

DELIVERY GUIDE

PRE-COURSE THINKING

- The original 5/5/5 Coaching Skills Training Program was first launched in 2006. The content remains solid to this day.
 - This course has been **re-designed in 2021 specifically for delivery via live-on-line (ZOOM like) sessions** with upgraded graphics exercises and course flow.
 - The Learner's Guide has also been updated and re-printed. **Be sure to order the 5.5.5 Learner's Guide (2021 Version)**
Note The new materials will show 5.5.5 with dots vs. slashes.
 - Students materials can EITHER be purchased in Hardcopy format OR digitally deliver by accessing the COTBx Porto.
 - Complementary materials also available are:
 - Laminated Model card with example questions
 - 365 Coaching Questions Booklet
 - Desktop Pyramid for a constant visual reminder
 - This is a standalone experience delivered over eight 90 minute sessions and/or a two day live workshop or a combination of both delivery vehicles.
 - Design influenced by feedback from our Coach-Facilitators and our Licenced Trainers world-wide.
- The emphasis of the learning and expected exit performance is on the following priorities:
 1. Learn and practice to become proficient in the 5-Step Coaching Exchange.
 2. Learn and practice skill of Listening.
 3. Learn and practice skill of Questioning.
 4. Learn and practice skill of Action Planning.
 5. Receive peer level feedback on the use of the above eight model elements.
 6. Know the 5 Guiding Principles and how they apply to a coach.
 7. Become familiar with the two remaining skills: Requesting and Encouraging.



PRE-COURSE COMMUNICATION

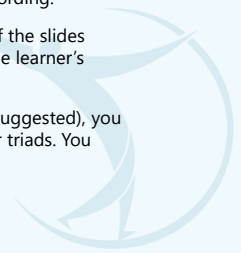
- The following information should be sent to the students prior to week one of the course.
- File: 555_Handout_Questions_v1.2.pdf
- File: 555 Observer Form_v3.0.pdf or docx



DELIVERY GUIDE

DELIVERY TIPS

- Session/week 1 provides introduction and context for the course and exposes the participants to the Exchange process. This Session is ONLY about having the participants "try it on". It sets the baseline for each participant's skill level.
- We teach and deep dive into the Exchange in week 2 and practice in further weeks.
- A BIG change from the previous 5.5.5 courses is the amount of practice.
- The students may not be competent professional coaches by the end of the course BUT they need to be competent at following the Coaching Exchange process and the skills of Listening and Questioning. That is the minimum exit criteria.
- The Guiding principles are paired up with a skill each week for ease of learning. Be sure to deliver a constant message that the GP's are universal and influence / inform the way with perform ALL the skills and follow the exchange.
- The course no longer follows sequentially through the Learner's Guide. We jump from section to section.
- Suggest when you go to break-out rooms, bring one team back into the main room for the recording.
- Note: No need to send out copies (pdf) of the slides used each week, all the materials are in the learner's Guide.
- For all coaching sessions (time has been suggested), you have the call on how long and in dyads or triads. You manage the time and the experience.

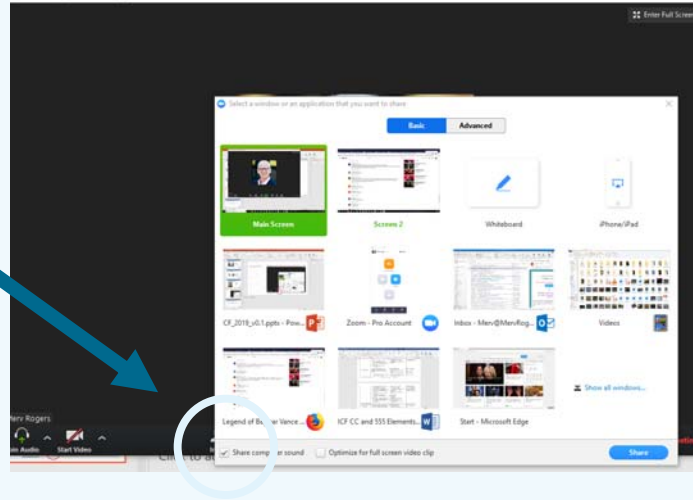




AUDIO IN THIS SECTION

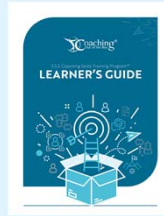
DELIVERY GUIDE

Note to Trainer.
For this week's slides – be sure on your share tab “Share Computer Sound” is checked.





5.5.5 Coaching Skills Training Program™



Have your **Learners Guide** with you.

Welcome, we will start at top of the hour.

Host: Trainer Name, XCC



Welcome and Introduction

- Have slide on screen when participants enter room and get settled.
- Welcome the participants

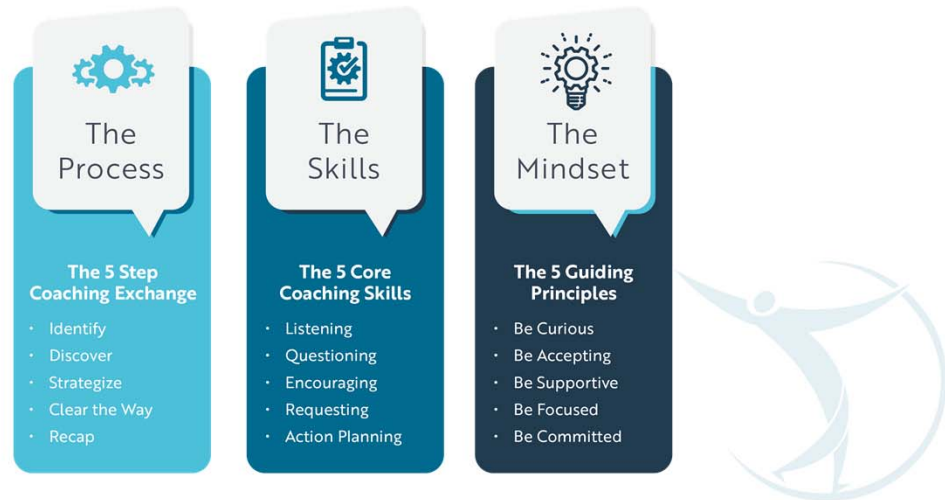
5.5.5 COACHING MODEL



© 2006-2021 Coaching Out of the Box®

- The 5.5.5 Model is comprised of three key areas, each with 5 key concepts connected to them.
- The model is designed to be easy to transfer into your daily communications.
- The power of this model is that it captures the three pillars of effective coaching:
 - The skills you'll need
 - The process to follow
 - And who YOU, as the coach, needs to be to effectively coach

5.5.5 COACHING MODEL ELEMENTS



- Each of the three key areas, have Five key concepts or Elements connected to them.

WE EXPLORE:

The Three Areas and a Different Element of the Model Each Session

#	The 5 Step Coaching Exchange	The 5 Step Guiding Principles	The 5 Core Coaching Skills
1	Overview, Practice	Overview	Overview
2	Step by Step, Practice		
3	Practice	Curious	Listening
4	Practice	Accepting	Questioning
5	Practice	Supportive	Encouraging
6	Practice	Focused	Requesting
7	Practice	Committed	Action Planning
8	Practice	Practice	Practice

Plan for pre-reading and practice between classes.

© 2006-2021 Coaching Out of the Box®

This is how we will work through each of the 15 components of the 5.5.5 Model.

Heads up, we will give you homework to do after each class.

- Some of it will be reading, other times it will be practicing the techniques. All of which will be an important part of your learning.
- Be sure to reserve the time to do it each week.

PROGRAM OBJECTIVES

- **Execute the 5 Step Coaching Process.**
- **Practice the 5 Core Coaching Skills.**
- **Apply the 5 Guiding Principles to your coaching.**
- **Explore what coaching is for you.**



© 2006-2021 Coaching Out of the Box®

What we will cover and what they will walk away with.

OUR INTERACTIONS TOGETHER

We all own the success of this program.

- Get out what you put in.
- Be willing to experiment.
- Ask about anything not clear.
- Collaboration fosters our understanding.
- Allow the space to learn and try new ideas.
- What we say in the room stays in the room.
- Enjoy the process and have fun.



© 2006-2021, Coaching Out of the Box®

OK to add additional items as you see fit.

WHAT DO YOU WANT TO LEAVE WITH?

- In six words (or less) describe what you want to get out of this experience.



EXPECTATIONS

© 2006-2021 Coaching Out of the Box®

Idea: Have participants introduce themselves and say (or whiteboard) what they want to leave this program with and have them say it all in a 'laser' way.

Say: On the previous slide I showed you what we are prepared to cover, now lets hear from you with what you would like to cover (Module the Coach Approach .. More to the agenda of the other)

Teach them what laser communication is and ask them to use it as their first coaching skill they'll learn.

- Laser communication is a coaching skill in itself.
- It means saying the most with the least amount of words.
- Coaching has it's own 80:20 rule. It is suggested that the coachee does 80 percent of the talking and the coach does 20 percent in a coaching exchange.
- The ability to laser what you are saying and how you are saying it is important if you're only talking 20% of the time.

WHAT'S IN THE TOOLKIT?



© 2006-2021 Coaching Out of the Box®

If you have purchased the Hardcopy Toolkit (2022 ship group)

Hardcopy 5.5.5 Toolkit

- Blue zipper bag containing:
- (2021 version) 5.5.5 Learners Guide,
- 365 Coaching Questions,
- pen,
- desktop pyramid,
- Bookmark,
- Links to helpful resources.



Welcome To Porto



Digital Tool Kit

Course Overview



Helpful Online Resources



Access for Twelve Months at <https://coachingotb.customerhub>

Best viewed using:



Access Porto via a personalized link from your Coaching Out Of The Box Licensed Trainer

© 2006-2021 Coaching Out of the Box®

If you have purchased the Digital Toolkit

(Hardcopy materials may be purchased in Porto for those that choose to)

Porto is the online access to everything you need for this course.

The 5.5.5 Digital Toolkit

Their students have access to the **5.5.5 Digital Toolkit** found in Porto.

Materials include:

- new 5.5.5 Learners Guide in FlippingBook,
- 365 Coaching Questions in FlippingBook,

- Model Card,
- Observer forms,
- links to online resources (previous DVD materials),
- Screen saver.
- Links to other helpful resources.



- Let's start first with getting a better understanding of what coaching is.
- Ask learners to share what they feel coaching is

INTERNATIONAL COACH FEDERATION DEFINITION OF COACHING

"Coaching is partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential."



© 2006-2021 Coaching Out of the Box®

**** SEE EXERCISE AT END**

The International Coach Federation (ICF), the leading global coaching organization, which sets coaching industry standards and provides examination and professional certification to coaches throughout the world, defines coaching as (READ SLIDE)

- This definition is upheld by eight Core Competencies, which were developed to support a greater understanding about the skills and approaches used within coaching.
- These Core Competencies have become the underpinnings for just about all coach training whether it is for business, executive, leadership, life or any other type of coaching.
- They also constitute the foundational learning that must be demonstrated in the examination process for various levels of professional coach certification through the ICF.
- **Over 40,000 professional coaches have been trained, tested and certified with this common understanding of coaching proficiency in over 130 countries.**
- **These competencies have been tried and tested for over a decade proving they cross cultural, gender and age differences with ease.**
- **Coaching has grown at a** tremendous rate since the early 1990's when the first coach training programs were introduced. It has evolved, not only as a stand-alone profession for private practitioners, but also as a leadership competency with the demand rising in that sector.
- This program, and others at Coaching Out of the Box® , were developed by a group of early pioneers in the coaching profession. Some played a key role in the development of the eleven Core Competencies for the ICF. This program has taken the complexities of those eleven Core Competencies and put them in an easy to understand and quickly transferrable model which you will be learning about in this program.

Idea: After going thru this slide, do 2 to 5 minute 'Bad Coaching' demo here where coach tells coachee what to do and how to do it.

Have learners record what they noticed relevant to the ICF definition of coaching.
Have a few learners share what they wrote.

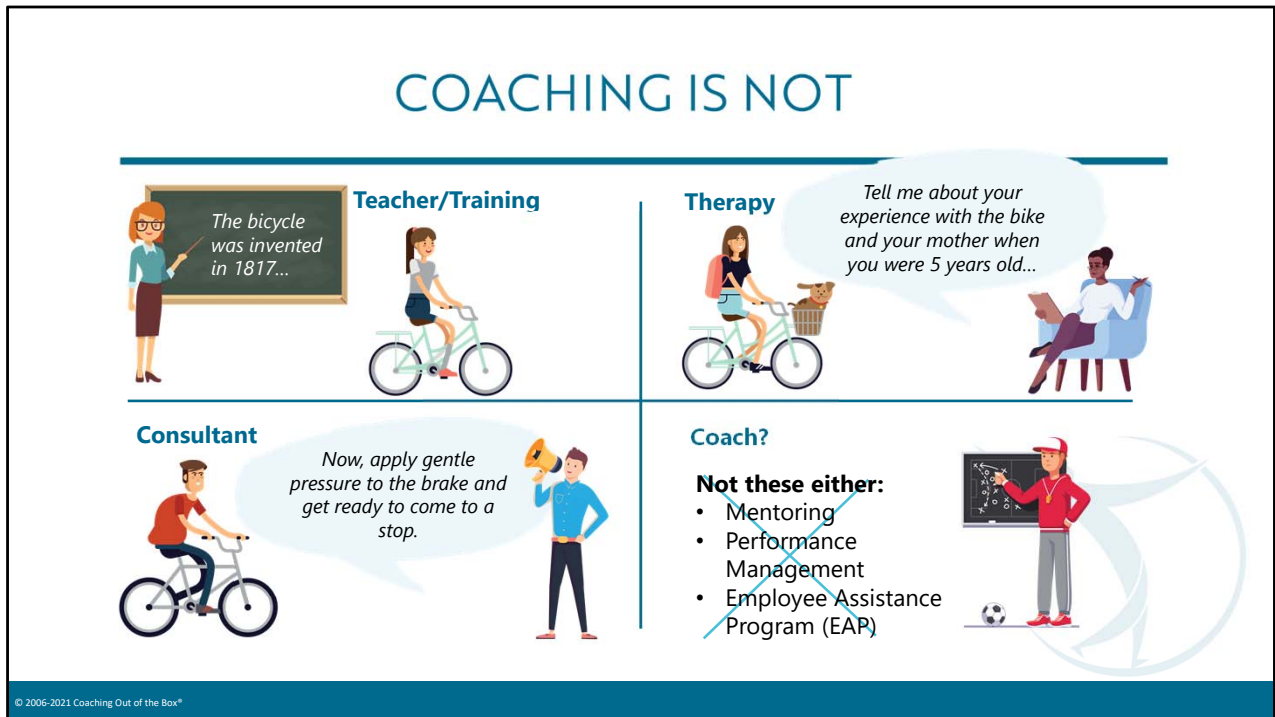
Move into doing a 3 to 5 minute 'Good Coaching' demo here where coach/trainer coaches the same person doing real coaching so they can see the contrast.

Have learners record the differences they saw between the first demo and second demo.

Have a few learners share what they wrote.

Have learners record their own personal definition of coaching

COACHING IS NOT



- Talk about how each role may contain coaching elements in them, but each role is distinctly different from each.

Teaching or Training

Teaching and training are based on imparting specific learning objectives that the teacher or trainer sets forth. It most often has a linear learning path and a set curriculum.

In coaching, objectives are clarified in the process and are established by the individual or team being coached. The learning that occurs in coaching is discovery based, not linear and without a set learning plan or curriculum.

Therapy

Therapy deals with healing pain, dysfunction and conflict associated with self or with relationship to others. The focus is around resolving difficulties from the past which effect the individual's emotional functioning in the present with the goal to improve overall psychological functioning and ability to function in present life and work situations in an emotionally healthy way. Therapy outcomes strive for improved emotional/feeling states.

Coaching, on the other hand, supports the personal and professional growth and development based on self-initiated change relevant to specific action oriented

outcomes. These outcomes are linked to personal and professional success. Coaching is present to future focused and is forward moving at all times. While positive feelings/emotions are often a natural outcome of coaching, they are a result of (versus goal of) taking action and moving forward in a self-initiated way and achieving goals while developing a deeper awareness of self.

Consulting

Consultants are used to access a specialized expertise. Consultants use a variety of approaches however, it's assumed that the consultant will investigate, assess and diagnose problems and prescribe or even implement solutions to those problems. The consultant is the expert.

In coaching, the coachee is held as the expert and capable of discovering and generating their own solutions. The coach supplies support and creates a discovery-based environment and framework for the coachee to recognize their own resourcefulness and achieve their goals.

Mentoring

A mentor guides from their personal experience and shares their own experience(s) and knowledge as a template for best practices and best actions to meet outcomes and goals.

A coach encourages the coachee to learn and guide themselves based on their own experience and knowledge and will support the coachee in designing an optimal framework for taking action and meeting goals.

Performance Management

Performance management is most often a structured process for individuals and teams to attain goals that are in alignment with departmental or organizational strategic objectives and priorities in the most efficient and effective manner.

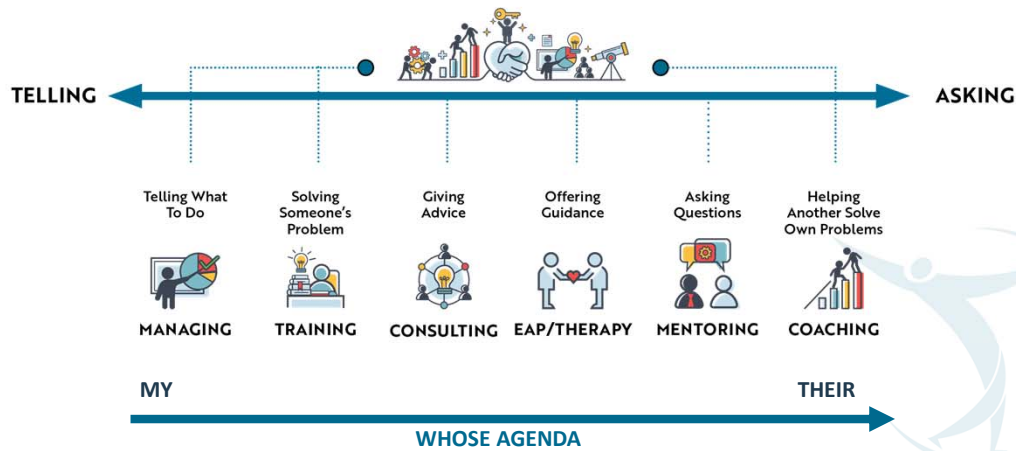
While leaders can take a 'coach approach' to performance management by using certain coaching skills as part of the process, the coachee in a traditional coaching relationship would initiate the strategic objectives and priorities.

Emergency Treatment / Employee Assistance Program (EAP)

Emergency treatment and EAP's help individuals manage personal issues around things like substance abuse, emotional distress, major life events/crisis, healthcare concerns, financial and non-work related legal concerns, family/personal relationship issues/abuse, etc. Professionals in these areas provide assessment, council and refer to additional resources.

While many of these types of things may come up in the coaching exchange or be mentioned as an obstacle or block impeding forward movement by the coachee, the coach does not shift into counseling or resource referring in these areas. Coaching is not appropriate for or designed to help coachees navigate crisis/emergency areas.

WHAT IS COACHING REALLY?



© 2006-2021 Coaching Out of the Box®

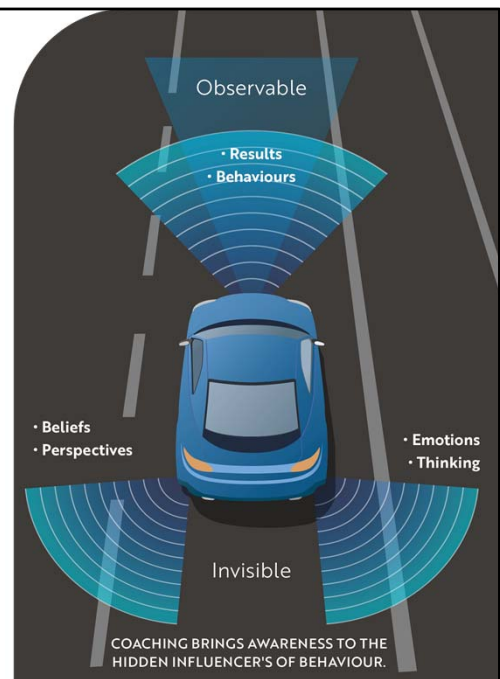
Coaching is one of many styles/techniques/approaches to communication. All of them have varying degrees of either Asking or Telling.

LEAD Discussion: What are the advantages / disadvantages of both?

CLICK, reveal the distinctions between styles (or ask before hand for folks to guess where training is or consulting ...)

CLICK: Reveal distinction of whose agenda each style operates from.

COACHING GOES BEYOND WHAT IS OBSERVABLE



© 2006-2021 Coaching Out of the Box®

Coaching goes well beyond what is apparent.

In coaching, we are as concerned with what is below the waterline (within our awareness) as what is above.

We know that what is below the waterline (out of our conscious view) directly impacts the things above it and coaching provides a space to discuss these things.

Emotions

Greatly influence an individual's performance such as fear, discouragement or doubt. With teams it can uncover hidden judgments, mistrust and misgivings about others.

Thinking

May not be informed by facts or even reality.

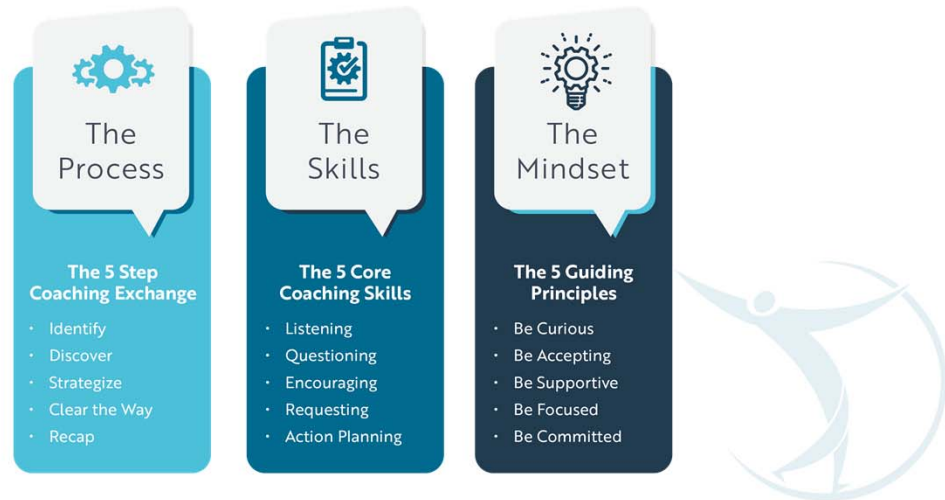
In coaching there is opportunity to test a person's thinking or group thinking with teams (without leading them into the coach's thinking) to help them clarify and align with facts, reality and each other.

Beliefs & Perceptions

Can be explored with curiosity and openness from the coach allowing a fertile ground for new ideas and perspectives to grow.

Coaching is self-directed growth. Allowing an individual or team the freedom and choice to map out their own growth and development trajectory through challenges and obstacles and into what can be and is possible, empowers them with the recognition that they are creative and resourceful versus being dependent on leadership for the map. It is how leaders develop other leaders around them.

5.5.5 COACHING MODEL



© 2006-2021 Coaching Out of the Box®

- The 5.5.5 Model is comprised of three key areas, each with 5 key concepts connected to them.
- The model is designed to be easy to transfer into your daily communications.
- The power of this model is that it captures the three pillars of effective coaching:
 - The skills you'll need
 - The process to follow
 - And who YOU, as the coach, needs to be to effectively coach

Increase the power
of your coaching

THE CHALLENGE

Decide how you will integrate the 5 Step
Coaching Exchange into your current style.

© 2006-2021 Coaching Out of the Box®

Today's Challenge: Decide how you will integrate the 5 Step Coaching Exchange into your current style.

To do that you need to try it out, experience it as a coachee and reflect on how you coach now



(note to Facilitator: Run through the next slides quickly and succinctly. You are giving the group an overview, not teaching each step yet. You teach each step-in detail next week.)

THE 5 STEP COACHING EXCHANGE



© 2006-2021 Coaching Out of the Box®

- The primary objective of the 5 Step Coaching Exchange is to move the coachee forward and into action in some way.
- This may be just a baby-step forward or, in some instances, a quantum leap.
- In the coaching exchange the measurement of efficacy is by quality, not quantity of that movement.
- To determine this we ask, is the coachee moving forward towards their desired goal or outcome in the most productive and least resistant way?

THE 5 STEP COACHING EXCHANGE IS WHERE:

- Ideas are explored
- New information is surfaced
- Perspectives are broadened
- Possibilities are grown
- Direction is clarified
- Obstacles are cleared



© 2006-2021 Coaching Out of the Box®

A multitude of things happen in the coaching exchange.

- The exchange is where the coach and coachee get clear about what the coachee wants from the coaching or the conversation.
- It is also where ideas are explored as the coachee begins to unpack the coachable theme and throughout the exchange.
- New information is brought to the surface and possibilities are seeded and grown.
- New choices get made and new directions are often forged by the coachee as their perspectives are broadened having learned more just by having the exchange.
- And finally, it is where obstacles get cleared out of the way for the coachee to move forward.

THE 5 STEP COACHING EXCHANGE



Identify

What the Coachee wants to accomplish and address.



Discover

Explore options, beliefs, perspectives, and learnings.



Strategize

Action plan to bridge gap from today to future goal.



Clear
the Way

Address obstacles to the action plan.



Recap

Cement clarity for forward action.



© 2006-2021 Coaching Out of the Box®

If you have taken another coaching course you will no doubt have a similar process. Let's just take 5 minutes to remind ourselves the role and function of each step.

WHAT THE COACHEE WANTS TO ACCOMPLISH AND ADDRESS



Example Questions:

- What would you like to focus on today?
- Where would you like to go with this?
- What does this do for you?
- Of those five issues, which one is your top priority?
- What do you need most for yourself?
- What needs to happen for you at this session?
- Which one feels most urgent for you?
- What do you want to have change in this situation?
- What is the best use of our time together?
- What's one thing you want to change?
- What is important to you about achieving the outcome you want from this session?"

See [handout: 555_Handout_Questions.pdf](#)

© 2006-2021 Coaching Out of the Box®

- See the 5.5.5 Questions Handout
- After the coachee has unpacked the general overview of their coaching situation, the coach will need to let the coachee know, again with active listening skills, they are getting the contextual essence of what the coachee is trying to convey.
- With reflective listening and paraphrasing, the coach lets the coachee know they 'get it'.
- Ask: What questions would you use for the Identify step?
- CLICK: show examples (same as on the PDF handout)

DEEPEN UNDERSTANDING OF GOALS, OPTIONS AND DESIRED OUTCOMES

 Identify

 **Discover**

 Strategize

 Clear
the Way

 Recap

Example Questions:

- What could happen?
- What outcome do you want?
- If you knew the answer, what would it be?
- How has this worked in the past?
- How will others respond?
- That's one option...what's another?
- What have you already tried?
- If you could start over, what would you change?
- What might work best?
- What have you observed that works for others?
- How do you feel about that?
- What values are you honoring?
- What does ____ look like for you?
- What do you think is missing?

© 2006-2021 Coaching Out of the Box®

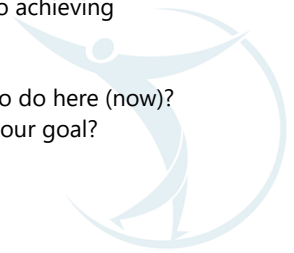
- In Step 2 the aim is for the coach, and more importantly the coachee, to learn more about themselves relative to the situation they are being coached on and to reframe and reorganize their thinking if needed.
- This is where the coach heads below the water level as we saw in the iceberg model in Part 2 of this program.
- The dialog moves beyond the story, the goal, desired results and current behaviour into what is below the surface level.
- The coachee gains deeper and broader understanding of themselves and their situation in Discovery and arrives at a point of clarity and direction.
- The Core Skills of Listening and Questioning are used primarily in Discovery.
- The coach must increase the depth of their listening in this step as the coachee begins to reveal important information that has a large impact on the overall success in attaining their goals.
- Questions need to be well crafted to encourage the coachee to dig below the surface and into what is not being said or expressed up until that point.

ACTION PLAN TO BRIDGE GAP FROM TODAY TO FUTURE GOAL



Example Questions:

- What needs to happen?
- What would the outcome of this approach?
- How will these actions contribute to achieving your goal?
- To whom do you need to talk?
- What is the most important thing to do here (now)?
- What do you need to do to reach your goal?



© 2006-2021 Coaching Out of the Box®

Building a strategy bridge signifies a commitment to move forward and take action. It is where plans get made, details are discussed and tactics are weighed and measured. This step requires the coach to use the Core Coaching Skills of listening, questioning and action planning.

ADDRESS OBSTACLES TO THE ACTION PLAN



Example Questions:

- What do you fear might happen?
- What are the expected roadblocks?
- What resources do you need?
- What other areas of your life need to change to support this?
- What/Who is standing in the way of reaching your goal?
- Who will you involve to make your plan happen?
- Who else do you need to complete this step?
- Who do you need to communicate this to?
- Anything stopping you?
- To whom do you need to talk?
- What is missing?

© 2006-2021 Coaching Out of the Box®

- Clearing the way means clearing resistance and obstacles.
- It means looking for people, places and things that may put a drag on things.
- It also means getting unnecessary complexities out of the way.
 - Often, complexities go unnoticed, are manufactured or assumed that they'll have to be lived with.
 - A close examination with some probing questions can bring these to the surface and decisions can be made or a piece added to the strategy to circumvent the resistance if it shows up.
- A coachee's attitude or beliefs can also slow down or shut down their forward movement.
- The coach will need to explore those things below the waterline (emotions, beliefs, ways of thinking and perceptions) relative to what is above the waterline (behaviours and results) and help the coachee to explore correlations between the two.
- Listening and Questioning are the skills most often used in this step, but when appropriate, the coach can also make a big request of the coachee if the path is blocked by the coachee perceiving themselves to be stuck, or when the coach feels the coachee may be blocked by holding back or selling themselves short.

What questions would you use?

CEMENT CLARTIY FOR FORWARD ACTION



Example Questions:

- What did you learn today?
- What is your plan for the next few weeks?
- As you have recapped this, what other items come to mind?
- How realistic is that date given everyone's schedule?
- What other commitments do you have in that time frame?
- What will you do by when?
- When is a good time for our next meeting?
- How would you like to be held accountable for your commitments?

© 2006-2021 Coaching Out of the Box®

- The recap is also an anchoring of what has been explored, learned and committed to.
- It is the final tie off any loose ends.
- The recap would also be considered the close of the coaching exchange.
- The ONLY Core Coaching Skill used in recapping is Listening

What questions would you use?

PRACTICE THE PROCESS IN PAIRS

Practice following the 5 step exchange (focus on process).

Coachee topic: Something real, you can get an answer to in 5 minutes.

Two rounds

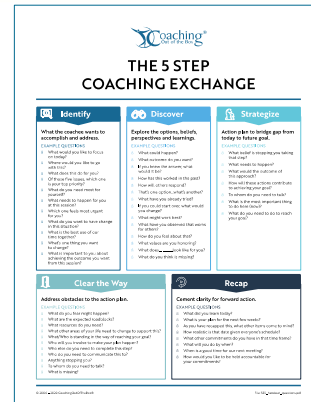
1. A coaches B
2. B coaches A

Timing

- 5 minutes coaching each round
- 2 minutes feedback each round

Feedback (coach then coachee)

- What worked well?



Use your handout and sample questions

Coach: Focus on following the 5 step process. Steal questions from your handout. This is about following the process and less about the coaching results.
Coachee: Give your partner something to practice the 5 steps with. Make it simple yet real.

Send in pairs to break out rooms. Give time notices at 3 minutes, 4 minutes, 5 minutes and the space 2 minute feedback.

The feedback is ONLY on what worked well.
(note for CF, are they skilled enough to do this? Nope. This sets each personal baseline.

For some it will be a rewarding exercise, others deflating and to many raise their awareness that it's a whole different thing to talk about the process, intellectually than it is to practically deliver it.


Send to Break-out Rooms – suggest keep one team in the main for the recording.

THE 5 STEP COACHING EXCHANGE



© 2006-2021 Coaching Out of the Box®

- Debrief: What worked well?
- Reinforce it is a process.



**YOUR WORK
BEFORE
NEXT WEEK**

Details of Homework:

Reinforce Learning

- Read Learner's Guide: The 5 Step Coaching Exchange.
- Watch videoclip: What is Coaching?

Field Work

- Conduct at least **one** Coaching Exchange before next class.

Prepare for Next Class:

- Bring topics you wish to be coached on.

© 2006-2021 Coaching Out of the Box®

Video is about 6 minutes

The coaching Exchange is about 20 mins in length

DELIVERY GUIDE

POST CLASS RECAP

End of Session 1, send out:

- Attach week 2 handout. File: 5.5.5_handout_questions.pdf
- Details of Fieldwork
- A Recap email with link to class recording

Details of Homework:

Reinforce Learning

- Read Learner's Guide: The 5 Step Coaching Exchange.
- Watch videoclip: What is Coaching? <https://vimeo.com/212412474/6b4ac7aec9>

Field Work

- Conduct at least **one** Coaching Exchange before next class..

Prepare for Next Class:

- Bring topics you wish to be coached on.

