



The Inner Critic Practices

# The Coaching Way

*Using a Coaching Approach to Help Others Thrive*

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## *Using a Coaching Approach to Help Others Thrive*

This program is for managers, leaders, consultants, and mentors who want to increase their impact by incorporating coaching into their work. Coaching allows us to more powerfully: motivate team members, tap team potential, help others clarify their goals and priorities, and build more collaborative, resilient relationships.

This program is also for established coaches who want to deepen their skills and learn a unique perspective on and set of tools for their coaching.



# Why a Coaching Approach?

More and more, we understand that our greatest challenges – individually and collectively – are not the technical and scientific ones. They are challenges of collaboration and communication. They are challenges of compassion and expanding our capacity to hear and befriend across differences. And they are challenges of stewarding the self – of working skillfully with our fears, resentments, confusions, beliefs, and biases.

Pioneering thinker on leadership and business, Peter Drucker wrote, “The 20th century was the era of management. The 21st century is the era of self-management.”

The quality of our lives – and of our society – will depend on how we work with the potential and the limitations in ourselves.

Coaching is that work – uncovering possibilities and digging into challenges in us. It is about changing our outer reality from the inside out. It is a way of listening, asking questions, moving from distraction to focus, confusion to clarity, overwhelm to simplicity, and stuckness to movement.

# The Impact of Coaching Skills at Work

Research has found that:

- Over 70% of people who receive coaching demonstrate improved work performance, relationships, and more effective communication skills.
- Individual-level growth among employees – employees' ability to learn from training and apply their learnings – increases 39% with coaching.\*
- 86% of companies report that they recouped their investment on coaching and more.\*\*

For managers and leaders, coaching means you can bring out the best in team members, reduce your own workload and burnout by learning how to help others find their own solutions (rather than always feeling pulled to step in and rescue or advise). Coaching skills can also allow you to improve relationships with your team members – making work more enjoyable and fulfilling for everyone.

\*Ones, R. J., et al. (2015). The effectiveness of workplace coaching: A meta-analysis of learning and performance outcomes from coaching. *Journal of Occupational and Organizational Psychology*, 89(2), 249-277

\*\*ICF Global Coaching Client Study, Executive Summary, April 2009

# Curriculum Part 1: *Coaching Foundations*

## *Module 1: What is Coaching? Critical Mindset Shifts*

This module covers:

- What does it truly mean to coach someone?
- The four major roles of coaches and how to step into each
- The critical mindset shifts coaches must make
- How to step out of the advising and consulting stance – and what to do instead

## *Module 2: Transformative Listening*

Next, participants will move into the special way that great coaches listen, and learn:

- The kind of listening that generates impact in coaching – and the kind of listening that does not
- Practices to develop their ability to do transformative listening – listening that transforms the person being heard
- How to quiet the mental chatter (self-doubts, worries, judgements, overthinking, and other distractions) that get in the way of their listening

# Curriculum Part 1: *Coaching Foundations*

## *Module 3: Meeting Clients with Reverence*

Coaching is transformative in part because it is an experience of being witnessed, cherished, and met with a particular kind of care. This session looks at:

- What allows them to bring greater care and reverence to coaching, so that, for the client, coaching is an unparalleled experience of being met with attention and support
- The difference between meeting with reverence versus more conventional stances of praising, pleasing, or cheering on
- The biases and judgements that block reverence, and how to work with them

## *Module 4: How Coaches Contract Themselves to Enlarge their Impact*

In this module, participants will learn:

- When to bring themselves forward as a coach, and when to step back
- What to do with our “I” statements as coaches (opinions, wonderings, ideas)
- Which questions to ask in a coaching session, including the kinds of questions that lead to unhelpful detours and wasted time, and the kind that are most powerful for the client

# Curriculum Part 2: *The Arc of Coaching*

## *Module 5: An Introduction to the Coaching Model*

In this module, participants will learn:

- The arc Tara sees in her most powerful coaching conversations, and how you can bring it into your work
- What it means to “coach the client, not the issue,” and how to do this
- Powerful tools to make coaching more easeful for you – and to tap the full wisdom of your clients

## *Module 6: Unravelling What’s Present*

In this module, participants will learn:

- How to effectively help a client name and process whatever is happening for them
- How to ensure the client doesn’t get stuck in the story of what happened, resentment, or repetitive thinking but can efficiently move in to coaching and a perspective shift

# Curriculum Part 2: *The Arc of Coaching*

## *Module 7: Shifting the Perspective or Energy*

In this module, participants will talk about an exciting part of the coaching process: when a client's perspective changes as a result of the coaching process. This includes:

- A robust portfolio of tools to create motivational and mental shifts in those you coach
- How to know when a perspective shift has truly occurred
- What to do if it seems like a perspective shift is just not happening
- How to discern when your client is falling into “good student habits” to please you as the coach versus having a true shift in perspective

## *Module 8: Powerful Tools for Shifting*

In this module, participants will learn about and get to practice tools for creating perspective and energy shifts in clients. These include:

- Inner mentor work
- Discerning and using core values
- Stepping into new energies
- Using movement, imagery, and music to support coaching

# Curriculum Part 2: *The Arc of Coaching*

## *Module 9: Deepening and Rooting the Perspective Shift*

In this module, participants will look closely at how they guide the client to revisit their challenge from the new perspective they have arrived at through coaching. This includes:

- How to guide those you coach to revisit their original problem / question from a different energy or perspective
- How to help the perspective shift take root in the client, so it stays with them long after the coaching session and fuels new possibilities in their work and life
- Next steps and action plans. Many coaching approaches advocate for guiding a client to a time-bound action plan 100% of the time. We'll talk about why, in some cases, that is not the most powerful way to help the client move forward, and explore a more nuanced approach.
- Two special topics: how to be with and work with silence in coaching sessions, and how to be with and work with tears. Comfort with both is essential for powerful coaching!

## Curriculum Part 3: *After the Course*

In our final Conclusion and Celebration sessions, we'll review what we've learned, deepen our practice of new skills, and look closely at how the tools and practices integrate with one another. And, of course we will celebrate together!

## Curriculum Part 4: *Integration and Conclusion*

After the formal close of the course, the journey doesn't end. Participants will continue to receive a number of resources to support them:

- Ongoing access to the course website where you can easily download all materials and recordings whenever you want.
- Ongoing membership in our private online discussion group, which stays open after the course.
- An invitation to attend any future sessions of the course – for free! Our alum participate again at no cost.

# How the Program Works

**1. An online, flexible format.** Participants will meet online via Zoom, and you can attend live or view the recording, or any combination you'd like. All sessions are available as video, audio or transcript, so you can also review sessions anytime, in a format that works for you.

**2. Experiential learning.** In the live sessions, there will be teaching time, coaching demos, reflective work, and Q&A. Our courses have such strong retention and engagement because we keep things participatory, dynamic and focused on the most impactful information and exercises.

**3. Practice sessions.** For all who desire, there will also be time to try out and practice skills by coaching and being coached by others, with support and feedback from our team, as well as debrief discussions.

**4. Ongoing learning.** In between our sessions, learning will continue with exercises, experiments, and journaling worksheets to allow you to practice the new skills in your daily life and work.

**Dates:**  
March 24 – May 26  
Tuesdays

**Session Times:**  
12 pm – 2 pm  
Pacific

**Tuition:**  
\$1425 USD

# About Tara Mohr

Tara Sophia Mohr is an expert on women's leadership and well-being, and an author, educator and coach.

Tara is the author of *Playing Big: Practical Wisdom for Women Who Want to Speak Up, Create, and Lead*, published by Penguin Random House, and named a Best Book of the year by Apple's iBooks.

She is the creator of the pioneering **Playing Big leadership program** for women, and **Playing Big Facilitators Training** for coaches, mentors and managers who support women in their personal and professional growth. Her work has been featured on *The Today Show* and in publications ranging from *The New York Times* to *goop* to *Harvard Business Review*.

She has been a speaker at venues and companies including Watermark, TedxWomen, Emerging Women Live, Yelp and Intuit, and her Playing Big model has been part of leadership development programs at Starbucks, Google, Zillow, Bank of America, and many other companies. The Playing Big concepts have also been incorporated into middle and high schools in the US and UK to support girls' leadership development.

Tara received her MBA from Stanford University and her BA in English Literature from Yale University. She lives in San Francisco and loves dance, art, and long walks with her family. Learn more about Tara [here](#).



# Past Partners Include...

- Adobe
- Bank of America
- CVC Advisers
- Goodreads
- Google
- Kirkland & Ellis, LLP
- KPMG
- Nokia
- Permira Advisers
- Puget Sound Energy
- Starbucks Corporation
- Verizon Media
- Walmart
- Yahoo!
- Yelp, Inc.
- Xerox
- Zillow

- Bill and Melinda Gates Foundation
- Haas Business School, UC Berkeley
- Harvard Business School
- The White House Project
- United Way
- Management Today
- N.E.W. Executive Leaders Forum
- Professional Business Women of CA
- Society of Women Engineers
- Watermark Conference for Women
- Women in Bio



The Playing Big approach has garnered attention in...



# Leaders Speak About Tara Mohr's Trainings:

“We were thrilled to host Tara Mohr’s Playing Big peer mentorship program. As an executive sponsor and one of 170 participants at Starbucks, it had a profound effect on me, my family and my awareness of the inner obstacles we all must confront and harness to become better leaders and to live happy and rewarding lives. We can all be supermen and superwomen. The response was so great that we’re looking forward to continuing the dialogue and engaging more partners (employees) in upcoming sessions.”

Hans Melotte

*Executive Vice President, Global Supply Chain, Starbucks Coffee Company, and executive sponsor of the Starbucks Women’s Development Network*



# Leaders Speak About Tara Mohr's Trainings:

"While I trusted that Tara would be insightful and bring value as a presenter, I had no idea how powerful the impact would be to each and every life in the room. As a speaker, Tara is powerful, graceful and engaging. She not only engages the room, but she creates the magic that allows the guests to really connect at a deeper level with themselves. I'm so happy I invited her."

"After the course, I received feedback that my leadership presence had dramatically shifted. I was showing up clearer, stronger and more vibrant. I was leading with less 'noise' yet greater impact. I now take on challenges with elevated curiosity, thoughtful and intentional communication, and an overall more confident way of being. This catapult in growth has been validated by performance reviews, feedback from peers and (most exciting) the trajectory for which I see (and am driving) my career and future."

Regina Perata  
*Director at Nike*



# Leaders Speak About Tara Mohr's Trainings:

“Tara is a brilliant Playing Big guide. She challenges women using courage and compassion to stop playing small and take a leap to achieve the breakthrough that they know is possible but don't know how to make happen. Tara has a game changing approach.”



Trudy Bourgeois  
*President & CEO, The Center for Workforce Excellence*

# Leaders Speak About Tara Mohr's Trainings:

“Tara’s classes have completely changed the way I think about leading and mentoring inside and outside of the workplace. I have a box of *Playing Big* books under my desk to give away to whoever asks for one, because I find Tara’s approach so effective and wise. It has changed my life, and it might change theirs.

“Taking the *Playing Big* class gave me a critical set of tools to work through feelings and behaviours that held me back. The *Facilitators Training* taught me how to use these tools to mentor and coach women around me that want to play bigger. Tara’s approach gave me a strong conceptual framework and words to describe and deal with our inner critics, our fears, our discomfort with feedback and criticism, and our resistance to act on the very things that we care about the most.”



Antonelle Pavese  
*Senior Staff UX Reseracher at Google*

# Leaders Speak About Tara Mohr's Trainings:

“I have gone through numerous leadership trainings (covering many of the same topics), but Playing Big really struck a chord. Maybe because we are focusing on ‘women specific’ challenges for each topic, but mostly because of the delivery – the images used, the targeted questions raised, and the practical exercises used to bring it home and make it personal. I had numerous ‘ah-ha’ moments – there is no doubt playing big has helped me unlock what was holding me back and is setting me up for a successful return after my maternity leave.”

Valerie Pisano

*Engagement Manager, McKinsey & Company*

# Leaders Speak About Tara Mohr's Trainings:

“When I facilitate leadership journeys for senior women executives, I often use a selection of the Playing Big tools. I have rarely found tools that have such a profound impact in such a short period of time.”



Dr. Tanvi Gautam  
*Founder, Leadershift Inc.*

# Leaders Speak About Tara Mohr's Trainings:

“Tara’s Playing Big model has made a significant difference in my career, and through me in the careers of women I’ve mentored. In working through the exercises, I learned to make friends with my inner critic and to recognize when I was limiting myself through self-talk, communication style & other habitual patterns. This greater compassionate self-awareness has not only allowed me to grow, it has also helped me to be a better mentor to women I manage. It has been so satisfying to see them grow and thrive.”

Eleanor Bell

*Director, Operations and Finance, HVTN,  
Fred Hutchison Cancer Research Center  
Former Director of Strategy Planning & Management,  
Bill & Melinda Gates Foundation*

