without any content being shared, I think, "Am I allowing these coaching sessions to get hijacked?" Two to me without any new content is basically my maximum.

Hijacked is a harsh word. Sometimes what can happen is that the client has a lot going on and it's all good, so they're getting hijacked but it's all for good stuff.

They may have opportunities coming up and they need the help with this and that and it's totally taking you off course in terms of what you had planned to give them in the sequence, but yet it's happening for good reasons. Awesome things are happening for them.

In that case, what I would be doing is I would do a little timeout. Maybe in the third session I would say, "This is great. Let's take just a moment to step back, because my commitment to you over our six-month coaching program is to deliver X, Y and Z. We're coaching on other things, so let's talk about what that might look like."

Maybe you get them to sign up for an extra 90 days right then and there. Maybe you renegotiate what you're going to deliver, but you talk about it so that you're not taking on all the responsibility and you don't get into a crunch at the very end where you have to jam all this stuff in.

Kim: Excellent. Thank you. That was really helpful.

Kendall: You don't need to show up as perfect. You need to show up as the leader, and a leader doesn't mean being bossy. A leader means being a leader. It's saying, "Hey, let's presence something that's happening."

When you do that, you create a collaborative environment with your clients that they absolutely love. It's so respectful. It's very inviting.

Are there any other questions that came up, Suzie? Otherwise, I'll just move on.

Suzie: There is another written-in one from Angela. She asks, "How do the questions Kendall gave us relate to the questions on Page 135 that are spirit, mindset, belief, etc.?"

Kendall: You almost let me get off lucky without having to answer that. In my workbook, it's Page 133, which is the actual Courageous Coaching Method. That's a great question. Good catch, Angela.

Here's the deal. You almost let me get off without having to answer this question, but it always comes up.

Let me be as clear as I possibly can be. Page 133 is The Courageous Method itself. The Method is The Method. The Method is what you're using to coach. Think of those Breakthrough Questions as being inserted in various places in this Method. You'll see some of those Breakthrough Questions are actually duplicated here on Page 133.

You really want to stick with coaching using The Courageous Coaching Method so that you know where a person's coming from. Are they coming from this place of Spirit? Are they struggling with they can't create a clear outcome? That tells me that the issue is a higher level than that.

The direction you choose to go in the coaching is really determined by The Courageous Coaching Method. The questions that you ask to figure out what's happening for your client are the Breakthrough Questions. Think of the Breakthrough Questions as being sprinkled into the model, which is The Courageous Coaching Method.

It's kind of a "yes, and." You're using both, but I would say The Method is always the one the takes precedence.

Here's a quick example. Let's say I'm coaching somebody and I say, "What's the decision you want to make here?" and they say, "I don't know. I really want to do this, but I can't."

Flip over to the Breakthrough Coaching Questions. "How do you know you can't? What lets you know you can't?" Do you see how that would work?

The Breakthrough Coaching Questions fit in a lot of places. That's why this is not science. This is art. I hope that's clear as mud, as we say.

If you're not sure, keep asking questions about it. Just keep practicing using The Courageous Coaching Method and you will be in great shape.

Let me go on to "How to Coach a Client Who is Stuck or Not Making Progress," Page 137 in my workbook. This is like a checklist. You're going to notice that some of these questions feel opposite of each other. They are opposite of each other, because there's always more than one way to look at something.

Sometimes, it's that they're not doing enough. Sometimes, it's that they're doing too much. That's why these questions are polarized.

By the way, when a client is stuck, the energy is stuck. It's churning, inaction or hovering. That's what we mean by stuck. This is the moment where the client really needs to have something shift so they can move their energy and, of course, move their actions.

Question 1 is "Is your client giving up too soon?" A lot of times, success is right around the corner and they just need a few minor adjustments to have it be achieved, or they're not giving themselves a chance.

Maybe they're starting a new program that they're offering and they only have a few people enrolled in it, but it's their first time. They don't have a big list. It's okay. "Are they giving up too soon?" is the question to ask.

By the way, you can tell these questions are to ask yourself. You can ask your client too, but they're really for yourself.

Question 2 is "Is your client sticking with something they need to let go of?" That's the opposite. Sticking with something that's never going to work or never going to improve is a recipe for frustration.

Actually, I do have in my notes that you can ask this of them. You can say to them, "Is it time to let go?" or, "Maybe this is something you're supposed to say no to." You can phrase it different ways.

What I have in my notes is that people are often sticking with something they've either outgrown, something they're doing because they think they should or it's really someone else's desire for them. You can test it out.

Actually, here's a great question I'll give you. You can put it in the margin of your notes on the workbook page. You can say, "If you were to let go of X, what would that be like for you? What would that free you to do?" I use this a lot, because when you let go you have a chance to grow.

Question 3 is "Are they undervaluing their abilities?" You may not ask your client this, but you can champion them. It's just them hearing you say, "I believe in you. I know you can do this. There's no way you can convince me that you can't do this."

Like today with my Diamond client, it's amazing what she's accomplished so far this year. I congratulated her, championed her and pointed out how eight months ago it was nothing but a dream and an intention to accomplish what she's now put into place. She said, "You're right." She was feeling really proud, and to have her coach acknowledge her in this way is very meaning to her.

The other piece to make a note of here is, if you have this background on them, you can say something like, “You’ve been here before.” My mom does this a lot with me.

For instance, I’ve led a ton of big events. This is the first year we’re not doing a big event. Before any big event, I would always have a total confidence attack before the big event and have a little bit of a freak out.

Actually, everybody on my team got to the point where they didn’t even champion me. They’d say, “You always do this.” I’d say, “Really?”

“Yes. You always do this right about this moment, right before the event.”

“Really? I do that?”

“You do.”

Then they just move on. They ignore me. They won’t even talk to me about it because they won’t give me any energy about it.

I’m not suggesting you go that far. It’s funny, actually, but you can remind them, “You’ve been here before. Remember that time?” You remind them of when they were awesome.

If you’re newer to working with a client and you don’t have an example, here’s what you can ask. It’s a great question. You can ask, “What is a time when you did something and at first you weren’t sure you were going to succeed, but you really wanted it and you made it happen? Tell me about that time.”

You get them talking. You’re listening for keywords that they use and you’re also sensing the energy. What’s happening is you’re getting them to reconnect with their own courage, bravery, determination and resourcefulness.

Question 4 is “Are they afraid to express their real desire?” Maybe it’s something that they said they wanted and they’ve now changed their mind or they’ve learned a lot in the process and what they originally wanted doesn’t suit them anymore.

Questioning them a little bit on their commitment can either cement that commitment, which is awesome, or it can help them realize that they’re ready to let go, they can handle any potential consequences that come from letting go and they can choose a new path.

If they're churning and stuck, I can say to them, "I'm just curious, is this something you still want?" This is where I often say, "On a scale of 1 to 10, with 10 being absolutely I will move Heaven and Earth to get this and 1 is I barely care." I like using extremes like that and I'm listening for an 8 or higher.

Even with an 8, I'm going to say, "Wow, it's not a 10. I'm curious about that. Tell me a little bit about that. What would have to happen for this to be a 10?" or, "What would have to be true for this to be a 10?"

Question 5 is "Have you 'tried on' what they're telling you?" This means stepping into Other. It's stepping into their shoes briefly so you get a little more understanding.

In the early days of my coaching, I would literally get out of my seat and sit across the room, like in a guest chair, as if I were my client sitting there. Then I would start to ask myself some questions.

I would say, "If I were them, what would I be telling myself? If I were them, what would I be feeling? What would I want?" It's a great way to channel your intuition. Sometimes I would do it in the session. Other times I would do it prior to the session.

Question 6 is "Are you 'assuming you don't know' so that you can stay curious?" If somebody is struggling, stuck or not making progress, what do most coaches tend to do? They tend to take it personally or they start doubting themselves as a coach. Their internal voice kicks in and they start thinking they're not good enough or that they're not a good enough coach.

They might think, "Maybe I'm not meant to be a coach," or, "This isn't working out," and they go down this whole drain hole. All that does is tank the coach's energy and you don't want to do that.

That's when coaching becomes about you. It's not about you. It's about your client. You need to stay focused on your client.

If you start to make it about you, catch yourself. Shift your attention back to your client and get really curious about them. You can just ask them. Say, "I'm really curious. Tell me what's going on for you here. It sounds like you're struggling. Tell me what's going on for you." Find out what's going on in their end of the world.

Let me take a pause there. Are there any questions about this?

Suzie: There are no questions at the moment, Kendall. We're in good shape.

Kendall: I told you guys that this is a lot to take in today. It's a lot, so just stay with me. Stay in the energy of this. All of these pieces work together synergistically. That's the cool thing. We have three more pieces here.

There's "Coaching Doubt or Confusion." I'm going to walk through really quickly here just seven reasons why somebody may get into doubt or confusion. You can use this as a checklist. On the sheet there, I give you what to do about it.

The questions that I give you here that you can ask are just one question per piece pretty much. There are more questions you could ask from your Breakthrough Questions, but these questions that I've printed on your sheet there for you on this page get you started.

First is having an unclear outcome. Let's put it this way. It's almost impossible to be both confused and have a clear outcome at the same time. These two things don't go together.

If somebody is confused or they're in doubt, there's usually something about their outcome that isn't clear, so you can just check in with them about that.

Just say, "Tell me again. What is it that you really want here?" or, "Let's look at this with fresh perspective. Tell me what's the outcome you want." It might have changed.

Second is competing priorities, which often includes trying to please others. That is really common. You can find out if this is happening for them by just asking, "What are you prioritizing most in making this decision?" If you hear them start talking about other people, that is your clue that they are likely having competing priorities.

A quick example is when they may say, "I want to do this, but I'm not sure how so and so is going to feel about it." That's where I would ask, "If worrying about how so and so would feel about this was no longer a concern and they were totally okay and taken care of, what would your outcome be?"

The strategy in asking that question that way is for them to imagine that the person they had a concern about is actually fine and to imagine then, without that concern in their way, what it is that they want.

Everybody has their own style. You could also say in that situation, "Is taking on that concern your job?" You could take a totally different tact and just challenge them about taking on that other person's concern.

Depending on the person, I might do that. Mostly for me and my style, I probably wouldn't because I don't know that it would be that effective. People who care a lot about others are pretty entrenched in that, so you work with it. I'm not sure you're ever going to break them of it.

Next are competing values or values that conflict. Those are two different things, by the way. Competing values are values that are all good, but they're competing. They can't all be number one. Values that conflict are values that are in opposition of each other.

If somebody makes themselves super crazy busy, but they actually say that they really value free time, obviously there's a conflict there because their actions don't match up.

What you can do is you can ask, "What's most important to you about making this decision?" It's similar to priorities, but the distinction here is that you're really asking about what priorities are in an order, a sequence or a hierarchy. Usually, people will answer the question in the sequence that is the most important for them. It's just the way our brains subconsciously work.

What you want to do here is coach your client on getting really clear on what's most important to them.

Often, coaches, people walk around taking action for too long, trying to fulfill a value or take action in service of a value that isn't as important to them now as it was a while back. They haven't given themselves permission or had the awareness to say, "That thing is not as important to me anymore. I've changed."

Another way people get stuck in doubt or confusion is that they don't have enough information or criteria available to decide. Let me explain.

Very often, when we go to make a decision, we're evaluating. We're evaluating our choices and we're filtering. We can filter in a lot of different ways. We're, in some ways, filtering or measuring criteria.

Usually, if somebody is stuck in making a decision, often they don't have enough criteria, so they paint themselves into a corner and they create a dilemma.

I just ask them, "What information are you using to make this decision?" You'll hear an answer that either they're not clear or that they're trying to make a decision based on very little information.

I can't think of an example off the top of my head, but maybe I will later, or one of you guys can have an example.

I usually aim for at least three pieces of criteria in making a decision. There's no rule here.

Maybe an example would be somebody saying, "I'm trying to decide which web designer to hire." I'd say, "Do you already have some choices?"

"Yes, I have choices."

"Great. What information are you using to make this decision?"

"I really liked the first person because they responded to me right away and they were really nice. They spent a lot of time with me on the phone. The other person, I loved their sites, but they were a little slower to get back to me and I'm not sure they really get me."

That's a very realistic example, actually. How are they going to make a choice? They don't even have clear criteria.

In that case, what I would be doing with the client is not helping them make a choice between Person A and Person B, but I would be saying, "Let's take a minute and create a checklist of what criteria you want to use in hiring a web designer. It sounds like, from what you're saying, responsiveness is really important to you." They brought that up.

"Yes, it's very important."

"Great. What else is important to you about the person you hire?"

You start to cultivate from them a list of what's important to them, and then you put those pieces of criteria in order so now they can filter the choices that they have and they'll be able to make a decision. That's the coaching on that one.

When people make a pro and con list, I know it works sometimes, but honestly it's not the best way to make a decision.

The next one is that they may be using too much information or criteria that often includes pleasing others. This is the person who researches everything to death. Research, research, research. They have to have some more opinions. They get stuck trying to please too many people, which is a surefire way to doubt yourself.

Again, I ask, "What information are you using to make this decision?" They'll say, "I've got to research this and I've got to research that," and they're never making a decision. They're just stuck in research.

I'll say, "That's great. With all that research, what information are you going to use to make this decision?" It's the same thing as not having enough. They need a checklist of criteria.

One of the questions I like to ask, and you can put this in your margin, is "If you had to make a decision today, what would it be?" or I'll ask, "If your life depended on making a decision today, what would it be?" What I'm doing is moving their timeframe up to the here and now.

This one is really common. Your client doesn't believe that the outcome is possible for them. Often, especially when I've been coaching in group calls where I don't necessarily know the person on the call really well, they'll say, "I want to do something," but they sound really hesitant.

I need to know that they either want it or they don't. If they want something, but they sound hesitant, we're not going forward because they're already on shaky ground.

I'll ask, "Do you believe this is possible?" They'll say yes and then I'll say, "Do you believe this is possible for you?" Very often that's where you'll hear no. It's really fascinating. I find this piece fascinating. People will believe it's possible for somebody else, but not for them.

We're not talking about running a mile in under four minutes here or something exceptional. We're talking about basic stuff most people can do.

If they say no, that they don't believe it's possible for them, that's when I then ask them if they have ever done anything like that before.

Basically, I start out by taking them down a path of past experience and past resourcefulness. There's more I could say on that, but we'll keep moving for now.

The last one is "Are they hearing an internal critic or advisor that isn't supportive?" I will often ask them, "Are you hearing an internal voice telling you that, in some way, you can't?" or I'll ask, "Are you telling yourself you can't or is there some voice inside of you that says you can't?"

If they say yes, which they often do, I usually take them into the place of exploring briefly whose voice it is. I can guarantee you, coaches, that voice they're hearing that says they can't is not their voice. I guarantee it. It's not their voice.

It's usually the voice of a primary caretaker of when they were growing up, a teacher or somebody like that. It's somebody who instilled doubt.

They may have had a good intention for your client. They may not have. They may have not had a good intention for them at all. Often, they did have a good intention, but it came out negative. As kids, we just suck this stuff up like a sponge and we carry it forward into adulthood. Trust that the voice is never your client's. It's somebody else.

We're not doing therapy here. This topic is something I'm pretty knowledgeable about, but I'll just say this briefly here today.

Where I go with this is I'll ask the client what they would like to hear instead. I will ask them what the new voice sounds like and whose voice that is.

Then I ask them what their decision is now that they have a voice of support like the one they're hearing now. Often, with that replacement, the client feels renewed and free to make their decision.

We have two more pieces to walk through here together, but who has a question?

Suzie: We have a written-in question. It's just about the previous page, "How to Coach a Client Who Is Stuck." Angela says, "I don't understand the last one, Question 6, which is 'Are you assuming you don't know so you can stay curious?'"

Kendall: I may have gone through this one a little fast. Let me just look at my notes and see if there's anything that will help us.

If they're stuck, I go into a beginner's mind and I do it with a lot of confidence, so I don't worry about sounding stupid. I don't take it on. I don't take on that their being stuck is my problem. If I did take it on, it would put me in an unresourceful place and then I can't help them.

I'm assuming that I'm an innocent and that I really don't know anything, so that allows me to go into a place of great curiosity. I'm trying to think of an exact situation so I can demonstrate this.

Assuming I don't know is going to mean that I'm going to start with saying, "Tell me a little bit more about that. What if that were no longer a problem? What if you weren't stuck? If you could have it any way you wanted, what would it look like?" Those are a few questions that I might ask in that situation.

I hope that answers the question, Angela. If not, if you'll give me a situation, then I can demonstrate it for you. It's always easier with a real situation.

Are there any other questions, Suzie?

Suzie: Angela just has a follow-up question to her question. “What do you mean by staying curious? Who doesn’t know, you or the client?”

Kendall: I assume I don’t know, so it’s me. I’m trying to think how to describe it because it’s such a feeling. I think you’re overthinking this a little bit, Angela. When you are staying curious, you question everything. Think about what staying curious means for you personally. Each of you, think about this.

For me, it means I assume I don’t know, meaning I’m not going to make any assumption, except for one assumption, which is that I don’t know.

I’m a person who takes on a lot of responsibility, so by assuming I don’t know, it allows me to step into a space of confidently asking questions without worrying that they might sound stupid or they might not sound like I know what I’m doing.

I’m being very personal with you guys. That’s personally where this particular coaching technique originally came from.

I also find, and I said it earlier in this call, that one of the hallmarks of masterful coaching is to challenge assumptions and to really start to break apart the construction somebody has of their own experience.

In the breaking apart or the dismantling of it, you weed out beliefs that don’t serve them, like someone else’s voice telling them something that doesn’t serve them.

You weed out where they’re trying to please other people. You weed all this stuff out and it becomes very clear to you. Assuming you don’t know is what can allow you to do that really effectively and very quickly.

I want you to think about it, Angela. I appreciate that you really want to get this. Hop on the forum and ask a buddy for some coaching on this.

Suzie: Angela responded and said, “Thank you. I get it now.”

Kendall: Good job. It’s an interesting concept. Again, this will be most challenging for those of you who tend to be consultative in your approach. This one is going to be challenging.

You have to let go of ego to do this one. You have to step into a place of being curious, interested and insightful and not worry about being perfect, asking a question or having all the right answers. You have to be willing to have it be a little messy for a few minutes in a coaching session in order to get clarity.

Thank you, Angela, for asking.

We have two more pieces I want to make sure we cover. The next one is “Getting Your Clients into Action.” Let me run through this pretty quickly, because I want to spend a few more minutes on the other piece.

This is super important because if clients don’t get into action, then their interest in coaching is going to quickly disappear.

Keep in mind that your role as a coach is often to help your client do the things that they wouldn’t do on their own, but coaching isn’t an I’m-going-to-tell-you-what-to-do process. Even with the creation of action steps with your client, you’re still coaching.

Tip 1 is to focus on getting your client into action within 24 to 48 hours. I know we’ve talked about this before. Your biggest issue for your client is inertia and distraction, and you want to capitalize on the energy and the momentum that you’ve created in the coaching session.

Plus, when your clients get into action quickly, they feel good about themselves. It boosts their self-esteem and self-worth. I forget if it’s endorphins or dopamine, but it creates the feel-good chemicals or hormones in your body. It produces those and that’s what you want, so get them doing something committing to 24 to 48 hours.

Tip 2 is to ask your client to give the action step timeframe first. Who is the one that states the timeframe first, you or your client? The answer is your client. This is hugely important and here’s why.

Let’s say you don’t follow this tip, and instead you ask your client if they can complete an action step in the next week. For clients who are really motivated and fast movers, they’re thinking, “I could have done that in two days, only now you suggested a week.”

They’re either going to slow themselves down to match what you suggested or they’re going to inwardly feel impatient or even annoyed with you.

Turn this around and follow this tip. You ask your client when they can start their action step, or even better, when they can have it completed, and you can open the door to hearing what they’re thinking. A lot of times, they’re going to suggest a timeframe that’s much faster than the one you might have had in mind.

What do you do if they suggest a timeframe that's much longer than the one you had in mind? That leads us to Tip 3, which is to coach your client into a shorter timeframe. Here's how I do that.

Let's say your client says they're going to be traveling, they have commitments and they have all kinds of things happening so they can get started with an action step in two weeks.

This is where you can reveal that you were thinking two days. You can say, "Actually, I was think two days," or you can say one day, today or whatever it is.

Say something really short that is polarized compared to what they said, because two weeks to get started, give me a break.

When you do something polarizing like that, it'll often cause them to react. It will cause them to dig into their reasons, defend their reasons and defend their limitations as to why they can't.

You have to be really careful here, because if you let them off the hook entirely, then your client is not going to be making the types of shifts that ultimately are why they're paying you to help them. Second, the reasons they're giving you are exactly why they haven't been moving forward in the past.

When this happens, you can begin coaching your clients using Coaching Breakthrough Questions. For example, you can say, "What would it take for you to take a first step in the next 48 hours?" or, "What would have to happen?" Either one of those questions works.

You want to be careful here that you don't slip into creating a power struggle. You're here to help them prioritize what they say is most important. You're here to help them let go of old ways of believing and behaving that are holding them back. You're here to help them create momentum, so be careful. Don't get defensive.

Don't say, "I'm just here to help you move forward." Don't do anything like that. You are a coach. This isn't negotiating with a little kid who doesn't want to go to school. Don't make it like that.

You just hold them as powerful and you say, "There's no way you can convince me that you can't get started on this, and I know how amazing you're going to feel about it once you do get started. The rest is going to be really clear, so what would it take to get started in the next 48 hours? What would have to happen?" They'll work it out.

Another way to coach your clients into action is to keep looking for ways to help chunk down actions steps so that your client feels that they can move forward quickly and it doesn't feel so big and insurmountable.

Tip 5 is you don't need to go through all the levels of The Courageous Coaching Method before asking your client what action step they will take.

You can absolutely skip right to action once it sounds like your client is clear as to whether they want to create an outcome, they've made a decision or they've had a big insight or a new way of thinking.

You can just jump from beliefs down to action step. This is how you can coach a client to shift their whole perspective and create an action step in five to 10 minutes. That's how that works.

I'm going to go on to the next piece. Yikes, we actually don't have enough time to do it justice. I was concerned about that.

I don't want to rush through this. It's "The Secrets on Shortening Your Coaching Sessions and Ending on Time." How ironic, because we're going to end on time here.

One of the secrets should be readjusting what you're doing in the moment. I'll just model it for you.

We'll make sure to cover this in an upcoming session. I'm going to add as an assignment for you to read that page. A lot of this is self-explanatory. I like to go over it with you live and add examples or how I've handled things like this or answer your questions on it.

Actually, let me stop here before the assignment and the proof question. Does anyone here have a question about what we have covered?

Suzie: It looks like we're good, Kendall.

Kendall: Your assignment is to choose three of the Breakthrough Coaching Questions and then use them extensively over the next week in your coaching.

Don't worry about asking the right question. Just focus on practicing the three. They'll be awesome. You'll love it.

The second assignment is to practice getting your clients into action using the tips that we just covered here.

The third assignment we're not going to do because it's related to the "Shortening Your Session."

Third would be posting on the Facebook group about how getting these coaching tools makes you feel. I want to know how you feel about getting these coaching tools.

There are three assignments: choose three questions and practice them, practice getting your clients into action and post on the Facebook group about how getting these tools makes you feel.

Your proof question is "Who should state the action step timeframe first, you or your client?" This is an easy answer.

We are about one minute after. Great call, everybody. Thank you for staying with me. I look forward to seeing you next week and seeing your posts on the Facebook group. Thank you, everybody.

Participants: Thank you, Kendall. Bye.