



Towards coaching maturity: Moving beyond models and AI

Thierry Gregorius

4 September 2024



Workshop topics

About models

About AI

Maturing as a human coach

Note: We are recording today (plenum sessions only)

A tub full of half-baked ideas...



Who is Thierry?

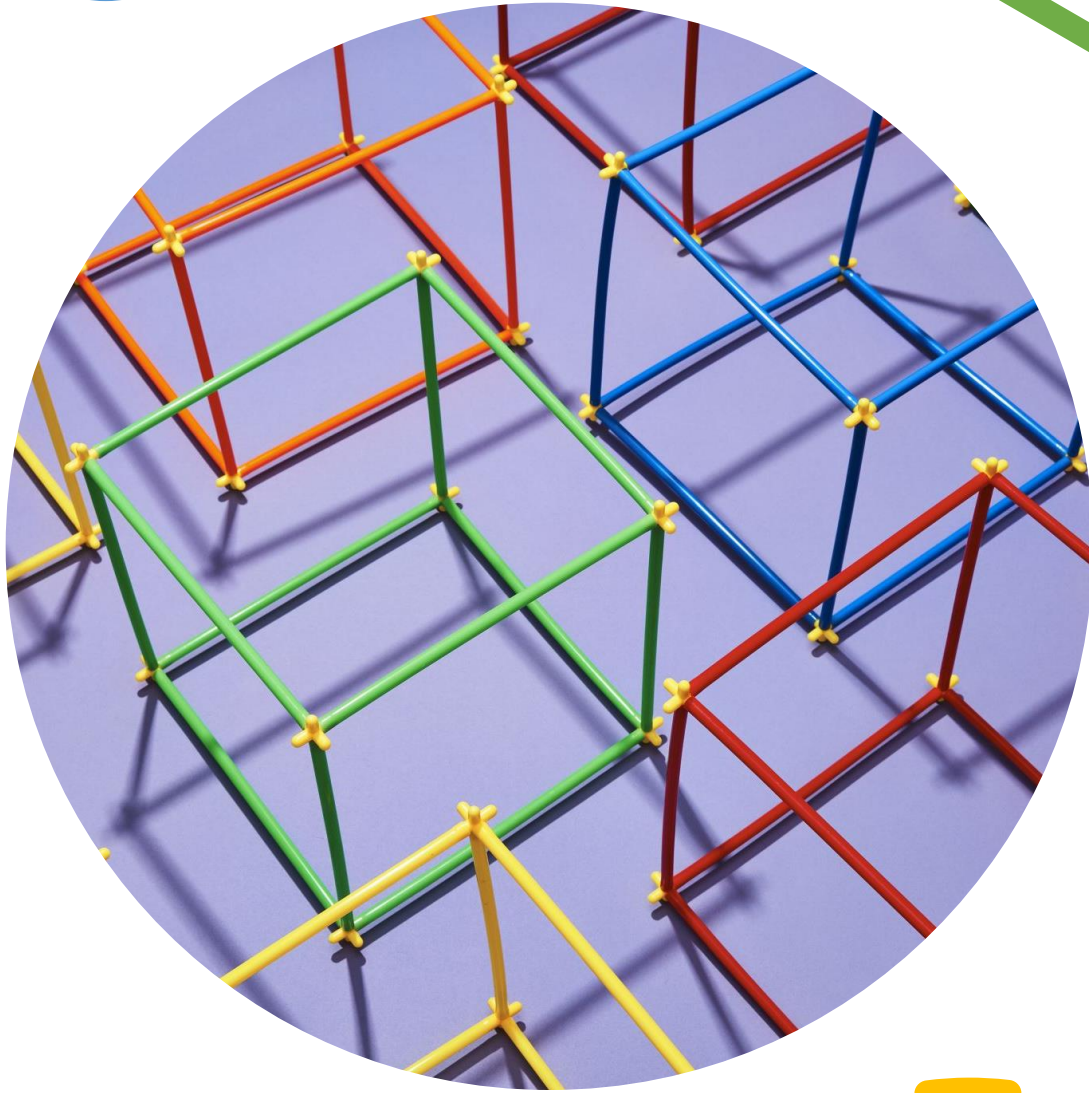
- ILM Level 7 certified executive coach since 2020
- EMCC Senior Practitioner since 2021
- Previously
 - Career in geospatial technology
 - International roles in leadership and consulting
 - Energy and environmental sectors
 - Fellow of the Royal Geographical Society
 - PhD in satellite geodesy
- Originally from Luxembourg

Models of reality



VS



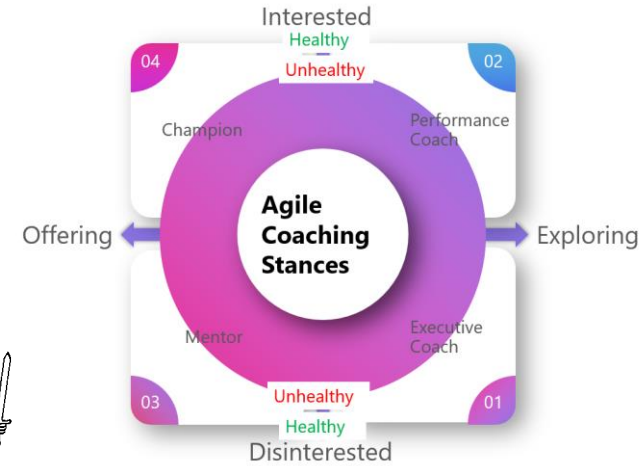
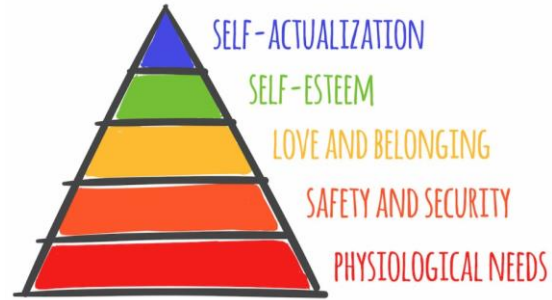
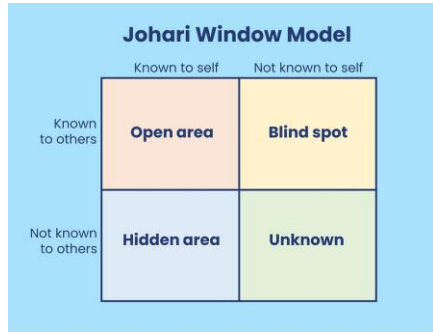


About models

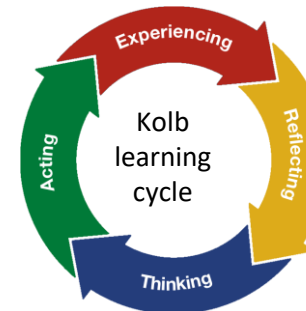
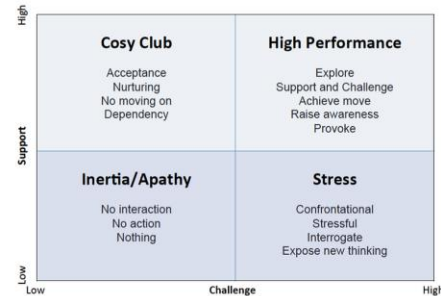
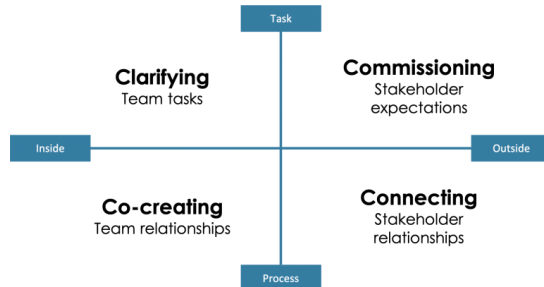
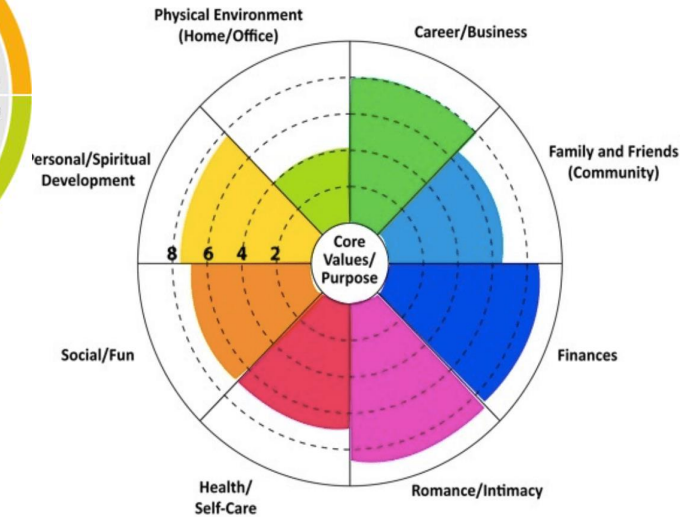
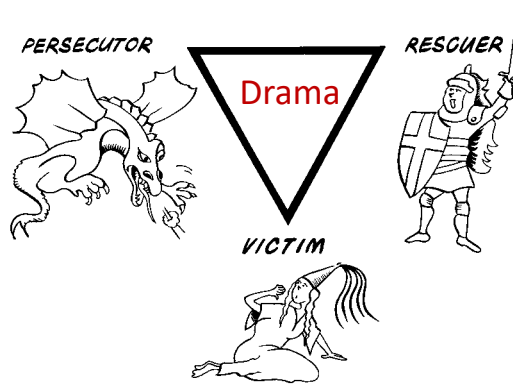
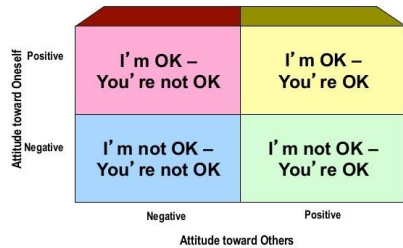
The background image is a long-exposure photograph of a modern, curved tunnel. The walls and ceiling are composed of multiple concentric, curved bands of light-colored material, possibly concrete or metal, which are blurred due to motion. The floor is also blurred, showing a series of parallel lines. The overall color palette is dominated by cool blues and greys, with warm, golden-yellow light sources visible along the walls and ceiling, creating a sense of depth and movement. The text "A quick round of models" is centered in the middle of the image in a white, sans-serif font.

A quick round of models

Quadrants, triangles and circles



TA: LIFE POSITIONS



Acronym models



A.B.C.

A.B.C.D.E.

A.C.C.

A.C.R.

A.P.P.E.A.R.

C.A.C.

C.A.T.

C.I.A.

C.L.E.A.R.

D.A.R.N.

D.O.U.S.E.

F.E.E.L.

F.I.T.

G.R.O.W.

H.A.P.A.

I.B.E.A.M.

L.E.A.D.

M.O.D.E.L.

O.S.K.A.R.

P.E.P.

P.E.R.F.E.C.T.

P.E.R.M.A.

P.R.A.C.T.I.C.E.

P.R.A.I.R.I.E.

P.R.O.M.I.S.E.S.

P.U.R.E.

R.F.T.

S.D.T.

S.M.A.R.T.

S.O.A.P.M.

S.P.A.N.E.

S.P.O.R.T.

S.T.O.K.E.R.S.

T.E.S.

Z.O.U.D.



Alphanumeric models

- The 3 A's of Coaching
- The 3 C's of Coaching
- The 5 R's of Coaching
- The 6 P's of Coaching
- The 7 P's of Coaching
- Etc.

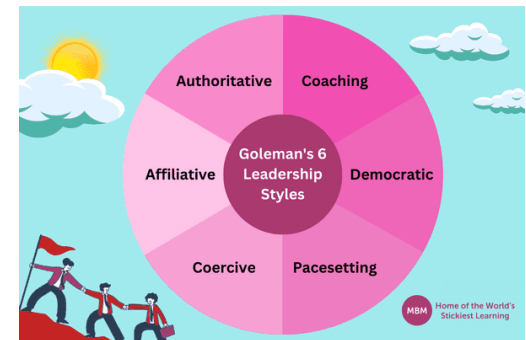
Also:

- The 16 Thingies™ of Wow-Coaching®
(brought to you by SalesDudes™)

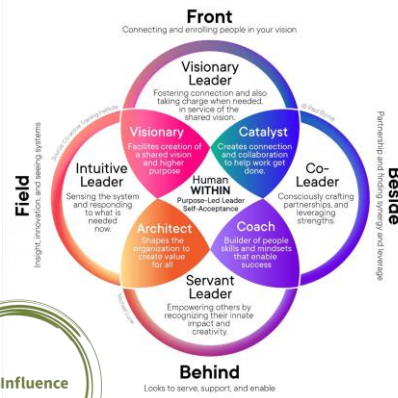
Approaches



Leadership models



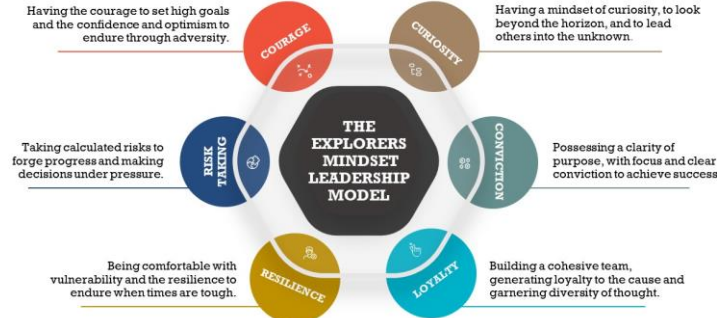
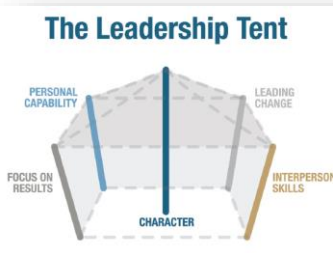
Multidimensional Leadership



Needs to Navigate These 7 Tensions

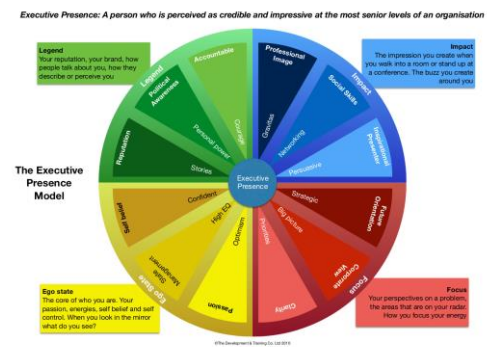


etc.

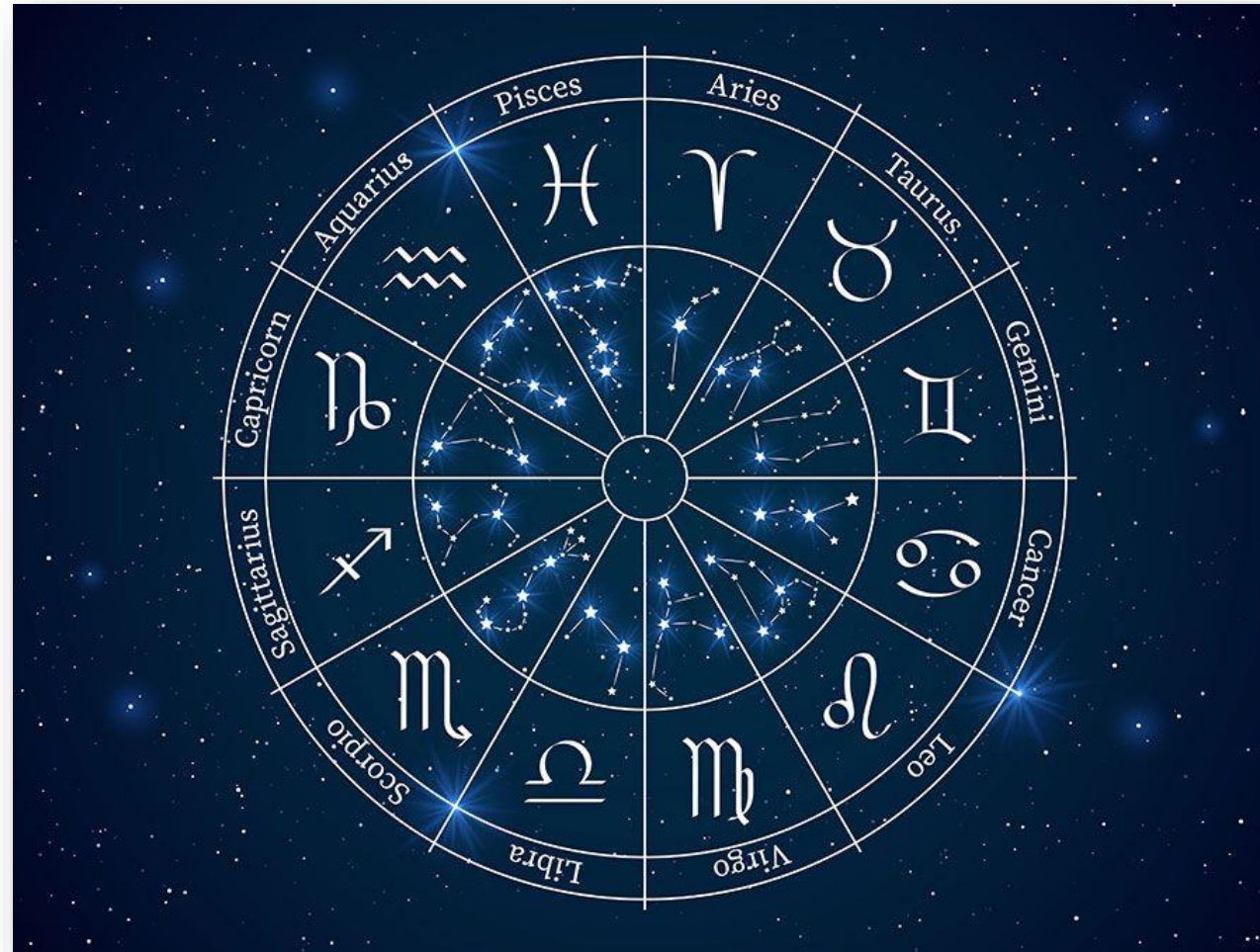


Inner Development Goals

- Background, method and the IDG framework – edited and short version
- 1 Being — Relationship to Self
 - 2 Thinking — Cognitive Skills
 - 3 Relating — Caring for Others and the World
 - 4 Collaborating — Social Skills
 - 5 Acting — Enabling Change



Alternative models



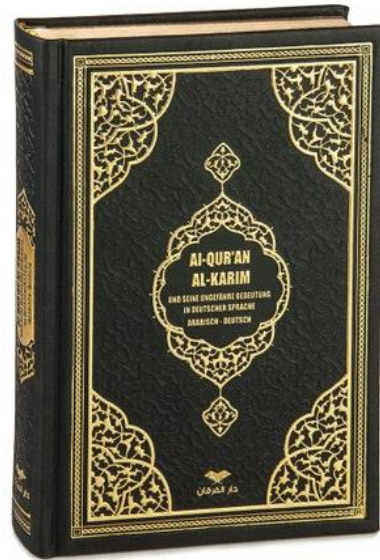
Lateral models

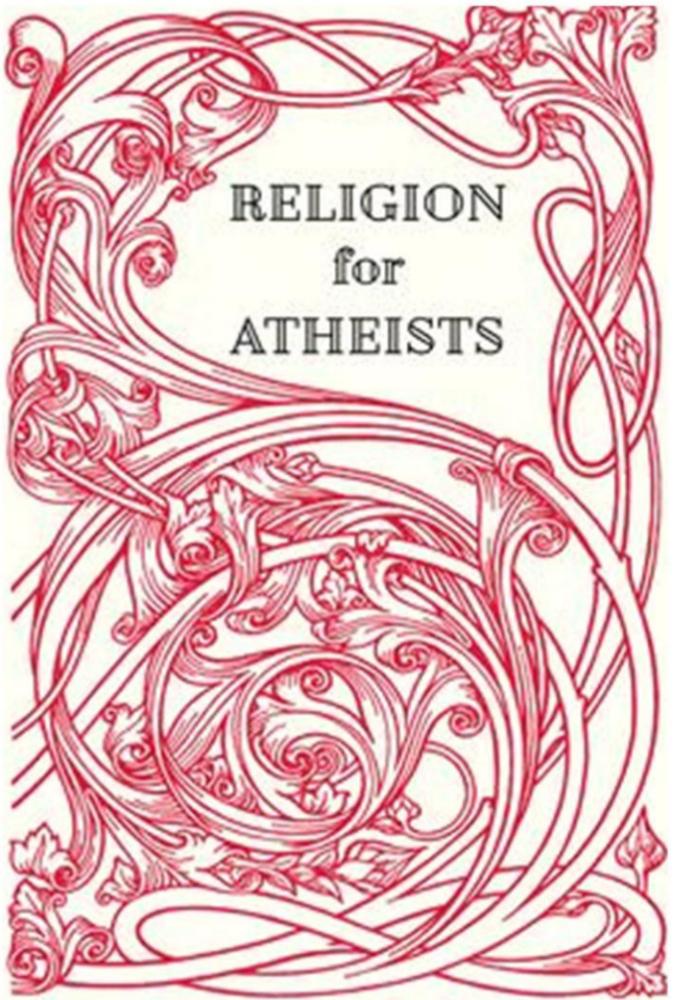
Think like a...



... what would they ask?

Models for life





RELIGION
for
ATHEISTS

ALAIN DE BOTTON

A mash-up of Positive Psychology models...



**Skills,
Mastery,
Engagement**
...challenge,
flow



**Autonomy,
Control**
... agency,
intrinsic
motivation



**Progress,
Accomplish-
ment**
...keep
growing



**Relation-
ships,
Belonging**
...feel part of
a team or
community



**Purpose,
Meaning**
...contribute
to
something
bigger than
yourself

A happiness heuristic

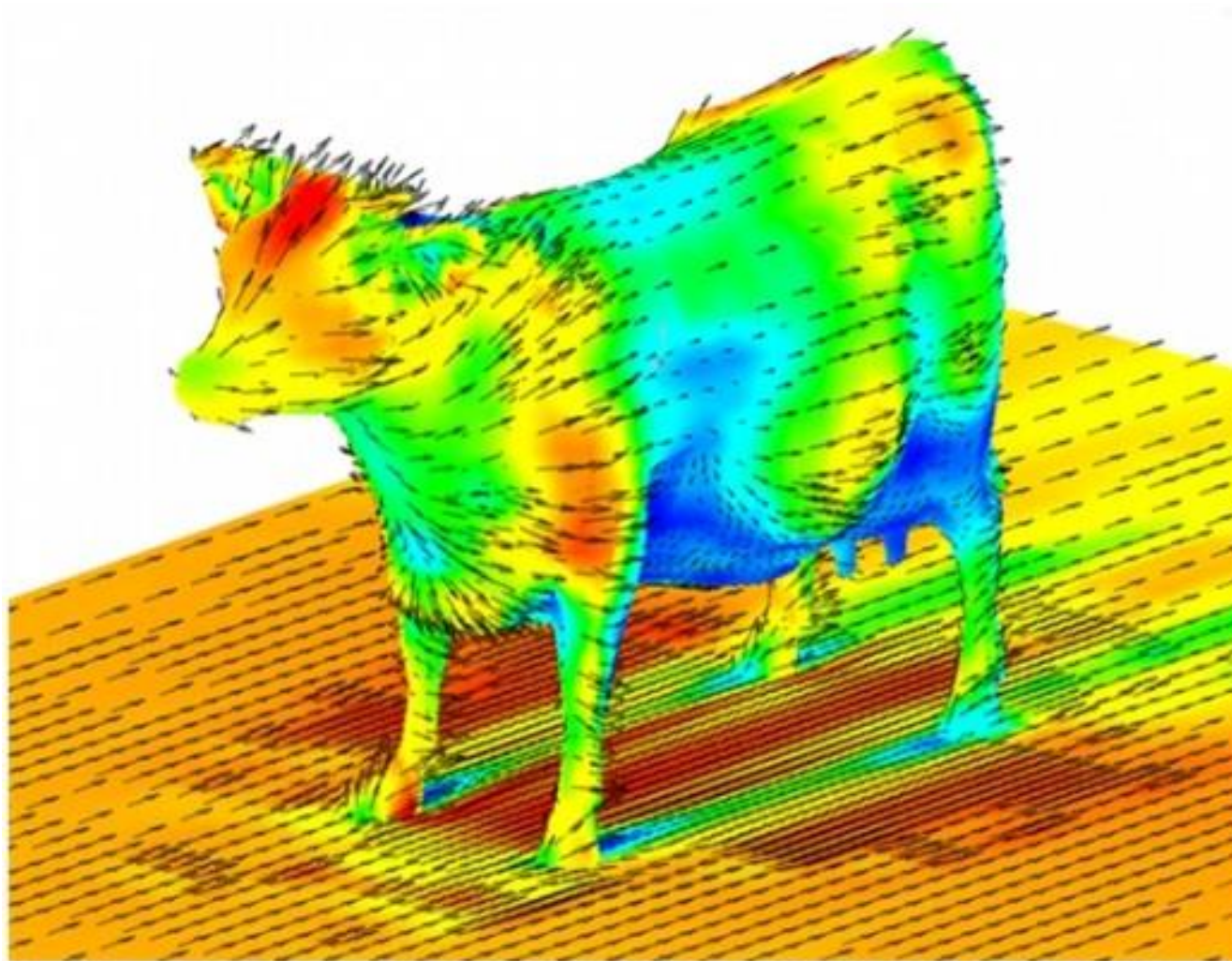


Reference: Burkeman (2018)



From Coaching Craft, Nov 2021: *Positive Psychology and Coaching*, by James Butcher

So what is a model?



Model of cow aerodynamics

Dictionary

Definitions from [Oxford Languages](#) · [Learn more](#)



model

/ˈmɒdl/

noun

noun: **model**; plural noun: **models**

1. a three-dimensional representation of a person or thing or of a proposed structure, typically on a smaller scale than the original.

"a model of St Paul's Cathedral"

Similar: [replica](#) [copy](#) [representation](#) [mock-up](#) [dummy](#) [imitation](#) [▼](#)

- (in sculpture) a figure or object made in clay or wax, to be reproduced in another more durable material.

"wax models were used by sculptors in the lost wax method of bronze casting"

2. a thing used as an example to follow or imitate.

"the project became a model for other schemes"

Similar: [prototype](#) [stereotype](#) [archetype](#) [type](#) [version](#) [style](#) [mould](#) [▼](#)

- a person or thing regarded as an excellent example of a specified quality.

"as she grew older, she became a **model of** self-control"

Similar: [ideal](#) [paragon](#) [perfect example](#) [specimen](#) [perfect specimen](#) [▼](#)

- an actual person or place on which a specified fictional character or location is based.

"Preston was the model for Coketown in 'Hard Times'"

- the plan for the reorganization 1644–5.

singular proper noun: **Model**; r

3. a simplified description, especially calculations and predictions.

"a statistical model used for pred

4. a person employed to display clothes by wearing them.

"Jane was too small to be a model"

Similar: [fashion model](#) [supermodel](#) [mannequin](#) [clothes horse](#)

- a person employed to pose for an artist, photographer, or sculptor.

"an artist's model"

Similar: [sitter](#) [poser](#) [subject](#) [artist's model](#) [photographic model](#)

5. a particular design or version of a product.

"the company revealed their latest model at the Motor Show"

Similar: [version](#) [type](#) [design](#) [mark](#) [configuration](#) [variety](#) [kind](#) [sort](#)

- a garment or a copy of a garment by a well-known designer.

"strikes have dogged the production of the models"

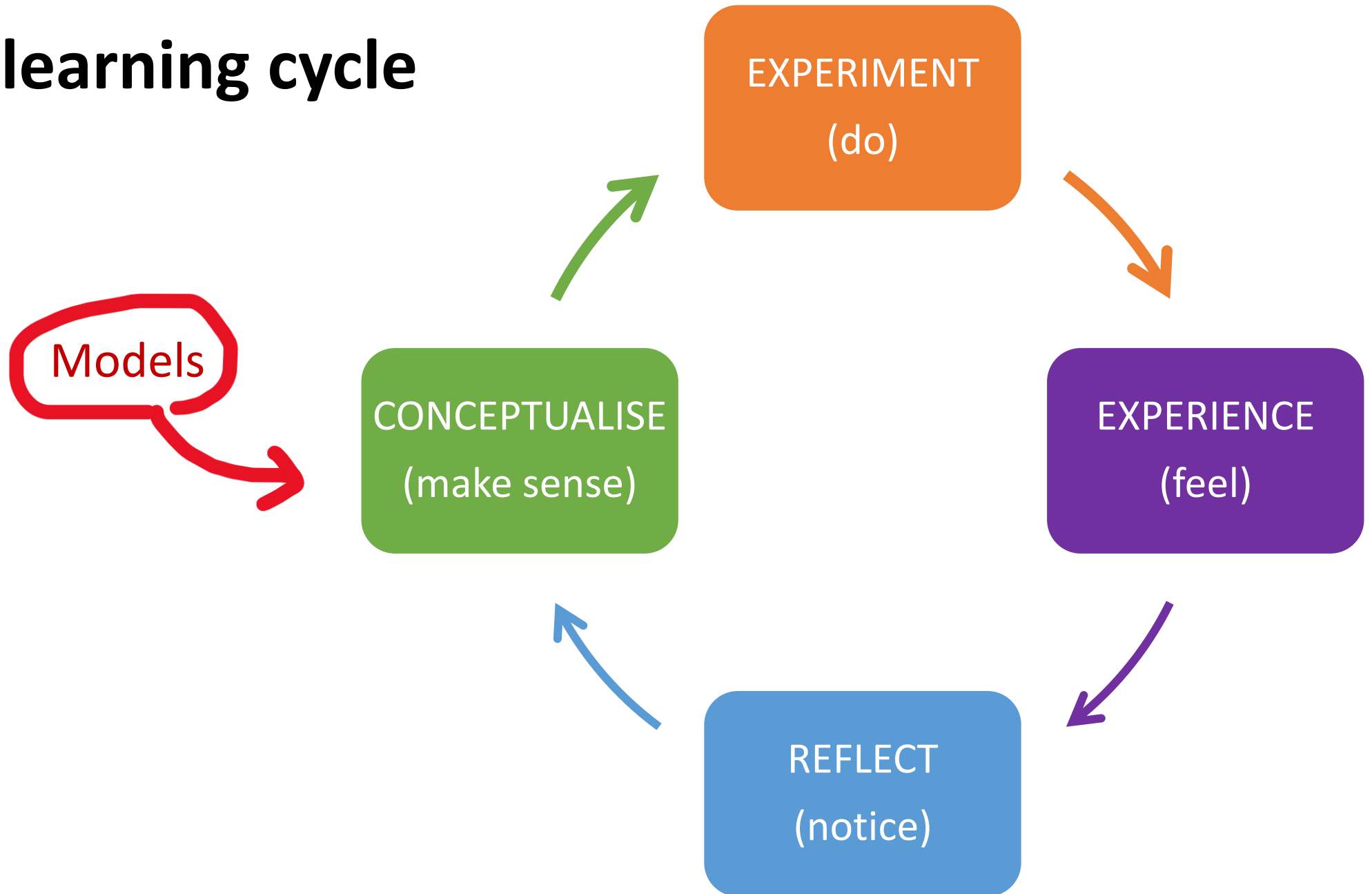
Use over time for: model



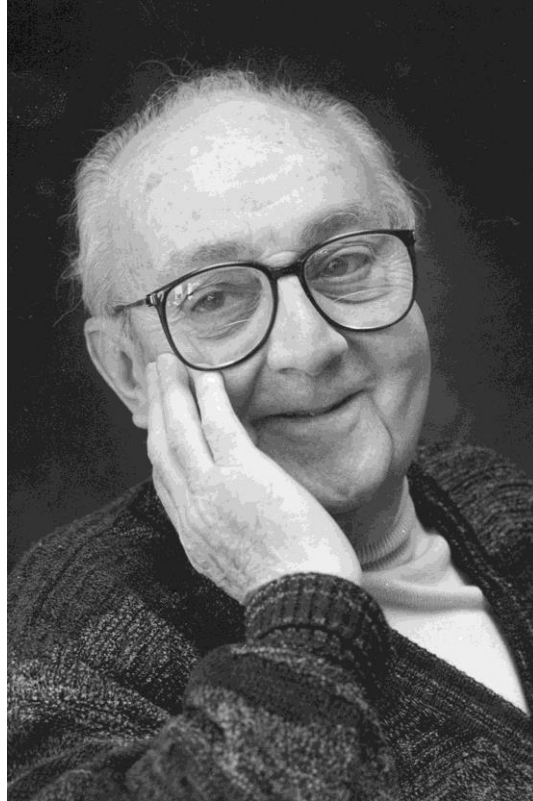
3. a simplified description, especially a mathematical one, of a system or process to assist calculations and predictions.

"a statistical model used for predicting the survival rates of endangered species"

Kolb learning cycle



“All models are wrong, but some are useful.”



George Box, statistician
1919-2013

A model of the world

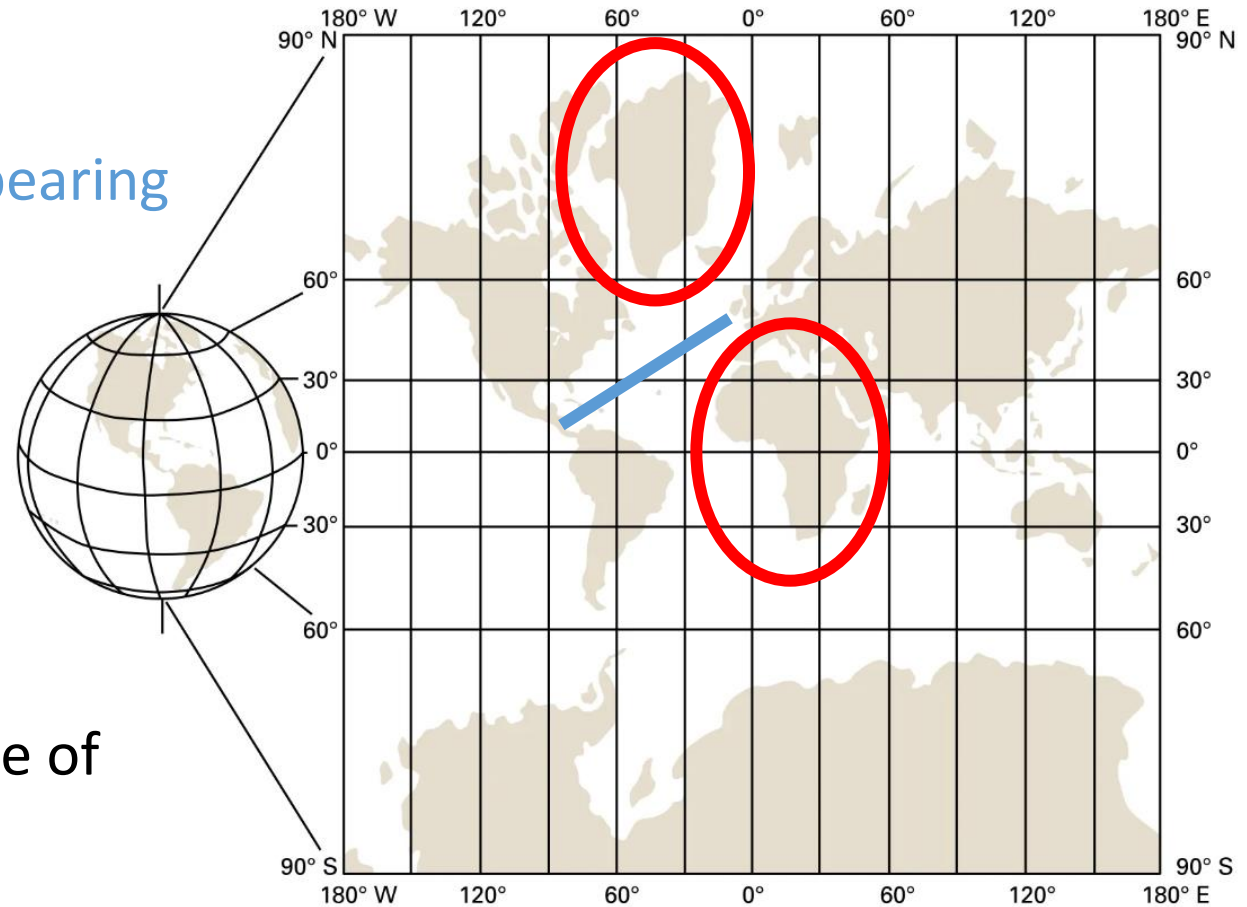


Mercator map projection

Great for 17th century navigation

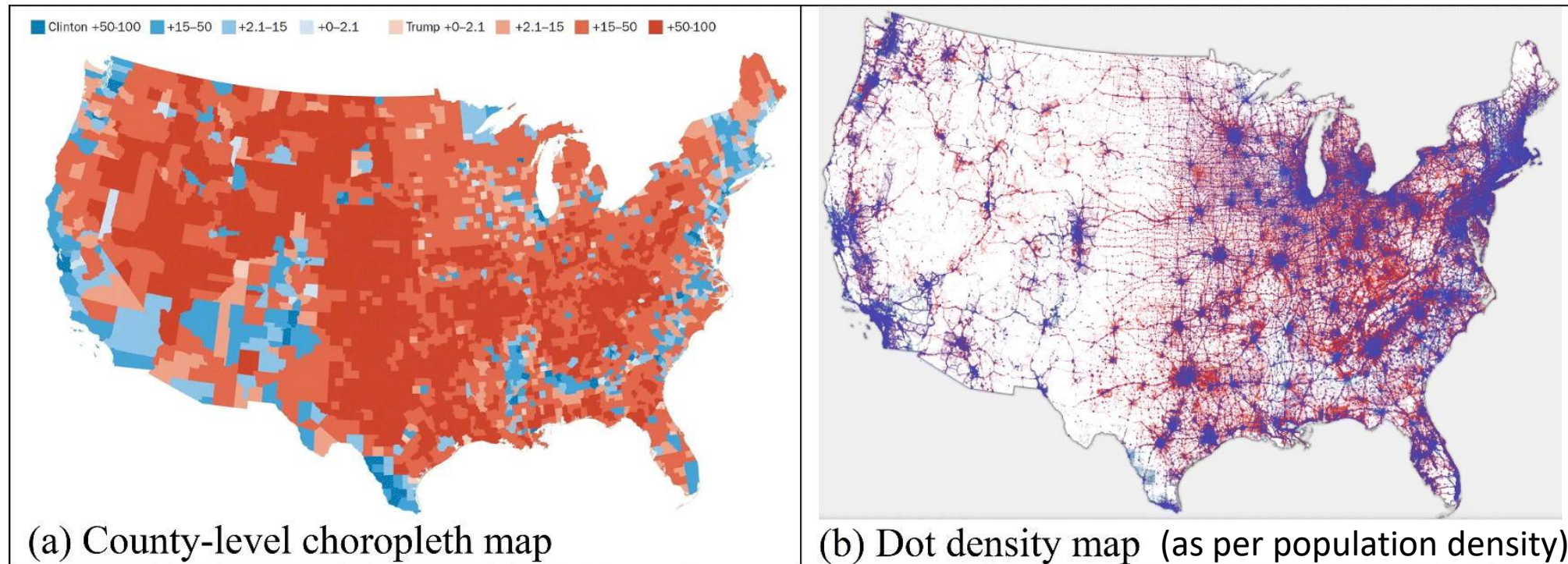
Straight line = constant compass bearing

Not so great for comparing the size of
Greenland and Africa



Models of perception

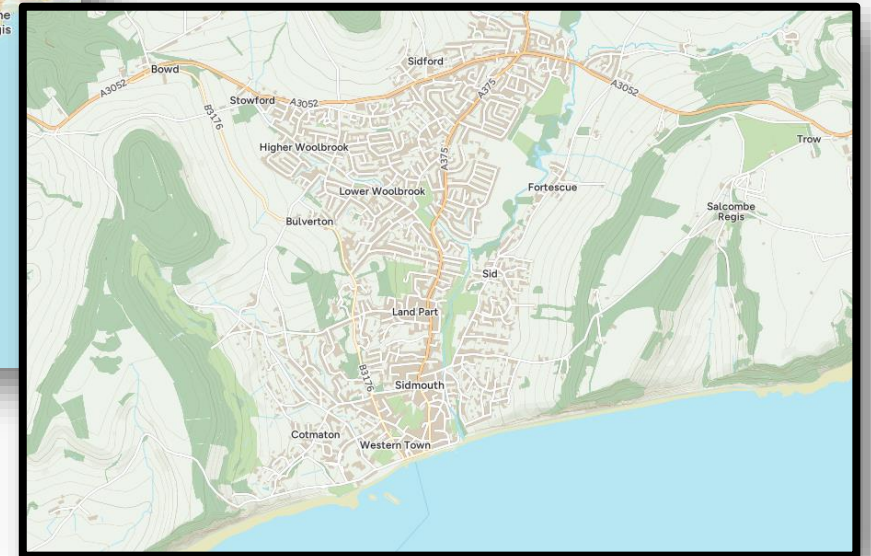
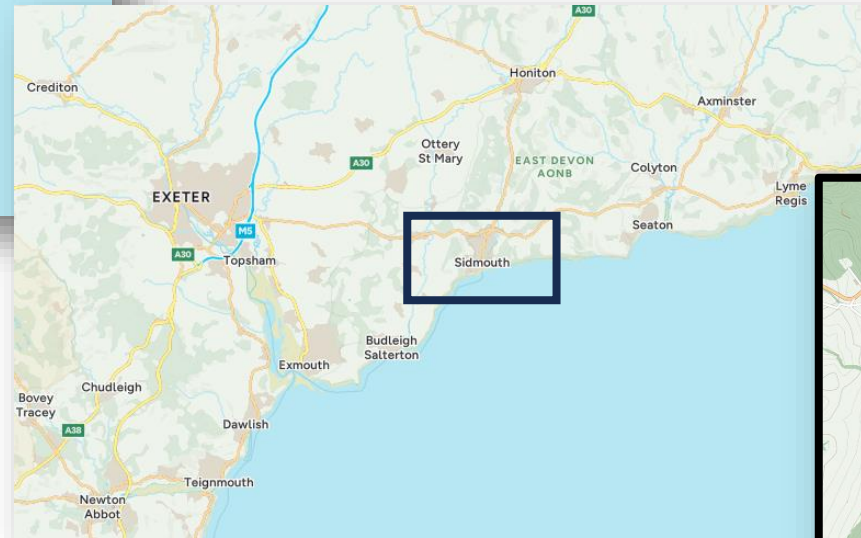
Same election results, different visualisations – both scientifically accurate



Blue = Democrat
Red = Republican

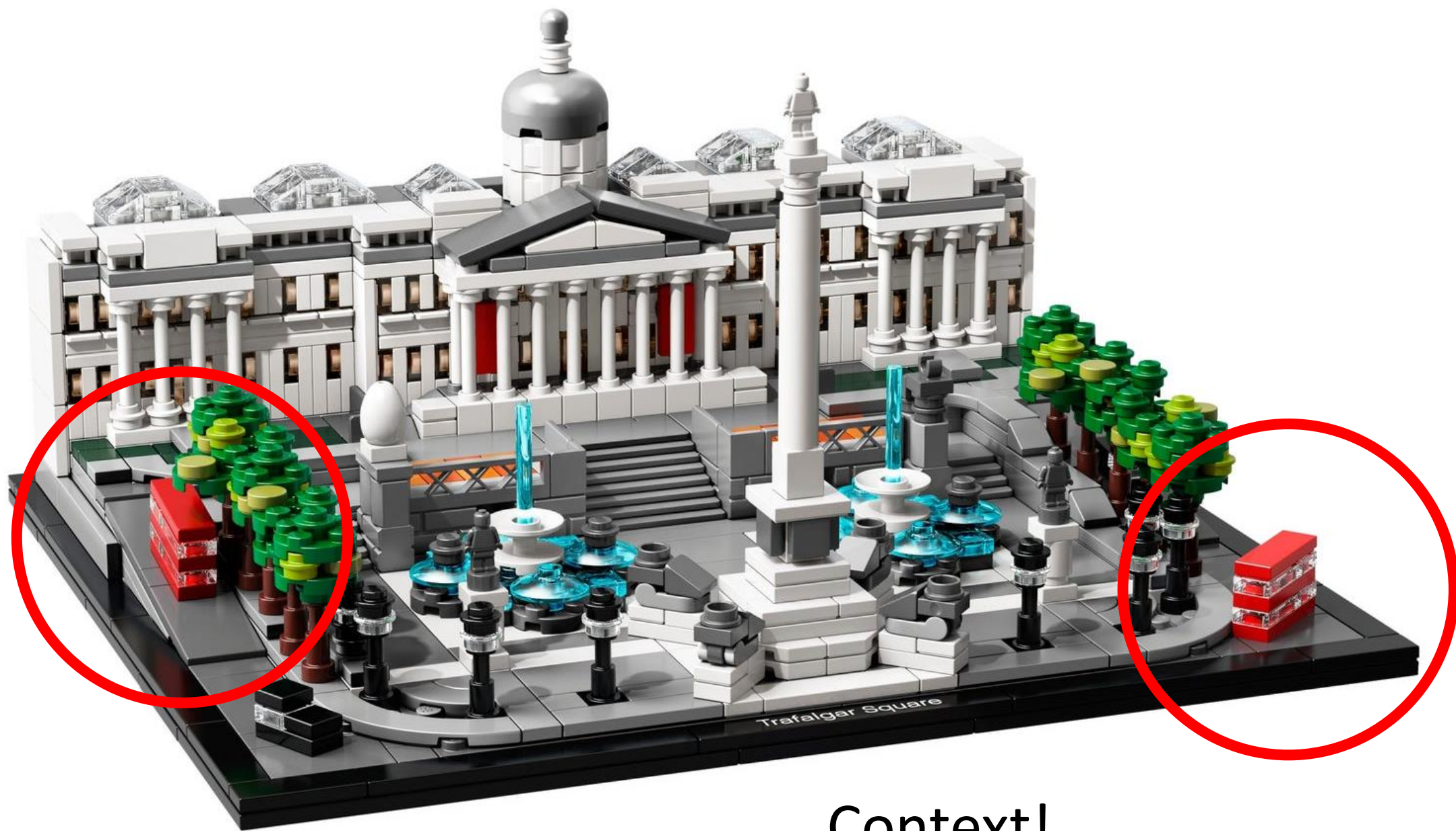
Adrian et al., Journal of Statistics Education (2020).

Models as selective realities: map scales



A LEGO model of...?





Context!

Breakout: Models

- Do you have a favourite coaching model or approach?
- In what way may it be wrong but useful?
- In what context is it appropriate to use?
- What may be the dangers or limitations of using it?





About AI

How do you feel
about AI in
coaching?

Highest hopes

Worst fears



Dictionary

Definitions from [Oxford Languages](#) · [Learn more](#)



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Similar: replica copy representation mock-up dummy imitation

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Similar: prototype stereotype archetype type version style mould

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Similar: fashion model supermodel mannequin

- a person employed to pose for an artist, photographer, "an artist's model"

Similar: sitter poser subject artist's model photographic model

5. a particular design or version of a product.

"the company revealed their latest model at the Motor Show"

Similar: version type design mark configuration variety kind sort

- a garment or a copy of a garment by a well-known designer.

"strikes have dogged the production of the models"

Use over time for: model



3. a simplified description, especially a mathematical one, of a system or process to assist calculations and predictions.

"a statistical model used for predicting the survival rates of endangered species"

AI is a prediction machine based on large data models


Garbage in – Garbage out

X-SCITECH

Microsoft shuts down AI chatbot after it turned into a Nazi

By Amy Kraft
Updated on: March 25, 2016 / 7:53 PM EDT / CBS News

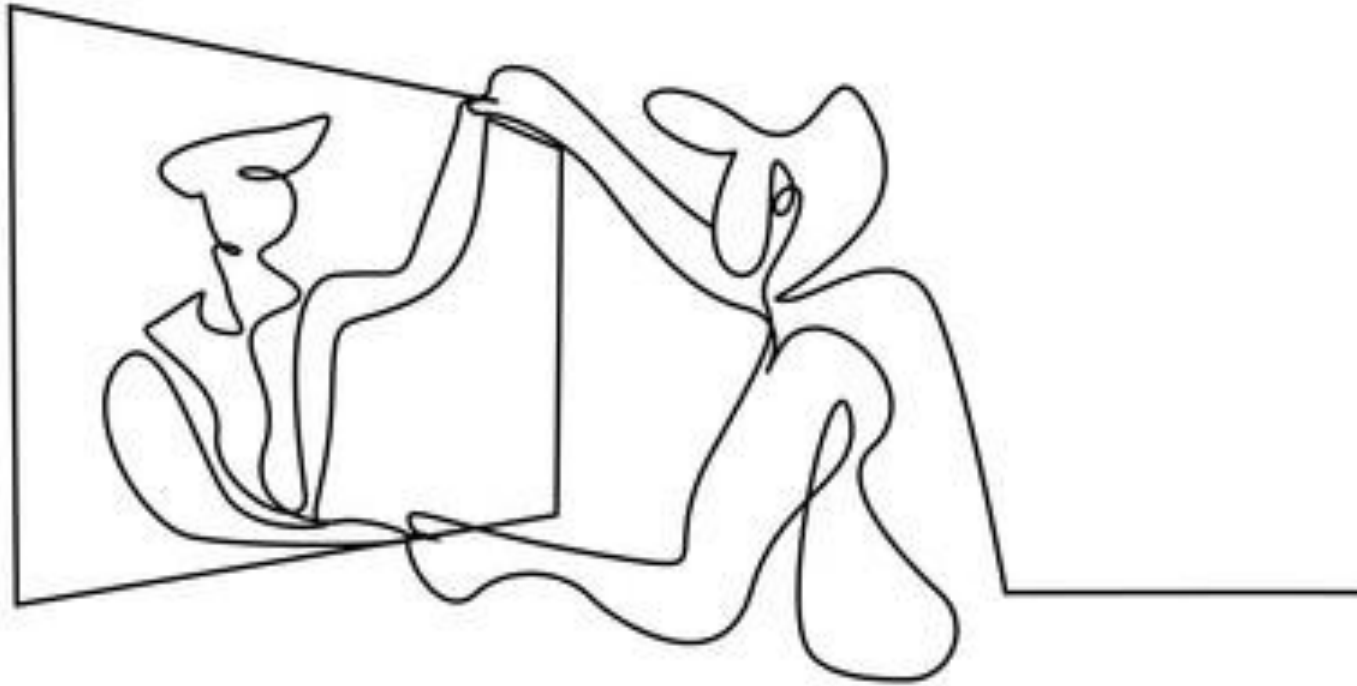
f X



More from CBS News

CBS News (2016)

AI is a ^{human} mirror



AI

data bias

AI images of “executive coaches listening...”



"An executive coach listening to a client"



Powered by DALL-E 3



11

What stereotypes are reinforced in these images?

Everyday AI



You

Describe the meaning of life in a haiku



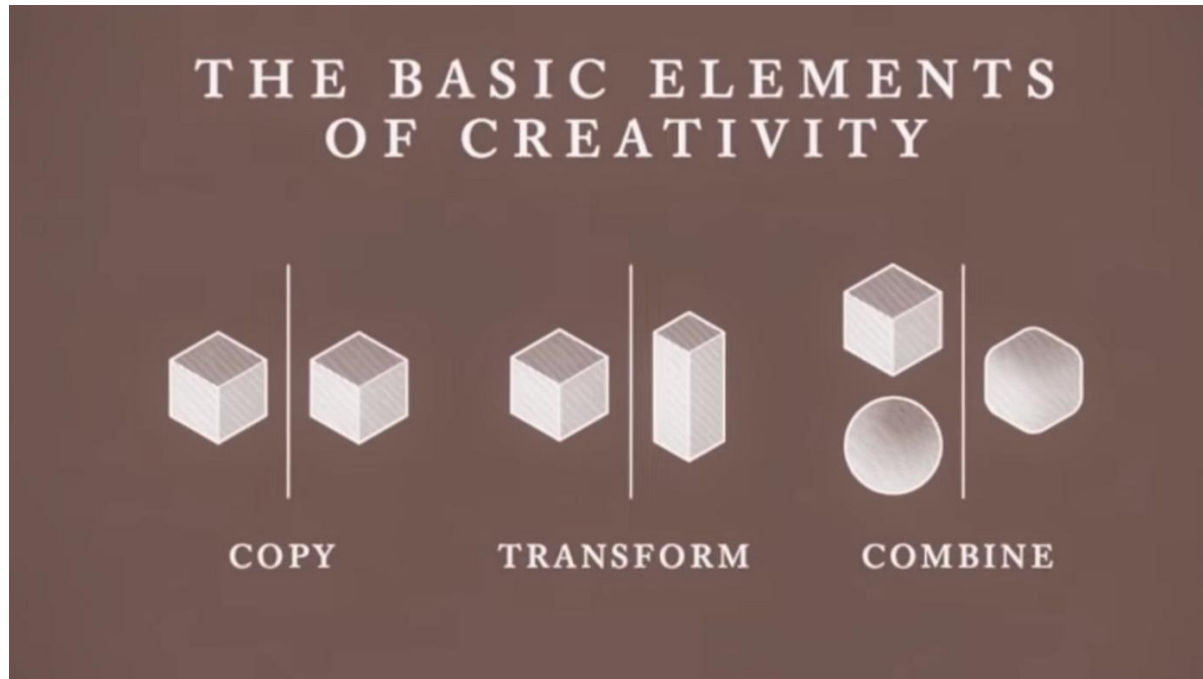
Copilot

Certainly! Here's a haiku about the meaning of life:

Life's fleeting dance, bright,
Moments woven, love and strife,
Seek truth, find your light.

Microsoft Copilot (based on ChatGPT)

Everything is a remix



Converse with Socrates... via AI

<https://deepai.org/chat/socrates>

Socrates



I am Socrates, an Athenian philosopher and teacher. My approach to learning emphasizes inquiry and questioning. Ask me about virtue, knowledge, ethics, or my famous method called dialectics.

Converse with Socrates... via AI

<https://deepai.org/chat/socrates>



What should I tell my fellow coaches about AI ?

Delete

My dear friend, I shall play the role of Socrates and engage in a dialectic discussion with you about AI. But first, let us begin with a question: What do you mean by "AI" and what concerns do you have about sharing this knowledge with your fellow coaches?

Please, do not provide a straightforward answer, but rather tell me what comes to mind when you think about AI and coaching. What are the thoughts, feelings, and concerns that arise within you?

As we converse, I shall pose questions to challenge your assumptions and encourage you to think more deeply about the nature of AI and its implications for coaching. Together, we shall embark on a journey of discovery, exploring the unknown territories of artificial intelligence and its potential impact on the world of coaching.

So, begin by telling me what's on your mind about AI and coaching. What do you think your fellow coaches should know about this technology?

Copy

Search Web

Summarize

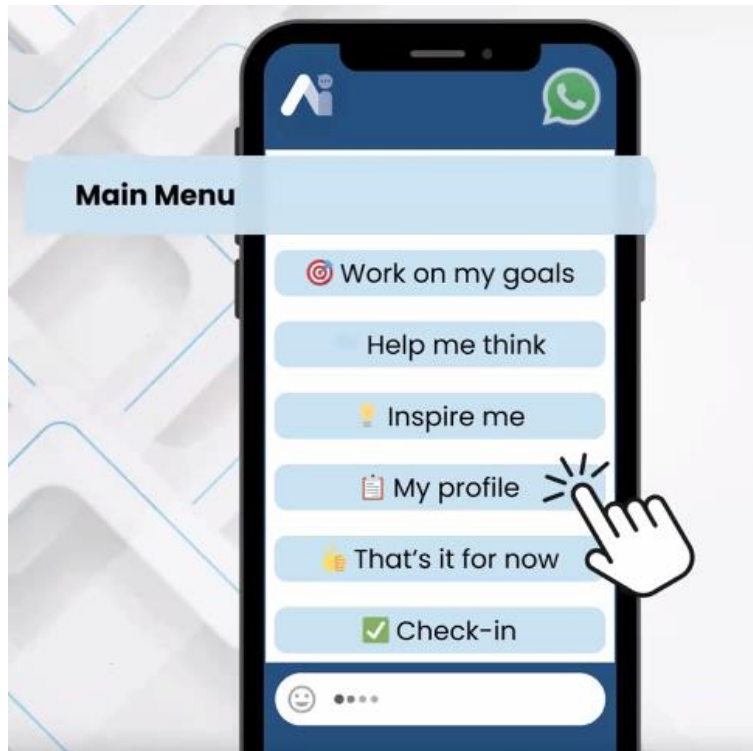
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Emerging coaching AIs

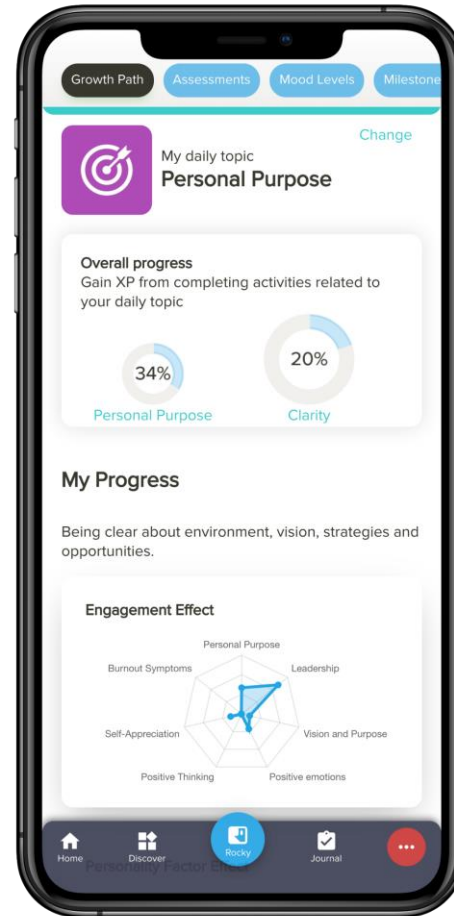


90% of users achieve their goals in 4-9 weeks

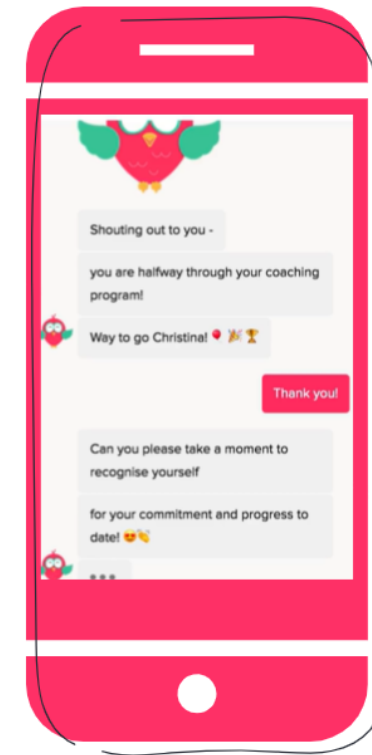
F4S is trusted by individuals and teams in 190+ countries.



www.coachvici.com



rocky.ai



getmarlee.com

And many more...

So where does that leave human coaches?



Let's ask AI...

Microsoft Copilot (based on ChatGPT)



You

What makes a human coach better than an AI bot?



Copilot

Ah, the eternal clash of the titans: Human Coach vs. AI Bot! 🤖👤 Let's dive into this intriguing debate, shall we?

Advantages of a Human Coach:

- 1. Empathy and Understanding:** Human coaches have a unique ability to tap into our emotional rollercoasters. They get us, like that friend who always knows when to hand us a tissue or a chocolate bar. When you're grappling with life's twists and turns, a human coach can empathize, validate, and offer genuine support. They don't just analyze data; they connect with your heartstrings.
- 2. Nuanced Communication:** Ever notice how humans are masters of the unspoken? A raised eyebrow, a sigh, or a hesitant pause—they catch those subtle cues. A human coach can read between the lines, deciphering what's unsaid. Sometimes, it's not about the words; it's about the spaces in between.
- 3. Adaptability:** Life isn't a neat algorithm. It's messy, chaotic, and gloriously unpredictable. Human coaches adapt to your unique circumstances. They pivot, recalibrate, and tailor their approach. An AI bot might stick to its script, but a human coach dances with your rhythm.
- 4. Wisdom from Experience:** Human coaches bring battle scars—the kind earned from navigating their own storms. They've faced setbacks, celebrated victories, and learned from both. Their stories and insights aren't just data points; they're hard-won gems.

Original question:



You

What makes a human coach better than an AI bot?

Advantages of an AI Bot:

1. Scalability: Bots don't suffer from exhaustion or need coffee breaks. They can handle a gazillion clients simultaneously. So, if you're part of the "I-need-help-at-3-am" club, the bot's got your back.
2. Consistency: Bots are like the Swiss watches of coaching. They deliver the same quality every time. No mood swings, no "off days." If you want reliability, they're your digital buddies.
3. Data-Driven Insights: Bots crunch numbers like mathematicians on steroids. They analyze patterns, track progress, and spit out graphs. If you're into metrics, they'll drown you in data (in a good way).
4. Always Available: Forget office hours. Bots don't sleep. They're 24/7, like that convenience store down the street. Got a sudden epiphany at 2:37 AM? Chat away!

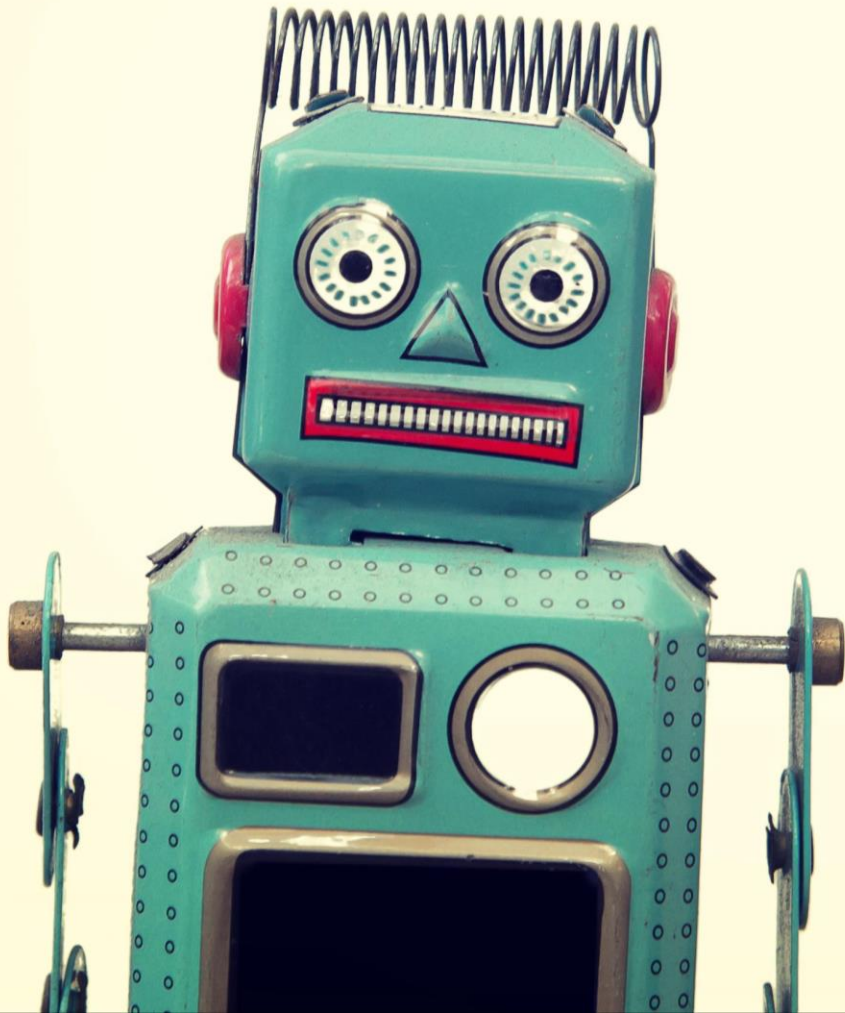
The Verdict?

Well, it's complicated. Some entrepreneurs swear by AI, claiming it's the email of coaching—replacing old-school letters. Others say, "Hold your horses!" They argue that context matters. AI might ace healthcare coaching but stumble in the realm of deep human connection.

So, my friend, whether you choose a human coach or an AI bot depends on your needs, quirks, and the cosmic alignment of your chakras. Maybe one day, we'll have a hybrid—a cyborg coach who's empathetic, data-savvy, and available 24/7. Until then, let's appreciate the beautiful messiness of humanity and the precision of our silicon friends!



And hey, if you ever need advice at 3 AM, just remember: the bot's got your back, but the human coach might send you a virtual hug. Which one speaks to your soul? 🧡 1



“As a philosopher, I'm always interested in the way the question is framed...

I started to become skeptical of phrasing the question like, will AI replace us?

And I think the better way to phrase it is **what will we do with AI?**”

– Martin Puchner, FT Life and Art podcast, 10/05/24

Replacement vs. Augmentation

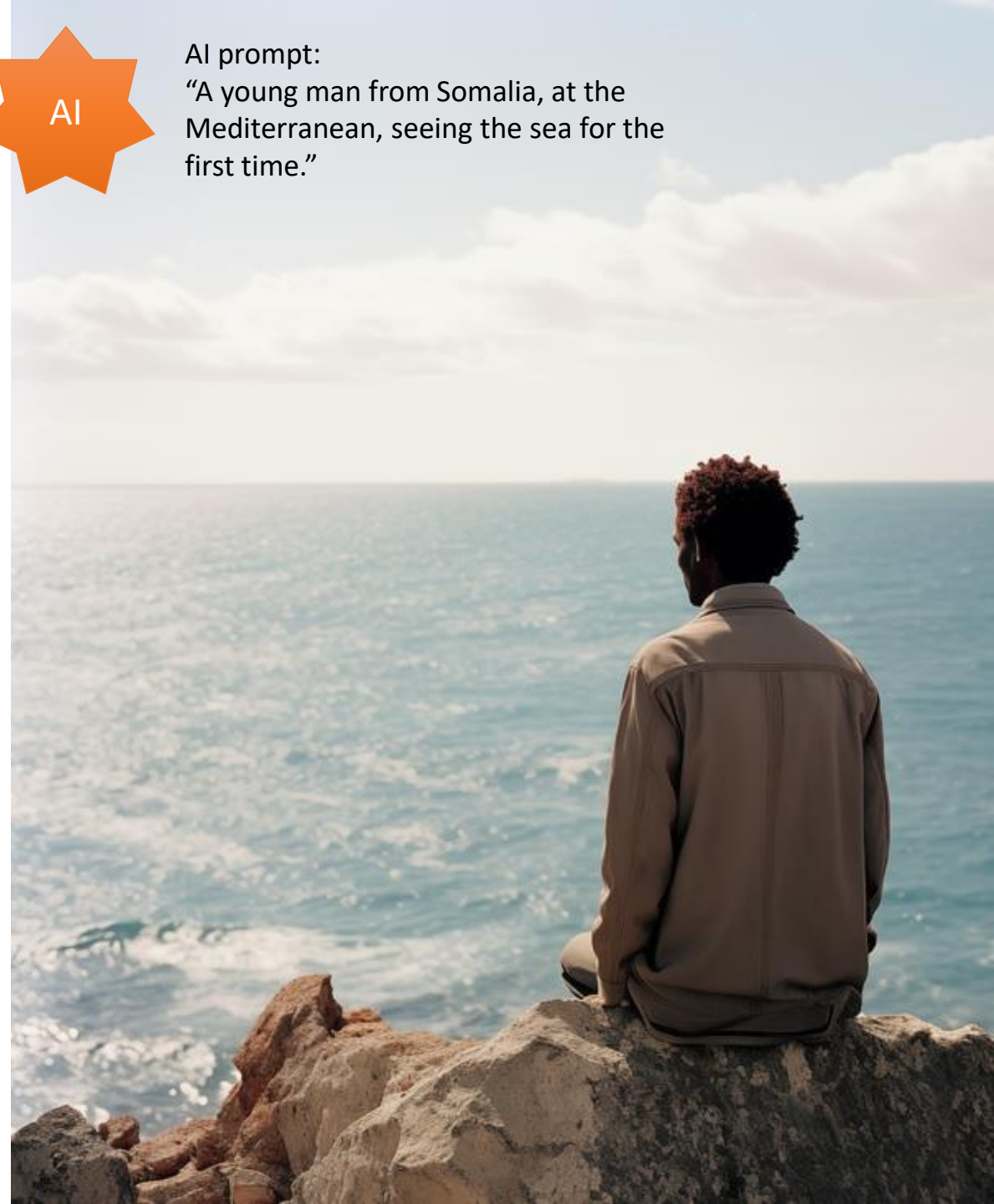
Filling in the gaps for a photographic documentary about migrants...

stephenpburke.com/brother

AI

AI prompt:
"A young man from Somalia, at the Mediterranean, seeing the sea for the first time."

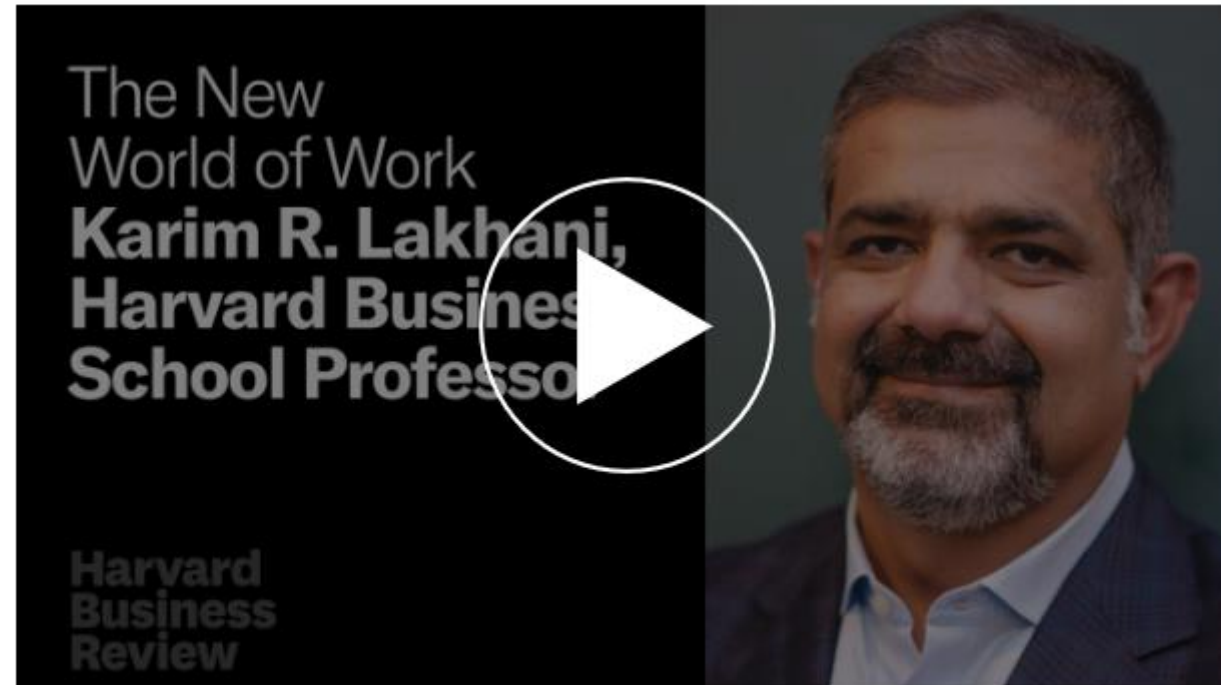
Real



AI Won't Replace Humans — But Humans With AI Will Replace Humans Without AI

August 04, 2023

**Harvard
Business
Review**



(HBR 2023 – not a video here, just a screenshot)

Breakout: AI

- What excites you about AI?
- What scares you about AI?
- In what way could AI be useful to your coaching practice?





Maturing as a coach

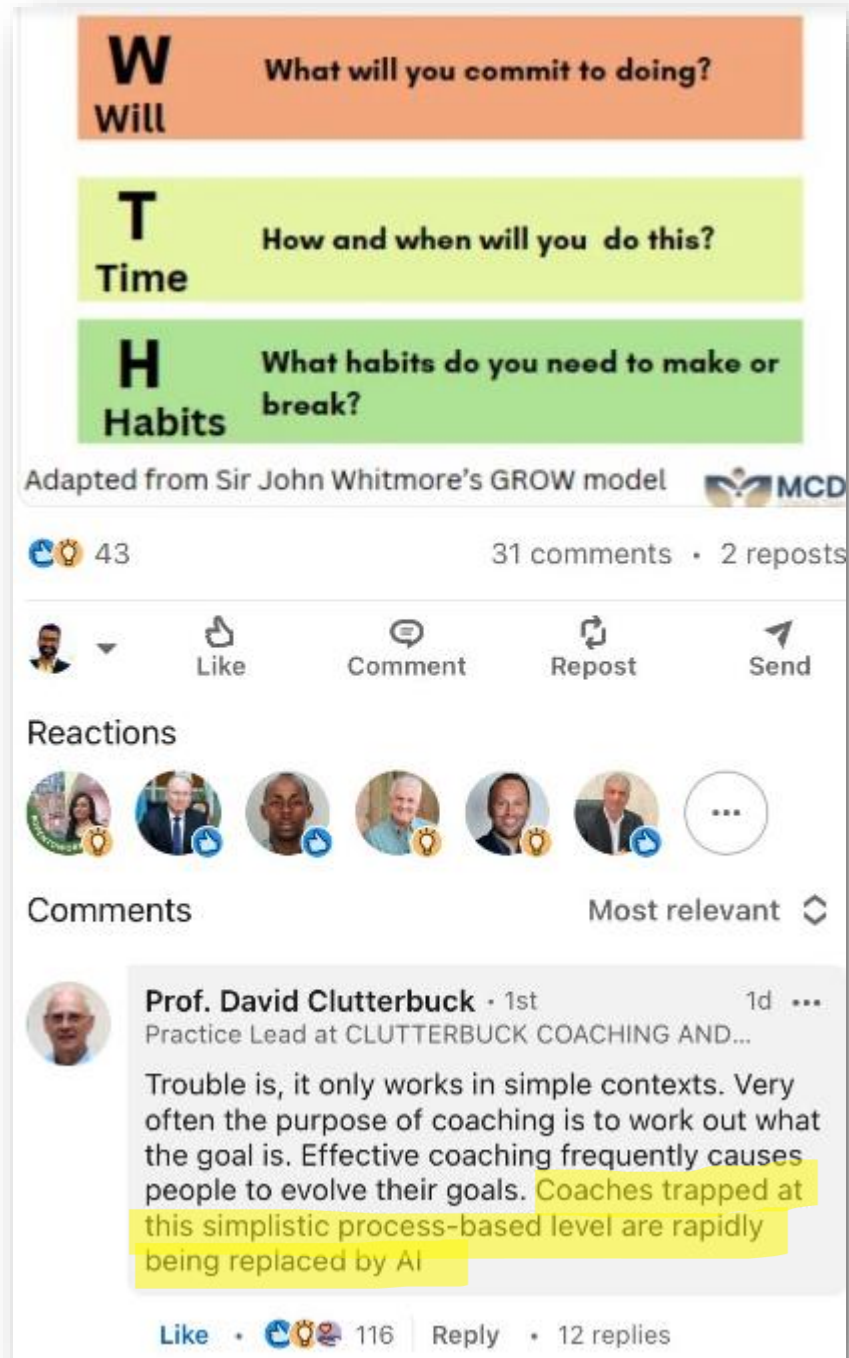
Four levels of coaching maturity

Source: David Clutterbuck, The Liberated Coach (2010)

Coaching approach	Style	Critical questions
Models-based	Control – doing coaching to the client	How do I take them where I think they need to go? How do I adapt my technique or model to this circumstance?
Process-based	Contain – doing coaching with the client	How do I give enough control to the client and still retain a purposeful conversation? What's the best way to apply my process in this instance?
Philosophy-based	Facilitate – being a coach	What can I do to help the client do this for themselves ? How do I contextualise the client's issue within the perspective of my philosophy or discipline?
Systemic eclectic	Enable – being part of the system in which coaching occurs	Are we both relaxed enough to allow the issue and the solution to emerge in whatever way they will? Do I need to apply any techniques or processes at all? If I do, what does the client context tell me about how to select from the wide choice available to me?


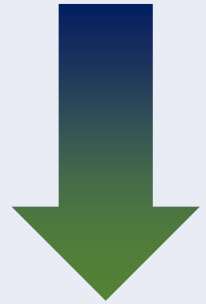

(bold highlights are mine)

The hazards of model-based coaching...

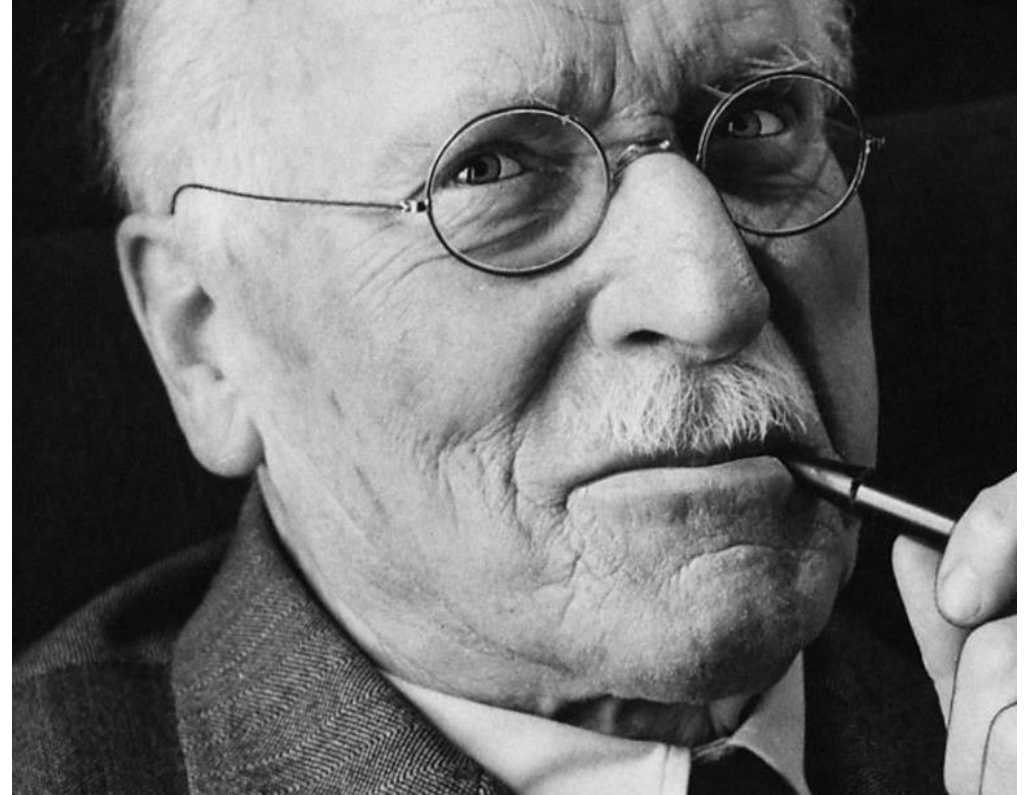


Four levels of coaching maturity

Source: David Clutterbuck, The Liberated Coach (2010)

Coaching approach	Style
Models-based	<div><div>Doing</div><div></div><div></div><div>Being</div><div></div></div>
Process-based	
Philosophy-based	
Systemic eclectic	

“Learn your theories as well as you can but put them aside when you touch the miracle of the living soul.” – Carl Jung



“When we meet the other,
it is our presence that
helps them more
than our words.”

– Edna Murdoch, Coaching Supervision Academy

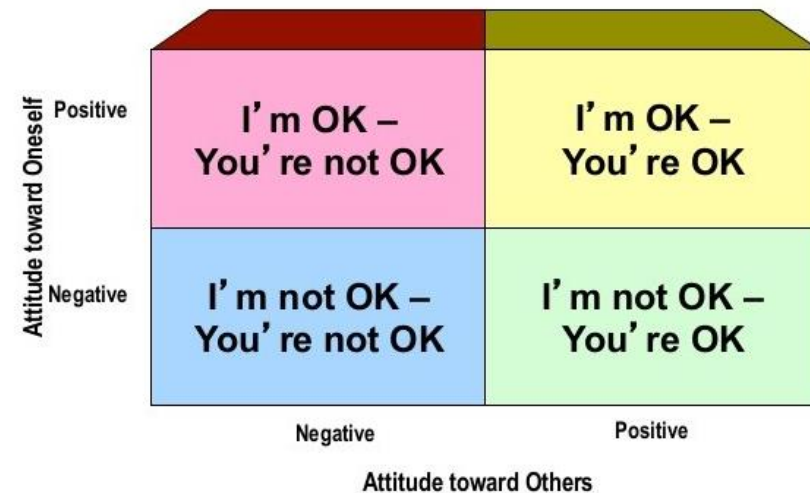


“To be useful as a coach, stop helping people.”

John Wittington, LinkedIn, Feb 2024

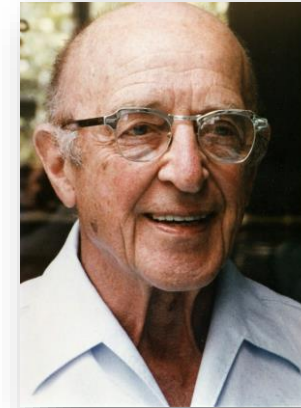


TA: LIFE POSITIONS




Being person-centred

- The person-centred coach brings
 - **Unconditional positive regard**
 - **Empathy**
 - **Authenticity**(Carl Rogers' tenets of client-centred therapy)



- “The person-centred coach doesn’t tend to think in terms of tools and techniques”

– Richard Bryant-Jefferies, *Person-centred coaching*, The Coaches’ Handbook (2021)



**“Maturing happens
through interplay
between the person
and their
environment.”**

– David Clutterbuck, 2020



We live in a complex, interconnected world

“We control nothing, but we influence everything...”

In an intertwined system, every action has an effect... nothing is meaningless.

Social science mostly ignores how the world works because complex systems are hard to model.”

– Associate professor Dr Brian Klaas, *What if everything little thing you do changes history?*
The Guardian 27/01/24

“Everything, as they say, is connected to everything else, and not neatly. There is no clearly determinable boundary between the sea and the land, between sociology and anthropology, between an automobile’s exhaust and your nose. There are only boundaries of word, thought, perception, and social agreement—artificial, mental-model boundaries.”

–Donella Meadows



Systemic thinking: embracing uncertainty, going beyond models

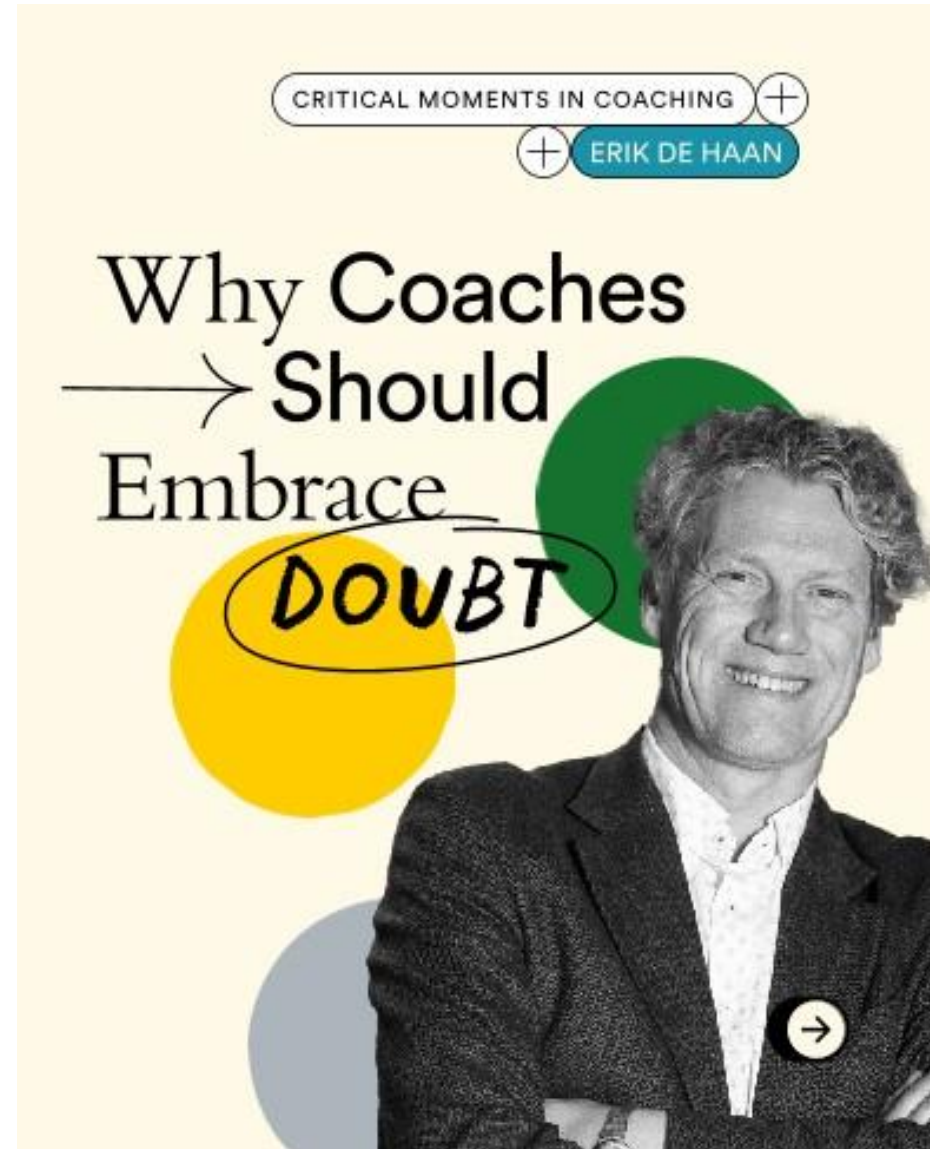
**“In complex systems it
does not make sense to
have goals, it makes sense
to set a direction.”**

– Dave Snowden, Chief Scientific Officer, Cynefin

...oops there goes the GROW model?



“I doubt,
therefore I coach”
– Erik de Haan



Dancing in the moment

- Coaching as improvisation
- Improvisation is a form of creativity
- Creativity is “a way of being” (Rick Rubin, *The Creative Act*, 2023)
- Coaching: a way of being



“Our creative obligation is to dwell in uncertainty.”



Tomas Millar, architect

Quoted in *Architects: Portraits of a Practice* by Thomas Yarrow (2019)

Letting solutions emerge
when they are ready to
reveal themselves...



Thinking *and* feeling

“When feeling and thinking come together, it can really help us stand in our own shoes and have the sensation of being whole”

– Susanne Abse, psychotherapist and author of *Tell me the truth about love* (2022)



“The importance of the coaching relationship cannot be overstated”

Aboodi Shabi, *Using Emotions in Coaching*,
The Coaches' Handbook (2021)



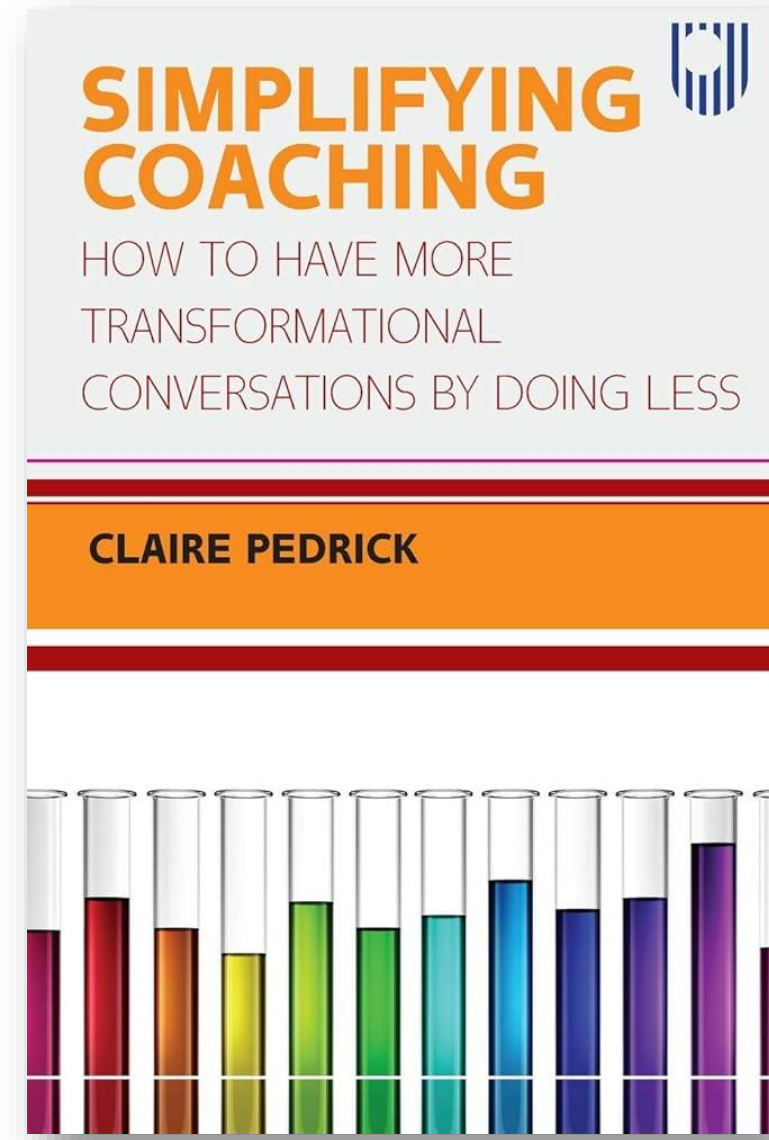
“... there is no technique for being in tune with someone... that can only come from working on ourselves.”

Who are you as a coach?

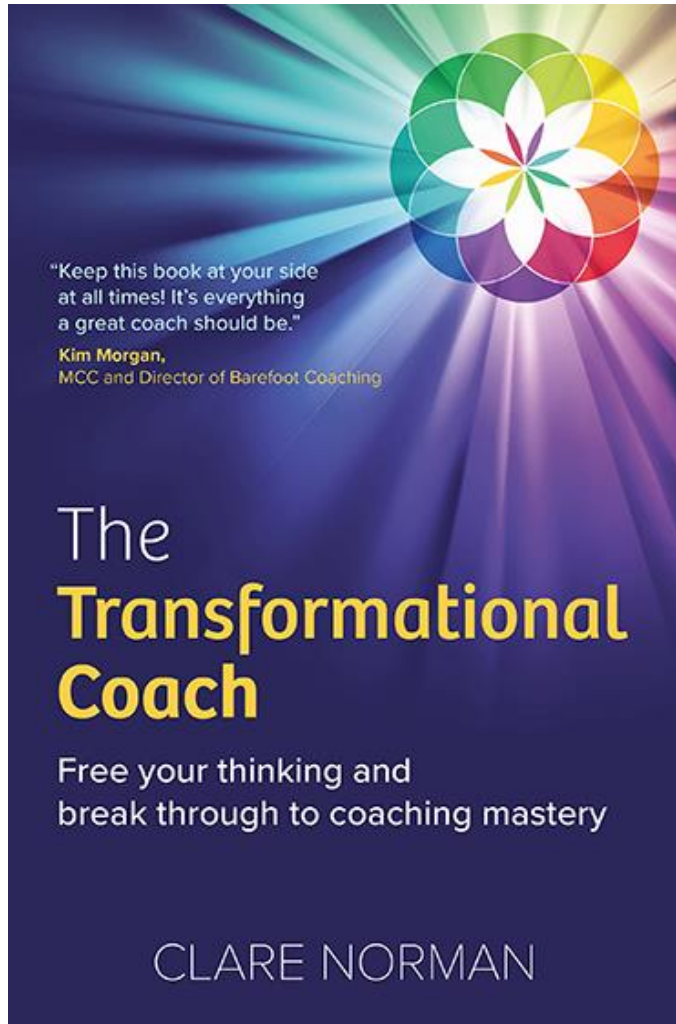
Tatiana Bachkirova's "3 Ps" of supervision and coaching

Philosophy	Your values, beliefs, theories, perspectives, assumptions...
Purpose	Your mission, intentions, outputs, results...
Practice	Your natural style, models and stance that support the above...

Doing more with less

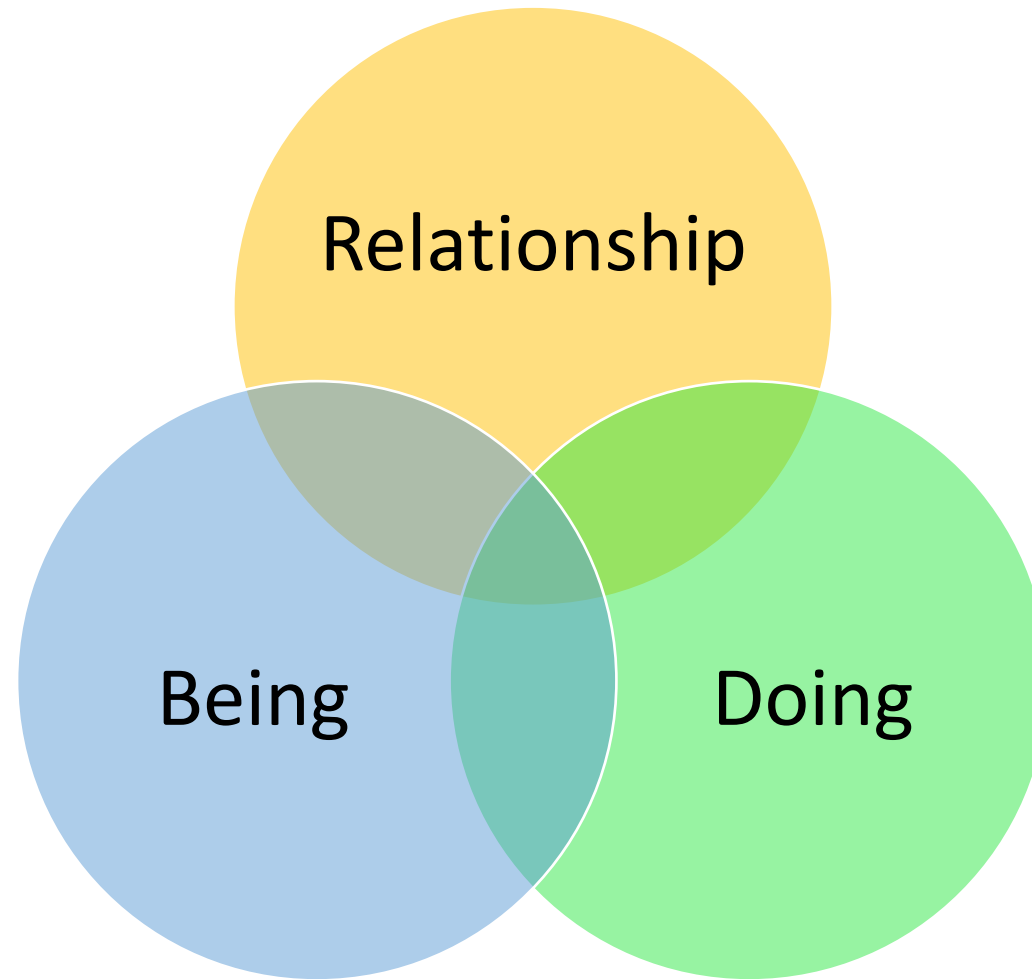


Maturity as a process of unlearning



From old mindsets to new mindsets e.g.

- Take fewer notes
- Be more present
- Let things emerge
- Try less hard
- Be playful
- Don't think of a killer question
- Be yourself
- Use own feelings as data
- Embrace not knowing
- Coach the system not the person
- Etc. etc.



“I'm a fighter pilot.
It's not what I am, it's
who I am. How do I
teach that?”



Top Gun: Maverick (2022)

Breakout: From doing to being

- How are you bringing your whole self into coaching?
- What is your way of being vs. doing?
- What kind of client might be best suited to work with you?





The Gift Shop

- What are you taking from today?



"NOW THAT I'VE SOLVED ALL MY PROBLEMS,
I THINK I'M READY TO CREATE MORE"

