

Chapter 8

Retracted Coaching Communication: A Conceptual Framework for Coaching Clients Toward More Emotionally Intelligent Intrapersonal

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ABSTRACT

Coaching has been described as a process of partnering with clients in a thought-provoking/creative way to inspire them toward maximum personal/professional performance. Often, that work comes down to two major tasks: helping the client communicate more effectively with key stakeholders in their lives and helping clients communicate more healthily with themselves. Yet, despite the salience of this statement, few academic pursuits work to ground the coaching process in the art of emotionally intelligent communications of the interpersonal and intrapersonal sort. This chapter proposes a research-based paradigm for theoretically and practically conceptualizing the coaching process in this way. Utilizing a pracademic approach, analyzing case study, and employing the use of valid and reliable scales, this author puts forth an argument for coaching

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as an effective process in facilitating the improved emotionally intelligent interpersonal and intrapersonal communication of coaching clients.

INTRODUCTION

Coaching has been defined as “a facilitated, dialogic and reflective learning process that aims to grow the individuals or teams’ awareness, responsibility, and choice... Partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential” (English, Sabatine & Brownell, 2019). As a scholar-practitioner in the field, this author has witnessed the usefulness of this process in a myriad of approaches - within lifestyle coaching, executive coaching, crisis intervention, and long-term strategy planning. For many coaches, the work comes down to two major tasks: helping the client communicate more effectively with key stakeholders in their lives and helping clients communicate more healthily with themselves. This takes the form of a two-pronged approach for improving how clients talk to themselves and others.

Talking To Others

The most common need for clients when talking to others seems to be in crafting and delivering well-balanced messages that are neither passive nor aggressive. A large part of the coaching work with clients is in moving them into effective communication approaches in which they are able to hold others accountable, while also remaining compassionate; able to ask for what they need, without behaving in ways that are entitled; able to build boundaries while also building community. “Communication involves a balance between knowing when to speak, when to listen, when to let others speak, and when to wait” (Cai & Fink, 2012). Helping clients to do this can often involve helping them understand how communication was modeled for them, and where they learned to communicate as they do. It can also be important to help them identify and manage deeper motives for expression. Equally important, is the ability to expose them

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