

Cumulative Coach's Worksheet

CHAPTER TWO REVIEW

Identifying Our Stories, Stances & Scripts

As we have gathered from Horney, Bowlby, Ainsworth, and Kegan throughout the first two chapters, our early attachments, history, and internal landscape greatly affect our role as a coach. If we are committed to being great coaches for the leaders we work with, identifying our stories, stances, and scripts is essential.

After reflection on your early stories, history, and internal landscape, how have they shaped your strengths as a coach?

Name those strengths!

In what ways have your stories and stances impeded your work as a coach?

Understanding Our Root Stories

The important connection for us to make as coaches is that the experiences we have growing up invariably shape the stories and stances we live into. While our work as coach is not focused on deep-seated issues of one's childhood, the reality is that we all bring our childhood with us into our adulthood. The extent to which we adapt and update our stories and stances depends almost entirely upon our ability to see them. This is good reason to understand this terrain and appreciate the origins of our longstanding stories and stances in life.

We think we tell stories, but stories often tell us, tell us to love or hate, to see or be seen. Often, too often, stories saddle us, ride us, whip us onward, tell us what to do, and we do it without questioning. The task of learning to be free requires learning to hear them, to question them, to pause and hear silence, to name them, and then become a story-teller.

— Rebecca Solnit (2014)

You have likely recognized some of the adaptations you made to thrive in your family system and some resulting habits you have carried with you. Are you able to identify any old habits you would like to adjust?

How might small adjustments impact your work as a coach or a leader?

Could you build a daily habit that might support making any adjustments that would serve you?

Internal Landscape

Weaving all these perspectives together begins to stitch together a complex story and our insights provide a deeper understanding of our internal landscape. When we examine and understand these in ourselves, it makes it easier to turn the understanding toward others. This draws us closer to appreciating the origins of our stories and those of our clients. We can then, in turn, step back and see the client's circumstances and challenges with greater clarity.

WALKING IN THE CLIENT'S SHOES WITHOUT WEARING THEM.

How can understanding your client's history and internal landscape enable you to serve them better as a leader or coach?

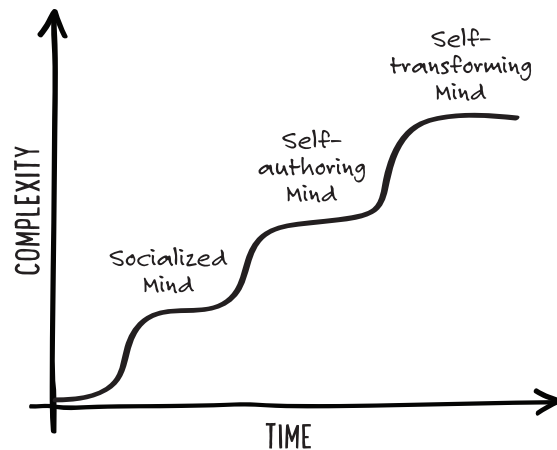
How have you seen this enacted in your experiences with clients in the past?

Kegan's Theory of Adult Development

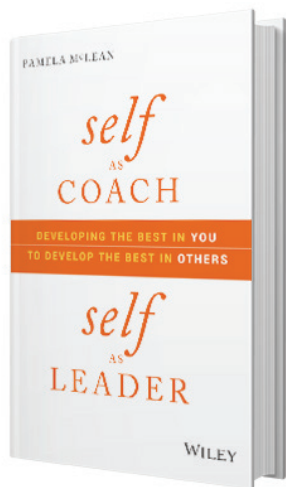
Kegan's work integrates the conceptual frameworks of attachment theory and Horney's work into the tasks and opportunities. Theories of our development spanning across the adult life also provide a useful backdrop for understanding our Self as Coach and our client. Kegan's theory of adult development provides a view into how we can continue to develop long after our early attachments are embedded.

Kegan's work provides a broad view of how we develop as we shed or adjust old stories and stances. How might his work be useful to you in your work with your self and others?

Keagan's Transformation of Self



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About the Author

Pamela McLean, PhD, is the CEO and cofounder of Hudson Institute of Coaching, an organization providing a full suite of coaching services inside organizations and widely known as one of the leading coach training programs in the United States for over 30 years. McLean brings more than three decades of experience as a clinical and organizational psychologist, a master coach, coach supervisor, and leader and contributor in the field of coaching. McLean has written extensively and authored [The Completely Revised Handbook of Coaching](#) (2012) and [LifeForward: Charting the Journey Ahead](#). (2015).



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