



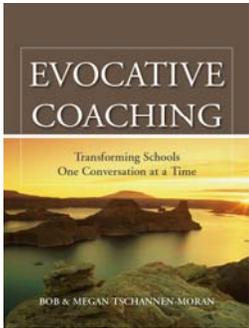
**International Association of Coaching**  
Expanding the Path to Coaching Mastery

**THE PRINCIPLES & PRACTICE OF EMPATHY IN COACHING**

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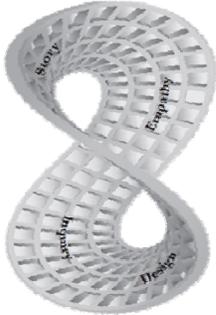
[www.SchoolTransformation.com](http://www.SchoolTransformation.com)



**EVOCATIVE COACHING**  
Transforming Schools  
One Conversation at a Time  
BOB & MEGAN TSCHANNEN-MORAN

“Calling forth motivation and movement in people, through conversation and a way of being, so they achieve desired outcomes and enhance their quality of life.”

**Evocative Coaching Model**



- Person-Centered
- No-Fault
- Strengths-Based

**Our Premise**

Without empathy, coaching goes nowhere. Empathy is the engine of change.

**Key Distinctions**

- Pity (Sadly Grieving Experience)
- Sympathy (Emotionally Sharing Experience)
- Empathy (Respectfully Understanding Experience)
  - ▣ Situations
  - ▣ Feelings
  - ▣ Needs
  - ▣ Aspirations

**Lessons from a Horse Whisperer**



Monty Roberts

- Join-Up®
- A Way of Being
- Coming Along Side
- Speaking the Same Language
- Gaining Confidence
- Inviting Cooperation
- Harnessing Natural Desires



### Monty Roberts

“I don’t want horses to work out of fear, but out of willingness.

To destroy the willingness in a horse is a crazy, unforgiveable act.”



### Monty Roberts

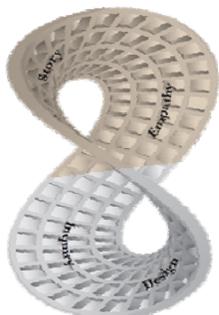
“If you act like you only have 15 minutes, it will take all day.

If you act like you have all day, it will take 15 minutes”

- ### No “Hurry-Hurry” in IAC Masteries
1. Building Trust
  2. Unleashing Potential
  3. Listening Mindfully
  4. Processing in the Present
  5. Expressing Effectively
  6. Clarifying Understanding
  7. Focusing Intentions
  8. Inviting Possibility
  9. Creating Support

- ### Empathy across the Masteries
- #1: The client feels safe to share fears without judgment from the coach.
  - #2: Being in empathy with the client – the client feels validated & understood.
  - #3: The client feels understood and validated – not judged.
  - #3: The coach discerns the appropriate coaching methods to use based on the client's needs and concerns.
  - #3: The coach identifies discrepancies between what the client is saying (words) and the client's behavior and/or emotions.
  - #4: The coach is mindful of the client's agenda and needs.
  - #4: The coach checks in with the client about what the client is feeling.
  - #4: The coach shares what he or she is feeling when it could serve the client.
  - #5: The coach invites the client's input, self-disclosure and expression of feelings.
  - #6: The coach identifies key values and needs without judgment or leading to a particular destination.
  - #6: The client feels understood.
  - #7: The coach perceives or inquires, and responds to, changing needs and desires of the client.
  - #8: The client's awareness is expanded.
  - #9: The coach assists the client to identify areas in which the client feels a need for support and structure.

### No-Fault Turn



- Person-Centered
- No-Fault
- Strengths-Based

### Coaching Starts with Story

“Story takes you straight to the heart of your experience and your emotions, where truth and meaning lie waiting to be discovered.”

~ Eileen Silva Kindig

### Mastery #3: Engaged Listening

“Listening carefully, attentively, patiently, and deeply is the first work of coaching.”



### Mindful Listening

- Attentive (not distracted)
- Accepting (not judging)
- Composed (not reacting)
- Confident (not doubting)

### Reflective Listening

- Seek Understanding  
Listen to understand, not just to respond
- Reflect Understanding  
Reflect with respect, even if you disagree
- Advance Understanding  
Find and build on common ground

### Listen!

~ Ralph Roughton, M.D. (1984)

<p>When I ask you to listen to me and you start giving advice, you have not done what I asked.</p> <p>When I ask you to listen to me and you begin to tell me why I shouldn't feel that way, you are trampling on my feelings.</p> <p>When I ask you to listen to me and you feel you have to do something to solve my problems you have failed me, strange as that may seem.</p> <p>Listen! All I asked was that you listen, not talk or do... just hear me.</p> <p>When you do something for me that I can and need to do for myself, you contribute to my fear and inadequacy.</p> <p>And I can do for myself.</p>	<p>I'm not helpless; maybe discouraged and faltering, but not helpless.</p> <p>But when you accept as a simple fact that I do feel what I feel, no matter how irrational, then I can quit trying to convince you and can get about the business of understanding what's behind this irrational feeling.</p> <p>And when that's clear, the answers are obvious and I don't need advice. Irrational feelings make sense, when we understand what's behind them. Perhaps that's why prayer works, sometimes, for some people – because God is mute and doesn't give advice or try to fix things.</p> <p>So please listen and just hear me. And if you want to talk, wait a minute for your turn, and I'll listen to you.</p>
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### Quiet Listening

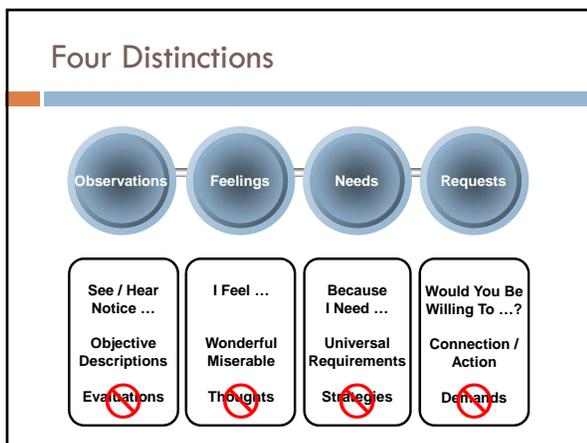
### Jim Knight

“When a coach empathetically listens to another person’s ideas, thoughts, and concerns, the coach communicates that the other person’s life is important and meaningful. This may be the most important service that a coach can provide.”



### Learning the Language of Empathy

Marshall Rosenberg



### Reflect The Facts

- Perceivable Phenomena (External)
- Specific to Time & Context
- Without Evaluative Connotations
  - o No Labels
  - o No Generalizations
  - o No Exaggerations
  - o No Diminishments

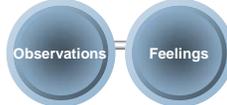
See / Hear Notice ...  
Objective Descriptions  
Evaluations

## Krishnamurti

“Making observations without evaluations is the highest form of human intelligence.”



## Reflect the Feelings



- Subjective Sensations (Internal)
- Specific to Time & Context
- Without Evaluative Connotations
  - No Opinions
  - No Analyses
  - No Enemy Images

See / Hear  
Notice ...  
  
Objective  
Descriptions  
  
Evaluations

I Feel ...  
  
Wonderful  
Miserable  
  
Thoughts

## Pleasant Feelings

When Needs Are Fulfilled , We Feel ...					
Awed	Amazed	Astonished	Enchanted	Inspired	Wonder
Calm	Peaceful	Composed	Relaxed	Quiet	Tranquil
Excited	Energetic	Buoyant	Creative	Eager	Vital
Happy	Content	Pleased	Cheerful	Delighted	Playful
Interested	Absorbed	Curious	Intrigued	Fascinated	Stimulated
Jubilant	Ecstatic	Elated	Exhilarated	Joyous	Thrilled
Thankful	Appreciative	Expansive	Grateful	Moved	Touched

## Unpleasant Feelings

When Needs Are Not Fulfilled, We Feel ...					
Afraid	Anxious	Dread	Jittery	Nervous	Worried
Annoyed	Aggravated	Frustrated	Disgruntled	Impatient	Irritated
Angry	Enraged	Furious	Indignant	Outraged	Vengeful
Confused	Conflicted	Dizzy	Doubtful	Torn	Uncertain
Disappointed	Discouraged	Dismayed	Dissatisfied	Troubled	Upset
Embarrassed	Ashamed	Deflated	Insecure	Shy	Sorry
Sad	Anguish	Depressed	Despondent	Heartbroken	Sorrow
Tired	Bored	Fatigued	Heavy	Lethargic	Weary

- ## Avoid Causal Attributions
- “I feel *that, like, or as if* ...”
    - “I feel that you should know better.”
    - “I feel like a failure.”
    - “I feel as if you don’t appreciate me.”
  - “I feel *I, you, he, she, we, they, or it* ...”
    - “I feel I am constantly on call.”
    - “I feel she is lazy.”
    - “I feel it is useless.”
  - “I feel *name or position* ...”
    - “I feel Amy has been pretty responsible.”
    - “I feel my boss is being manipulative”

## Avoid Faux-Feeling Words

I Feel ... By You					
Abandoned	Abused	Attacked	Betrayed	Boxed-In	Bullied
Cheated	Coerced	Co-opted	Cornered	Diminished	Discounted
Disregarded	Distrusted	Ignored	Interrupted	Intimidated	Let Down
Manipulated	Misinterpreted	Neglected	Overworked	Patronized	Pressured
Provoked	Put Down	Rejected	Taken-for-Granted	Threatened	Thwarted
Unappreciated	Unheard	Unseen	Unsupported	Unwanted	Used

### Feelings or Thoughts?

- I feel that you're not trying hard enough.
- I feel like a failure.
- I feel he's got a bad attitude.
- I feel pressured by you.

### Diane Stober

"Empathy requires practitioners to maintain a stance of hypothesis, always checking with their clients to ascertain whether they have accurately understood the essence of the client's experience."



### Reflect the Needs



Observations



Feelings



Needs

**See / Hear Notice ...**

**Objective Descriptions**

~~Evaluations~~

**I Feel ...**

**Wonderful Miserable**

~~Thoughts~~

**Because I Need ...**

**Universal Requirements**

~~Strategies~~

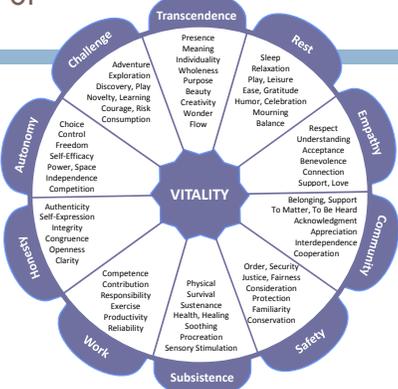
### What's Alive In Us

### Ping Zhang



"Needs serve the organism, and they do so by generating wants, desires, and strivings that motivate whatever behaviors are necessary for the maintenance of life and the promotion of well being and growth."

### Wheel of Needs



### Needs or Strategies?

- I need you to try harder.
- I need to make a contribution.
- I need my clients to pay on time.
- I need understanding and respect.

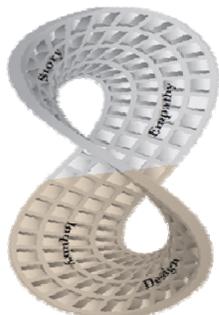
**Carl Rogers**



“I can testify that when ... someone really hears you without passing judgment on you, without trying to take responsibility for you, without trying to mold you, it feels damn good!”



**Strengths-Building Turn**



- Person-Centered
- No-Fault
- Strengths-Building

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