

FOREWORD

TRIPLE IMPACT COACHING

The focus of Triple Impact Coaching is *Use-of-Self*. It is simple, profound and infinitely complex – all at the same time. Our experience of this phrase over the last two decades has provided us with rich examples of talented individuals in the helping professions developing options where they had felt blocked, reflecting before taking action and checking what is going on inside them before attempting to influence others.

We know the value of instruments and tools of the trade in all of our various professions. We also know that there is a temptation to attribute the success of our work to the technical tools or strategies that we use and the accompanying belief that all we need to do to increase our range of effectiveness is to acquire more of these tools.

The simple theme of this book is to pay the most attention to the person using the tools, meaning oneself, rather than focusing on the design of the tool. An excellent tool in the hands of a struggling professional can do great damage while an imperfect tool in the hands of a true craftsman can morph into an awesome impact at individual, team and organizational levels.

What is explored in this book is a bit different from the adage, Know Thyself — it asks the practitioner to pay attention to the process by which we make our choices and decisions. It is all about how we choose to perceive the world, how we expand our choices, and then, and only then, decide what to do in the specific situation at hand.

If we listen carefully and inquire deeply, we can begin to see how

easily we fall into habits that become automatic and that literally take us away from the process of choosing how to perceive, understand and take action. Habits may simplify our lives, but they also dull our awareness. And it is not long before we literally forget that we are making a choice, but rather think we are simply doing what needs to be done.

Expanding our range of choices and recovering our awareness of the possibilities before us before taking action is the business of *Use-of-Self* in Triple Impact Coaching. Staying open, as stress and the level of demand for action increases, requires each of us to develop support systems and feedback processes so that we are able to deal with sound and current data, to influence in the context of supportive relationships and to continually adapt to the unfolding situation in front of us. With practice, one can develop this action research process so that we are actually in a flow with our work and our interactions with others. That is where the complexity comes into play. It requires us to think in terms of systems dynamics rather than using a simpler cause and effect mental model.

Use-of-Self is a framework for putting theories into practice. Core concepts of Rogers, Maslow, Satir, Jung and many, many other theorists can be put to use if we simply grasp the importance of “on-line” self awareness, reframing what we or others initially may perceive to be important, allowing and encouraging observations from many different vantage points.

These are the tools which allow us to influence the quality of relationships which in turn can facilitate, block or distort our intended outcomes of our work. In this sense, each of us is a theorist about the conditions under which we can draw on the wisdom of those who have contributed to the literature. We can learn much about the

conditions under which we are likely to be helpful to others and, on a good day, we can even influence how our clients can use themselves more effectively in their roles as leaders, change agents, facilitators, managers or influential role models and coaches.

Triple Impact Coaching is intended to help you, the reader, further develop your own framework for using yourself creatively and constructively, while coaching your clients to be more effective in their work. Hopefully it will support you in the continual expansion of your understanding and your capacity to be at your best. There is also a possibility that you will find yourself developing your own ideas, theories and concepts about how any individual can continually enhance their own use of themselves for the collective good. In other words, you will become your own scholar-practitioner, adding your own experience to that of others and passing it along to those who also have a passion for reaching their full potential.

Happy reading, experiencing, growing and performing!!

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