

MCS

# Master Coach

Series Vol. 2

## “Directed Evolution”

Taking Charge of Change  
FROM ICF MASTER CERTIFIED COACH

*Michael Stratford*

*“Supporting Coaches to Achieve Masterful Coaching”  
“Supporting Clients to Achieve Masterful Lives”*



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Volume 2

## **Directed Evolution:**

Taking Charge of Change

**By Michael Stratford**

"Supporting Coaches to Achieve Masterful Coaching"  
"Supporting Clients to Achieve Masterful Lives"

## Dedication

For Carly, an amazing coach, the love of my life and my “true north”, and Matthew, for returning me to my love of play and curiosity, and for all the coaches and clients who have been instrumental in my own Directed Evolution.

# Acknowledgments

There is a long list of people to whom I am grateful. Many of them have been clients, and many are fellow coaches. For those of you who aren't listed, simply know that I know who you are, and I appreciate your contribution to me becoming who I am.

This book grew out of curiosity, and a demand. The curiosity has always been mine, a curiosity for how the world works, and in particular how people work. This investigation is both strange and wonderful and has grown me tremendously.

The demand was to produce material for a workshop to train coaches. Given that I have a "thing" about not showing up to lead a workshop without material, it was easy to discover what it was that would really support the coaches in their training so they could both coach well, and hopefully transmit some ideas to their clients.

The person who is most responsible in this whole process is Jay Perry, my longtime coach, and even longer time friend. He has provided wisdom, humor, patience (god knows he needed it at times to coach me), and a constant unwavering belief in me.

I wish to also thank Deb Giffen, my longtime partner in creation of material for training coaches. She is truly a gifted coach but more importantly a champion for potential of the human spirit. She believes in me unquestioningly. This is a truly remarkable gift.

I am grateful for Sheila Kutner, my first business partner who gave me the experience of collaboration founded in love and appreciation for another's differences. She is an amazing coach, and a more amazing woman.

While I would like to thank all of the teachers I've had, a few stand out in particular: Bonnie Cogbill for believing in my acting talent and my ability to "become something." She was first in this list. Dan Fauci for challenging me to go beyond my beliefs to think for myself. Though I didn't always appreciate his methods, I am grateful for the stretch. Thomas Leonard for the uncommon vision to foster a profession where you can truly "have it your way," and to all the Teleclass Leaders, Colleagues and Friends at Coach U/Corporate Coach U/CCI and Comprehensive Coaching U who trained me and contributed to my evolution as a coach

I'd like to thank Ken Abrams as a personal advocate extraordinaire. He is the supreme example of giving regardless of getting back. His clients are blessed to have him.

And lastly, I want to thank my father who has been deceased for some time. He taught me that anything is possible. Not by what he said, but by what he did. And I've never forgotten it.

In the words of Shakespeare, one of my favorite writers, and a wordsmith of uncommon means, "I have no other words but thanks, thanks and ever thanks."

# About the Author

There are 2 ways to know Michael – professionally and personally.

First, in the coaching profession:

Michael was an early adopter of professional coaching, and by early 1999, he had already been awarded the prestigious ICF Master Certified Coach designation. Among his first clients in 1995 was a lead singer in a rock band, and he soon earned a reputation as the 'Rock Band Coach', helping 15 bands achieve a level of excellence in communication and team performance, that led him to coach some of the top Fortune 50 executives in personal and team performance.

Using leading edge teleclass technology, Michael has trained thousands of coaches worldwide, for Coach U, Corporate Coach U, Comprehensive Coaching U, and in person coach training for Coaches Certification Institute. He has developed coach training curriculum for many of these organizations, as well as designing an in-house Manager-to-Coach Training Program used in corporations. A prolific and published author, Michael has also written children's stories, Haiku, Plays produced off-Broadway, The Master Coach Series Vol. 1-3, a chapter in "Achieving Extraordinary Success as a Coach, and the soon to be released "The Game of Coaching".

Michael is an engaging and articulate presenter, who will have you laughing while you learn. He has given

presentations internationally on topics ranging from Irresistible Attraction and Coaching Skills, to Masterful Questions and Coaching Hungers, to Communications, Compelling Presentations, The Creativity Connection, The Game of Your Life, The Game of Your Business and his favorite topic, Playing Your Way to a Great Life.

Michael has a light and playful approach, yet through his masterful coaching and training, he quickly reveals a depth of knowledge and understanding on a wide range of human and organizational issues.

The second way to know Michael is as "regular guy". Michael has had over 56 different jobs (he counted), and four careers (including Coaching, Actor/Director on Broadway and TV, VP of Operations for PSA/USA, and a General Contractor in Manhattan).

Much of his learning and love of Play was released through interacting with his son Matthew. His latest adventures include: being delightfully newly-married to a wonderful Aussie Coach named Carly, who is his "A to Z and then some," moving to California where snow is a choice, and....Having the most fun he's ever had, launching his "Game Of... Play your Way to Success" series of books, tapes, workshops, on topics such as The Game of Your Life, The Game of Your Business, The Game of Leadership, The Game of Money, and The Game of Relationship. You get the picture. Yes, he's "Chicken Souping" it.



# Introduction

Hi there,

Welcome to the second Volume in the Master Coach Series. This one is dedicated to Directed Evolution.™

Almost all of your clients are engaged in some kind of relationship with change. In the first category, it might be unwillingly, as in the case of a merger between companies collapsing two departments into one, or the downsizing of a business, a relocation, or even a relationship change like a divorce.

In the second category it is a desired change, one that is chosen by your clients. Those might be something akin to choosing to lose weight, or a career shift or getting a new mate/partner in their life. In either case, the challenge of change is how to make it stick.

There are many examples of people who have made a change and have simply rubber-banded back to the original position. Thinking about everyone's New Year's resolutions comes to mind as the most perfect example of what I'm talking about.

Directed Evolution for yourself and your clients is not only about being in the process of change. It is about the input, activities and environments required to keep evolving in an ongoing, flexible and easily maintained direction.

Basically, it's about giving external support for what is happening on the internal or "core being" level. It is

in the core being level that evolution occurs and informs the outside changes of behavior that we exhibit.

As human as we are, we are still input machines receiving influence and constant messages from the world around us. If we are going to make use of that world to keep ourselves moving toward our goals, we will need to create, direct, and support the process or the entropy of life will simply take over.

Besides, we are all evolving whether we like it or not. Wouldn't you want some more say in how, when, and where you evolve? And equally importantly, how to maintain your evolution once you get there?

That's what this mini-book is about. The dynamics of Directed Evolution, one's personal ecology, and the factors that contribute to sustained change. Mostly, though, it's about how to coach all these elements.

I will warn you that by reading this book, you may contribute to evolving yourself in your own Mastery of Coaching. Bye for now,

*Michael Stratford*

PS...I get help in this one from a guy named **PLRK!**<sup>™</sup> You'll see him around. He's a little primitive and stands for the combination of play and work.

\*\*\*At the back of the book is a request, offer and a shameless piece of promotion. Take a look if you like.

# From the Beginning

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# Evolutionary Reflections

Evolution has always been with us. It isn't something that has just appeared when Darwin came around. He didn't "discover" it as much as he noticed it and then illuminated how it works, or at least how it seems to work. Since then many scientists have attempted to clarify all its functions and its operating system for want of a better phrase.

Evolution is everywhere. It's present in the evolution of a biological form or the evolution of language. And whether it's the evolution of a principle regarding personal development or the evolution of a discipline like medicine, its all around us and observable. The net result is change over time in the direction of survival.

**The questions have always been, "What determines the nature of the change?" And "What can I do to influence the change in the direction I want it to go?"**

Just as sometimes the climate in nature compels or supports the change in flora and fauna, sometimes the climate in society supports or compels the change in human beings. Our ability to change is deeply embedded in our "survivability" response mechanism.

Sometimes the changed is wanted, and sometimes it's unwanted. No matter which side the prompt for change falls under, evolution is ultimately about an organism adapting to its environment in a particular

way that supports its longevity. If the organism doesn't adapt, or the environment doesn't support it's thriving, it eventually disappears. The disappearance is demonstrated either by mutation or extinction.

Let's take the evolution of language for example. Language has at one and the same time been constantly evolving to be both broader and more specific in its usage.

As I lay basking in the sun recently, I was pondering the nature of the universe. What else is there to do when deeply relaxing?

In particular, I was wrestling with the whole Big Bang Theory and wondering what was there before that time. Recently, there were new scientific assertions about the discovery of the oldest planet found which rearranged our notions of how old the universe was. It is now touted to be X *more* billion years old.

What was there before? When did it begin? When did life as we can perceive it begin? Without going down the theological route, these were questions that ran through my sun soaked head. Although I have been given to flights of fancy in the past, I somehow knew these questions had an importance for me at this moment, so I let myself wander and wonder.

So, here I was, testing my evolutionary sun tolerance, while cooking like bacon waiting to be turned over. And my mind was cooking as well.

As I mentioned, I'd had difficulty before with this whole "What's the beginning of the Universe" question. It gave me problems I decided, primarily because I've been taught that everything has a beginning, middle and an end.

Well, my brain either was too far baked, or a blinding flash of the obvious came screaming into my head. It wasn't that the universe "always was and always will be" that was at the heart of my challenge. It was that as human beings, in the evolution of our language and desire to communicate with each other, we had created this "beginning, middle, and end," thing in a desperate attempt to be able to put our hands around something that was essentially paradoxical. The paradox is this. While things feel like they begin, and they appear to end, in one way, if we really look we can see that they simply morph or mutate into another state.

This is the "one door opens while another closes" idea. The boundaries of beginning, middle and end were artificial in the first place. They are/were a language construction that grew out of the evolution of our ability to reconcile our experience with the words we choose and use to explain that experience.

You could just as easily reference the physics principle that "matter can neither be created nor destroyed." Upon examination, we see that it is only converted into a different form of energy, on some subatomic level.

**This changed how I thought about everything.**

I could now see that my current profession as a coach was simply an evolutionary moment in time. Coaching had merely morphed from other professions skills, and disciplines that previously existed. And the precursors to those professions morphed from other professions, skills and disciplines that already existed, and so on. In a parallel fashion, my own participation in coaching metamorphosed from one experience to the next, from one job to the next, with no other "true" beginning other than one artificially assigned by me or someone else.

Beginning, middle and end therefore became illusions and a clearer image of the connectedness, and continuity of all things rose up undeniably within me.

It may have looked like my life began when I was born, but as we track lineage, so might we track that my energy was always present. It merely took a different form during the process of my conception. Certainly the sperm in my father was always there, as well as the egg in my mother, which had genetic precursors, and so on and so on as we follow the DNA back through time...

In fact, DNA didn't just appear out of nowhere, it mutated from something else. What it mutated from, I don't know. But it's less relevant to me where it came from than recognition that it has simply been transforming and evolving over time to the current manifestation called Me.

I also noticed that the artificiality of beginning, middle and end has been the source of much effort and

upset during the course of my life. When my father died I was upset at my loss, at the “ending” of our relationship, and in truth it looked like that to me at the time. Now however, I’m aware that he simply changed form, and so did our relationship. I still carry the resonance of selected memories, feelings, and associations of my father. I still have leftover behaviors and inclinations that were spawned from my father so in truth, although his corporeal form has changed into essential elements, which is what he was composed of anyway, he is still with me. And in being with me, he is also being passed through me into my son, my interactions in the world, and my activities on a daily basis.

So, has he “ended?” I say not. Is he in the form I once knew him in? No, but then over the years he never stayed fixed in the form I once knew him in when I was a child either. He aged, he grew inside and outside, and he was as we all are, ever changing, ever evolving.

This is enormously freeing for me. It allows me to see what experiments I might want to participate in, in the name of directing my next internal or external evolution. I, like everyone and everything on earth, am evolving. Whether it’s in a spiritual direction where we all connect, and evolve to peaceful beings loving each other, I don’t know. We might just as well be headed for oblivion at dinosaur central, I can’t tell right now. What I do know is I am, adding to my “survival quotient” by the activities, the input, and environments I now choose to participate with.



It is the choosing or conscious creation that adds to my Directed Evolution. Otherwise, I am simply at the mercy of the influence of world around me, and like the dinosaurs I will either survive or disappear under that influence.

Don't people in business say "you'll need to either adapt or perish." Isn't business an example of survival of the fittest, even if "fittest" is defined in a different way than the time when our cave ancestors walked the earth. What is the definition of "fittest" now? Is it just someone who eats vegetables, goes to the gym regularly and gets enough rest? Or is it someone who is consistently connected to their spirit and soul while following through on their life purpose. It might be if the world you travel in regards that as what's necessary to advance, thrive, and therefore survive.

What was once a corporate behavior of sharking your fellow employees in order to survive or get ahead might now be the very skill set that gets one eliminated from the newer, more evolved, user friendly, diversity sensitive, "team" environment that many corporations are now exhibiting.

## **The point of the personal ramble:**

So, here's what it comes down to. Since there is no beginning, middle or end unless we choose to see it that way, and since we're evolving whether we want to or not, just as the simple, natural response to our "environment," we might as well have something to say about where we go, and who we become.

We can make it easier by choosing what will support our becoming, or we can roll along taking whatever comes and keep adapting to it, albeit unconsciously. Therefore, Directed Evolution is about engaging with, influencing and supporting who we, and therefore our clients become. Now, you can play at this Directed Evolution Game, and make it great fun, full of joy, lightness, and adventure, or you can work really, really, \_\_\_\_\_\*\*\*\* hard and difficult. I prefer to take the advice of my primitive friend below.

\*\*\*\*(fill in as many really's as it makes sense for you)

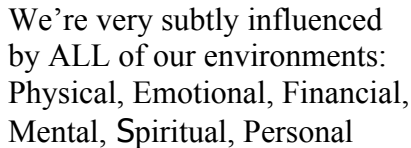
**PLRK!**



# Personal Ecology

Despite the constant state of change that surrounds us, we all tend to live in fairly stable environments or eco-systems.

Our home environments have a consistent type of furniture or style of decoration—even if we move these things from place to place. Our work environments reflect a fairly consistent pattern of abundance or scarcity—even if we change jobs. We have a typical state of order—or disorder—that pervades both our home and work environments.



We're very subtly influenced by ALL of our environments: Physical, Emotional, Financial, Mental, Spiritual, Personal



These physical environments affect us in many subtle and not-so-subtle ways. And we have far more than just physical environments affecting us. We're also influenced by:

- Our emotional environments—created by our relationships with our family, friends, neighbors and co-workers.
- Our mental environments—influenced by the books we read, challenges we face, resources

we have available, people we interact with and activities we are responsible for.

- Our spiritual environments—influenced by our depth of connection with a spiritual path, religious beliefs, or a spiritual community.
- Our financial environments—reflected in the money beliefs around us, the objects we buy, the places we frequent, and the conversations or input we get from society, and others.
- Our personal environments—exhibited by self-care we participate with, how we choose to present ourselves, the food we use for life.

Because our environments tend to remain fairly static, we become habituated to them and don't consciously notice them and the affect they are having on us. It's often an eye-opening experience for our clients when we ask them to pay attention to their environments. To look at them with fresh eyes and to see if the elements of each environment are supportive or unsupportive of who they are now...and who they want to become in the future.

And there's another element that's equally important. Their environments may not have actually been "chosen" but are in place rather by default. Some clients have not fully connected their environments with who they truly are and the surrounding "invisible messaging" that emanates from those environments. This messaging either supports their growth and development toward their dreams or hinders it.

It can hinder it in two ways...first by sending negative messages of "you're not worth more, or you haven't

really put in the time to have something better, or you've left this undone.

Secondly, it can have the more neutral message inherent in it, one that neither advances nor pulls them backward. This effect is actually more insidious in that by not having an advancing energy, it's actually buffering and impeding. It is insidious because unlike the negative messages, which can be quite obvious in how they are blocking us, the neutral message is not as obvious and its "empty" energy is not calling attention to itself to be re-calibrated.

# Directed Evolution

The principle of Directed Evolution stems primarily from research in Biology. The principle has come about during attempts to redirect an enzyme to mutate into a particular result using a principle that synthesizes the change desired instead of waiting for nature to create the change.

Evolutionary mechanisms at work in nature assure adaptability to ever changing environments. Basically, we're already built to evolve. However, evolution doesn't work towards any particular direction or goal; the underlying processes occur spontaneously and in many ways, randomly during reproduction, and the byproduct is often survival of the original-now adjusted organism. In contrast, directed evolution has a defined goal, and the key processes, "mutation, recombination and screening or selection," are controlled by the person instituting the experiment.

What makes coaches distinct from other professions may well be that they support the process of directed evolution with a client instead of merely "making their circumstances better." While others may help the client solve their problems, (and the coach does as well to some degree) the coach is more interested in helping the client's being (the "who" of them) evolve into the person they wish to become that would have the goals, dreams, and aspirations be present all around them. The coach is also invested in the process whereby the client achieves the combination of evolution and matching "toys" that are desired.

## **Directed Evolution**

The quality of the experience during the process is of course the client's agenda and the coach is committed to them "having it their way, while getting there in their own way."

To this end, the principles of Directed Evolution become powerful tools to enhance the clients' natural evolution by generating and creating environments that both pull them forward, support and sustain their being when they arrive at their goal.

# The Five Stages of Directed Evolution

The five stages of directed evolution are:

1. Collection of historical data
2. Directed evolution diagnostics (which includes comparison of the historical data to the patterns and lines of evolution, developing the lines for this situation, finding missing steps and extrapolating to future steps).
3. Synthesis of ideas and actions that will impact the desired direction.
4. Addition of variants and subtraction of detrimental elements.
5. Supporting the process and desired result of the Directed Evolution.

The way this book works is much like evolution. Not everything in it is linear, but it's all here. I invite you to discover the stages as they unfold throughout the book. If you really need it, there's a page with the sections corresponding to each stage at the back of the book. All you need to do is go there to see how each section fits.



# Observing Your Environments

Observing your environment takes a special frame of reference since things that have come into our environment have been brought there through a variety of reasons. It may be easy in some areas while it's difficult in others. It requires an objectivity, an almost laboratory type of examination and assessment as to what the true nature of the object is. Here's a story about what I faced as I was making just such an examination in my own life.

I had a bureau made of oak that came to me during the time I was living with my second wife. It was one of the magical items I had found in a pile of garbage buried beneath other rubble and several coats of paint. It was a classic example of the golden age of oak and I was certain it would be an antique of some value if lovingly restored to previous glory. And while it had the "gee I've found a treasure" quality to it, it also connected me to the time I was married. At that time, the apartment I lived in was "under repair" most of the time. It had its own buried treasure quality.

The apartment had been a "fixer upper" that I had never completely fixed up due to low income and a host of other justifications. It was a difficult time in the relationship with my wife. After she and I divorced, I kept the bureau for a while. After all, I did need somewhere to keep my clothes. And then

later when I moved out of that apartment into a new one I brought that bureau with me. Even though my financial status had changed, and I could afford a new bureau I was still reluctant to give it up. After all, it was "oak" and it suited my needs, "why waste money on a new one?"

The bureau was rife with the messages and reminders of my past existence that money was hard to come by, even though I was moving toward a new prosperous existence. In fact, I had never completely stripped and restored it. It was about 7/8ths finished. It served as a constant reminder that I had what people have termed a poverty mentality. I kept this bureau with its drawers full of unsupportive messages for many, many years after the marriage was over.

Fortunately, I got some support in letting this go from my new wife who quite rightly wanted nothing to do with leftovers from a previous marriage.

So I began to examine the environment I wanted to create to support the new me I was becoming inside. This new me was someone who believed that I was successful, capable, creative, imaginative and worthy of having my life be much nicer and easier than I had previously experienced.

So, I started my own investigation. I questioned what each piece of furniture was that I had in my house. How did it serve my new world? Who was the person who possessed it? How does he view the world and all its possibilities or opportunities? What does he think he's capable of or incapable of? An entire raft

of questions accompanied this process. And that's how it begins.

And now I've relocated across the country in a new home. This new home is undergoing the same examination. I have become a new me, a married me, a successful me and I'm curious as to how this home will support the me I'm becoming.

"What kind of hidden messages in my furniture and possessions did I bring with me?" This is now the overriding question. And I ask the question in the fullness of its power. What did I **really** bring with me? And my current assessment is, I have some of the "old" me left around, some of the "transition" me and some of the new me, or at least the most recent version of future me I can envision.

The old me is the one who thought it was great to be able to make things out of scraps and scavenge the upper east side of New York City for the castoffs of others who had more than I did. He saw the world through the eyes of "making do," that is, making do with what I could get given my circumstances. And I was brilliant at adapting things with my making do ability. I was an environmental McGyver.

McGyver was a US television show in the 70's where the lead character was always getting trapped in situations and then using his ability to grab whatever was handy and make a powerful escape mechanism out of it. He was brilliant at using a pipe, a laundry detergent, a wad of chewing gum, some fertilizer and an old ball of twine to make an explosive device.

I was masterful at creating out of lumber scraps and leftover parts something that was wonderfully useful in place of a piece of furniture. I prided myself on this ability not realizing it was also this misuse of my creativity that kept me stuck. For as long as I was able to "make do," I would never reach for more than I currently had or have the vision I could even have more. I was trapped by my own brilliance at adaptation. This brilliance of invention would be well used had I been trapped on a desert island all by myself but it was misplaced in an apartment in NYC.

The transition me was one who was caught in the middle of a major shift in who I perceived myself to be. It had a vision of possibility but was still grounded in an old reality. This man saw potential but hadn't quite taken the internal and external leaps that would make the potential become completely real. He had made some upgrades in how he selected what he brought in, and no longer scavenged for scraps but he hadn't yet drawn a line in the sand about what really satisfied his taste.

This transition me was a man straddling two worlds of prosperity and poverty. He was constantly shifting his weight back and forth to balance in one or the other world. And all the time he was fearing the complete step over onto the prosperity world. That fear was based in the uncertainty of my ability to maintain any kind of continuous and regularly profitable cash flow. This uncertainty I posited, would ultimately leave me having taken a big risk and landing back in the poverty world. In essence, I had

the information about the value of prosperity type thinking but it was stuck in my head and hadn't yet become visceral.

The new me is one who recognizes the power of possibility and lives it. He waits for the appropriate item and the means to purchase it. He takes his time to search and values the time instead of becoming impatient with the challenge of something that fits well. He has a standard of loving the objects that come into his home or he doesn't purchase them or invite them in. His defining question is "what truly fits me?" instead of what will suffice at this moment. He believes he will position himself to be at choice at all times eventually, and is patient enough to wait for it instead of feeling the compromising energy of "It will do for now."

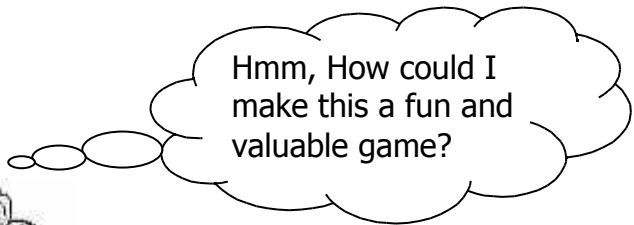
And while he is not ostentatious, he does appreciate fine things. He also appreciates space. Space has become a measure of abundance. It has replaced collecting objects as the yardstick. Once, in the old me stage, space meant "I can't afford it so I don't have one." Now space means "I can afford it and I don't want one." The experience is entirely different.

Currently, all 3 live with me. I am in the process of eviction of the old me, upgrading what needs upgrading in the transition me, and simply holding true to my standard of "If I don't love it, I don't want it around" as part of where the new me stands.

# Time to Work With Tools

You didn't really think there would be just stuff to read here did you? Not a chance, although you can just do it that way if you like. However, since I'm a big believer in practice and practicality, I've put something in that will take this from just reading the material to make it real and concrete. This may require that you actually get up and look around you, do some inner "quiet time" work, or create your own version of a log where you can track what you've discovered. In any event, I urge you to take this from your head into your heart and body and get some real value out of it for yourself.

If you're looking at using this in your coaching then I challenge you to ask deeper questions than just, "What's your physical environment look like?" or "How much does your current emotional environment match how you want/need it to be?" Perhaps some along the lines of "When you're the person you want to become, what will you believe about the world?"



I encourage you to be creative as you use this information in your coaching. You already have a myriad of ways to both listen for, ask questions about, and help your clients recalibrate their world in a linear fashion. And while that will always serve, I challenge you and your imagination to present it to your clients in a way that inspires them, or sparks their own imagination about this investigation, and makes the entire thing fun.

On the next few pages are prompts to have you look at for yourself, and listen for in your clients. Use these to get your own global view of what you, or they, are living in. Be bold. Look as objectively as you can in your evaluation, and here's my challenge to you: To take whatever information you uncover as part of your observation and vigilantly keep it out of the "I'm going to use this to judge myself" space. Keep it purely in the "Oh, is this what's going on there? Hmmm, How fascinating!" frame of mind.

It's only when we bring that kind of detachment to these observations that we are in a clear position to do something about them. Otherwise, we simply waste the energy of self-accusation for having our environment the way it is. This wasted energy could be much more usefully spent in both connecting within ourselves to see how we truly want it to be, and then taking action to make it that way.

# Tracking Your Environments

As a good anthropologist/cartographer knows, it's always useful to map out or chronicle the evolution of the environmental surroundings. The cartographer looks to gain a clear view of the topography. The anthropologist seeks to document the changes over time. The next few pages will allow you to be both. These will also be helpful to use with clients.

We can coach our clients and ourselves to get a clear picture of the landscape we're in and the forces that shape us. This puts our clients and ourselves in the choice zone.

Here's how this game works. On the following pages, you will encounter page with some descriptors about each of six environments to track. They are: Personal, Physical, Emotional, Mental, Spiritual, and Financial. As you enter each space of your total environment, read through to see which words grab your attention. Do this three times for each space.

The first time through collect descriptors for the area as it was **five years ago**. The second time, collect for the **current view**. The third time, collect for the **ideal view**. Collect 3-5 descriptors for each of the three timelines on the pages immediately following the "Space Descriptor" pages.

Given the range of possibilities I've only included a few here as prompts. You can add to the lists if there are descriptors that appeal to you that are missing.



This whole section of the book could be time intensive so I strongly recommend that you take it on at a pace that will allow you some concentrated energy and yet not wear you out. No process is fun if it beats you up in the doing.

Know when to take a break. It's a very evolved thing to do



Here's the last bit of instructions. Even the best anthropologists know they have to sift through a lot of seemingly relevant material to get the really great stuff. On the page right after your collection pages is a series of boxes with the labels "5 years ago," "Current view," and "The way you want it to be."

Your job is to sift through each list you made on the descriptor collection pages. Circle or check one word from each of the categories in each environmental space and place it in the appropriate box. Now you will have created the timeline of evolution for each of 6 environments. This will give you a picture of where you've been, where you are, and where you want to be. What to do with this data from there comes later.

The first step is to **identify our world in words.**

# Personal Space Descriptors

This is the space we (our being) live in...our body and what we immediately come in contact with that's about our well being and sense of our selves.

- Body: cared for, neglected, in shape, out of shape, healthy, unhealthy, young, old, flexible, strong, weak, inflexible;
- Hair: attractive, utilitarian, "fits" who you are/want to be, doesn't fit who you are/want to be, right/wrong color;
- Wardrobe: attractive, utilitarian, old, second-hand, trendy, comfortable, worn, faded, uncomfortable, wide variety, consistent, "fits" who you are/want to be, doesn't fit who you are/want to be;
- Accessories (jewelry, watches, eye glasses): attractive, utilitarian, wide variety, consistent, "fits" who you are/want to be, doesn't fit who you are/want to be;
- Food/Diet: healthful, convenient, comforting, energizing, water-rich, water-restricted;
- Activity Level: active, passive; activities-exercise= fun; activities-exercise = "obligation", consistent, sporadic;

Add your own items in the spaces below that seem most important to you.

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5yrs.

Now

Ideal

	5yrs.	Now	Ideal
Body	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____

Hair	_____	_____	_____
	_____	_____	_____
	_____	_____	_____

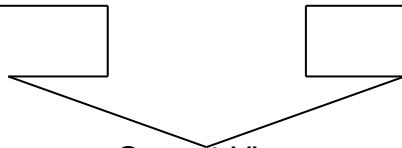
Wardrobe	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____

Accessories	_____	_____	_____
	_____	_____	_____
	_____	_____	_____

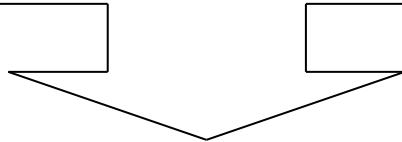
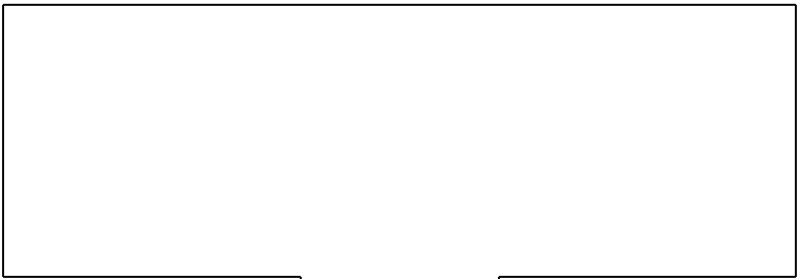
Food/Diet	_____	_____	_____
	_____	_____	_____
	_____	_____	_____

Activity Level	_____	_____	_____
	_____	_____	_____
	_____	_____	_____

Five Years Ago



Current View



Ideal View



# Physical Space Descriptors

This is the space we inhabit that is outside us...our home, our work, places we frequent.

- Size: big, small, spaciousness;
- Age: new, old;
- Condition: well kept, rundown, cared for, neglected;
- Composition: material, shapes, textures;
- Objects: many, few, simplistic, crowded;
- Organization: neat, cluttered;
- Environment: light, dark, fresh, stagnant, polluted, quiet, noisy; "finished," "in-progress," "unstarted";
- Aesthetics: beautiful, unpleasant, visually nurturing, visually draining;
- Climate: cold, rainy, sunny, nasty, mild

Having any fun yet?  
It's definitely an  
option worth taking.



Add your own items in the spaces below or highlight the ones from above that seem most important to you.

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	5yrs.	Now	Ideal
Size	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
Age	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
Condition	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
Composition	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
Objects	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
Organization	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____

Environment \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

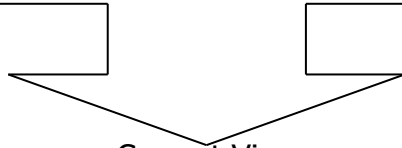
Aesthetics \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Climate \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

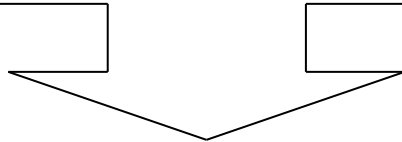
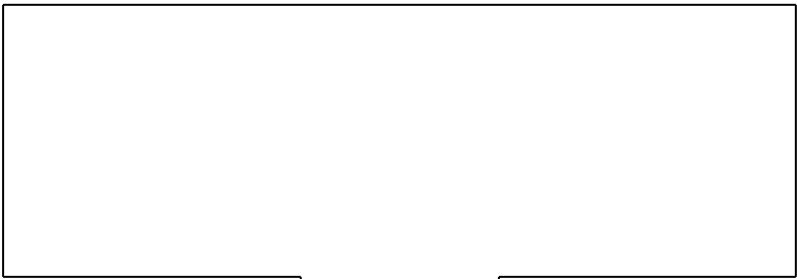


Congratulations, you've done two of these (if you've been doing them in a linear fashion). Is it time to take a break? Have a little fun, or try your favorite way to reward yourself. Then come back and keep sifting.

Five Years Ago



Current View



Ideal View





# Emotional Space Descriptors

This is the feeling space we live with...what goes on in our hearts. What's in there or not in there that we want or don't want. It's also what comes at us from the same place in others. It has a tangible effect on us on a regular basis.

- Qualities: loving, distant, warm, cold, nurturing, demanding, supportive, unsupportive, happy, sad, delightful, frustrating, peaceful, conflicted, encouraging, critical, energizing, energy depleting, calm, tense, joyful, depressing, shallow—surface interactions, deep—soul-level interactions, expressive, non-demonstrative, affectionate, aloof, proactive, reactive, large circle, small circle, relationship-oriented, task-oriented;
- Significant Other
- Inner Circle
- Current Family (spouse, children)
- Family of Origin (mother, father, siblings)
- Extended Family (grandparents, aunts, uncles, cousins...)
- Friends
- Co-workers
- Neighbors
- Community

Add your own items in the spaces below or highlight the ones from above that are most important to you.

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5yrs.

Now

Ideal

	5yrs.	Now	Ideal
Qualities	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____

	5yrs.	Now	Ideal
Significant	_____	_____	_____
Other	_____	_____	_____
	_____	_____	_____
	_____	_____	_____

	5yrs.	Now	Ideal
Inner	_____	_____	_____
Circle	_____	_____	_____
	_____	_____	_____
	_____	_____	_____

	5yrs.	Now	Ideal
Current	_____	_____	_____
Family	_____	_____	_____
	_____	_____	_____
	_____	_____	_____

	5yrs.	Now	Ideal
Family	_____	_____	_____
Of	_____	_____	_____
Origin	_____	_____	_____
	_____	_____	_____

Extended Family \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_

Friends \_\_\_\_\_

\_\_\_\_\_

Co-workers \_\_\_\_\_

\_\_\_\_\_

Neighbors \_\_\_\_\_

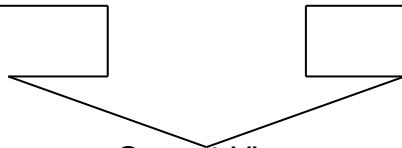
\_\_\_\_\_

Community \_\_\_\_\_

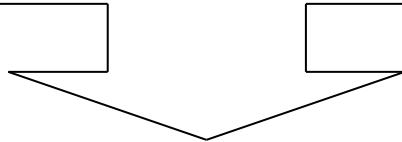
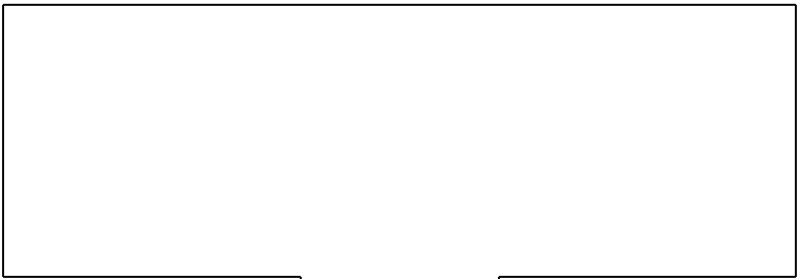
\_\_\_\_\_

\_\_\_\_\_

Five Years Ago



Current View



Ideal View



# Mental Space Descriptors

This is what we fill our minds with and what fills our mind. This informs our thoughts, affects our decisions, and creates the lens through which we see and interact with the world. It comes sometimes with our permission and choice and sometimes not but it always has an impact.

- Books/Reading material: plentiful volume, almost non-existent, enriching, challenging, goal-oriented, escapist, fun, career-oriented, personally-oriented, many subjects, focused area of concentration;
- Media (TV, movies, videos): drama, action, comedy, educational, exciting, mellowing, expansive, centering, thought-provoking, entertaining, all new, re-runs;
- Music: rock, classical, jazz, folk, alternative, diverse variety, consistent styles, expansive, centering, "young," "old,"
- Activities: classes, lectures, workshops, conferences, many subjects, focused area of concentration;
- People: enriching, dulling, nurturing, restrictive, exciting, boring, supportive/complementary, conflicting;

Add your own items in the spaces below or highlight the ones from above that seem most important to you.

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**Directed Evolution**

5yrs.

Now

Ideal

Books \_\_\_\_\_  
Reading \_\_\_\_\_  
Material \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

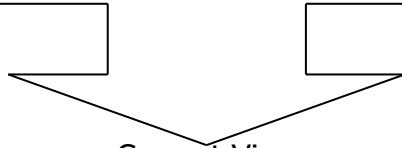
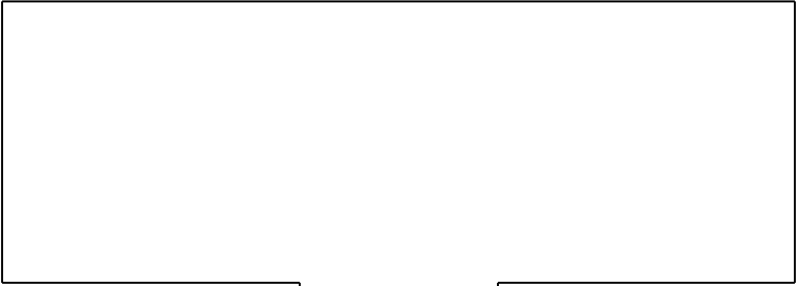
Media \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Music \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

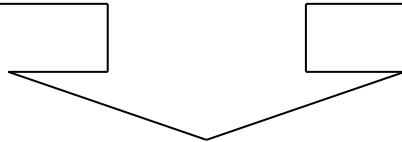
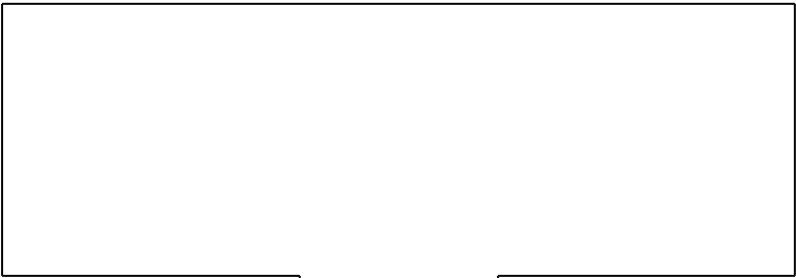
Activities \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

People \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

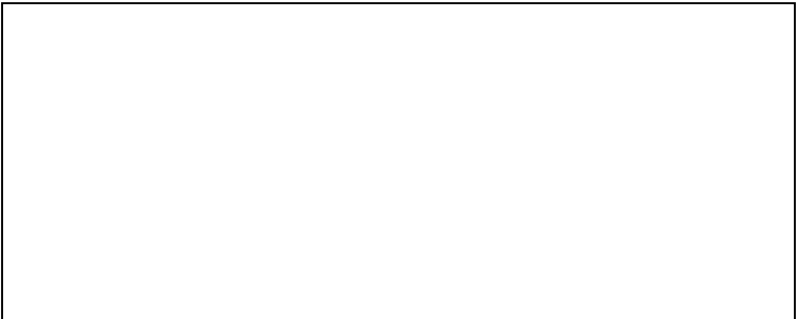
Five Years Ago



Current View



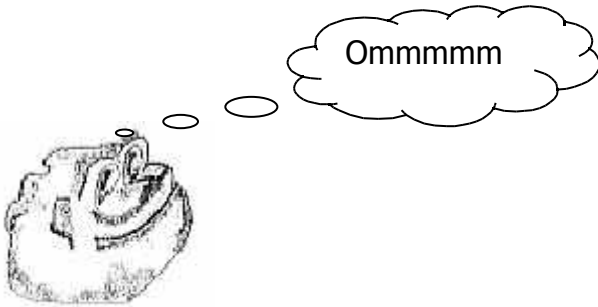
Ideal View



# Spiritual Space Descriptors

This is about our place in the universe, our soul and the attendant philosophies and beliefs that influence how we live with our selves and with others. It is part of the code we live by, our own personal credo elements whether they have come about through our own inner journey of discovery or we have acquired (intentionally and unintentionally) through others' input.

- Personal spiritual connection: deep connection, disconnected, constant, sporadic, consistent rituals, changing practices, solitary, community-oriented;
- Religious beliefs
- Spiritual community
- Spiritual connectors: people, books, places



Add your own items in the spaces below or highlight the ones from above that seem most important to you.

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**Directed Evolution**

5yrs.

Now

Ideal

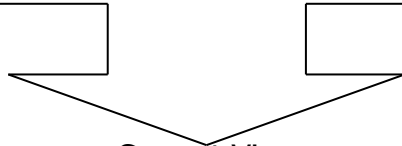
Personal	_____	_____	_____
Spiritual	_____	_____	_____
Connection	_____	_____	_____
	_____	_____	_____
	_____	_____	_____

Religious	_____	_____	_____
Beliefs	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____

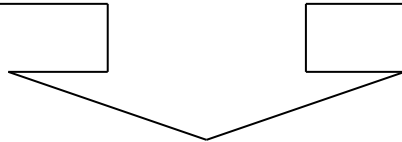
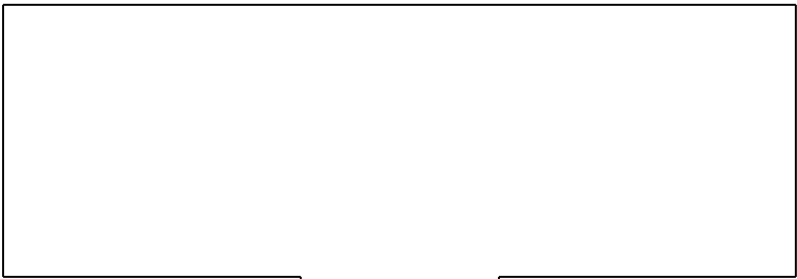
Spiritual	_____	_____	_____
Community	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____

Spiritual	_____	_____	_____
Connectors	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____

Five Years Ago



Current View



Ideal View



# Financial Space Descriptors

This is the money environment and how we relate to it with all the attendant beliefs, actions, models, philosophies and baggage that may frame how we are with money at any given time period. Some of what's in here is ours, some is not, some has been chosen, some has crept in through messages others gave us. Some of it we have extrapolated from the world around us, but the bottom line is, it's here.

- Status: in debt, living on-the-edge, some reserves, comfortable reserves, financially independent;
- Mindset: abundance, scarcity;
- Orientation: unconscious, conscious, actively planning, specific goals,
- Actions: effective or not, over-spending, holding steady, actively saving;
- Attitude: optimistic, pessimistic, "can-do," defeated, frightened, confident;
- Knowledge base: clueless, novice, willing to learn, some knowledge, astute, expert;
- Resources: lone ranger, a few partners/resources, many resources;
- Attention: constant, frequent, regular, occasional, rare;
- Income: steady, fluctuating, sufficient, insufficient, single source, multiple sources, active (from work), passive, self-based (own job/income), other-based ;
- Where you shop: for food, clothes, furniture, books, services, entertainment, self-care, as well as qualities of the places you shop in: Luxurious, thrifty, practical.

	5yrs.	Now	Ideal
Status	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
Mindset	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
Orientation	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
Actions	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
Attitude	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____

Knowledge \_\_\_\_\_  
Base \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

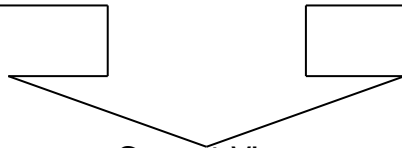
Resources \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Attention \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

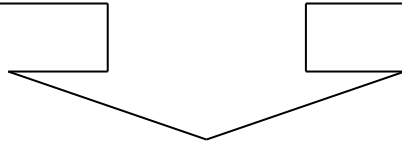
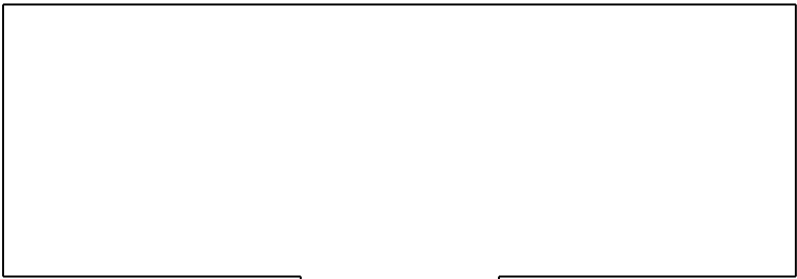
Income \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Where You \_\_\_\_\_  
Shop \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Five Years Ago



Current View



Ideal View



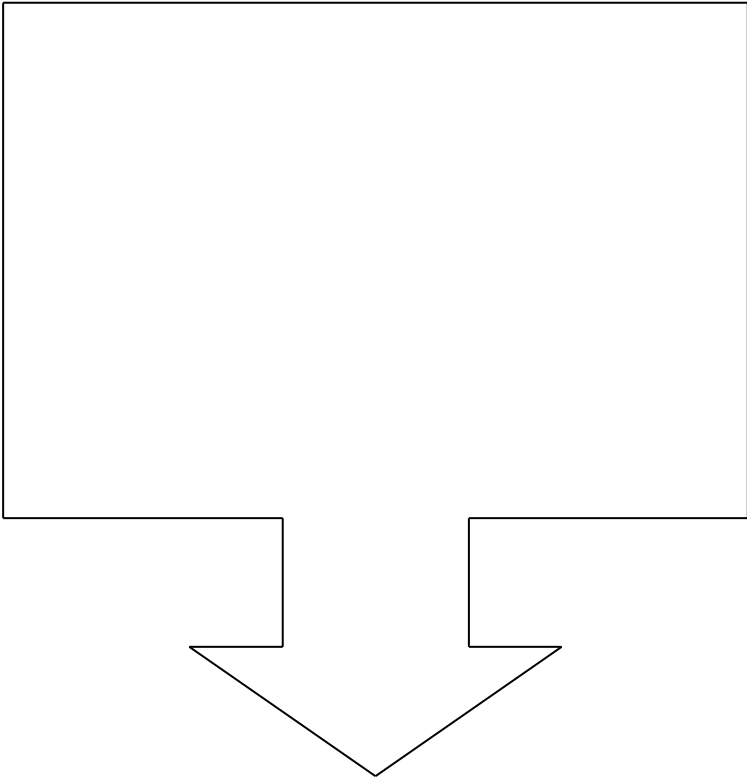
Great job, if you've finished them all. Yes, it's a bit daunting, but then taking charge of our life usually is.

Og! You're almost there. Hang tough now. There's just a little more to go.



Now after you've all done that, be creative. Make a picture, a collage, a map or use the next page as the final collector. On the next page is a container to hold the whole world of words you've collected. Just put them in and get a description of what your new world will be like when you've made it

Now stop thinking about it and feel it. Thinking about it is a way to keep us from experiencing the full impact of the environmental influence. Much of the impact has been blunted by just mulling it over and then forgetting about it. It takes courage to have a true connection with these environments and how they affect us. It is the courage that says "I will have my life be the way it truly fits me, instead of simply being unconscious as to what is in my way."



At this point, you have almost 50 descriptors about what you want the world around you to evolve into. Read them through carefully. There's some additional information to read that will be handy, but first...I would be remiss in my job as coach, if I didn't ask you what three immediate action steps occur to you as you connect with the comprehensive view of your new world? Write them down and take the actions.

- 1.
- 2.
- 3.



# Evolutionary Blocks

There are four primary stumbling blocks, or obstacles to making an evolutionary leap. As you read through them, take a moment to jot down a note or two on which seem to be holding you back the most.

**1. Connective Associations:** There may be things that we don't want to look at as unsupportive in our environment (objects or people or beliefs/thoughts, etc.) because we are connected to them in some way. It could be a "glory day" type of experience, where we once felt powerful and we've kept an object as a totem of some kind of reminder of "who I was once." This wouldn't be a problem if we connected with it as a memory of power or efficacy. But it may also come bearing messages of other associations with it, much like a chain of memories all triggered at once by that association. So, while we are grabbing the symbol of our power we might also grab the "baggage" of other experiences that occurred around the time of the "glory day" symbol. We are then subject to a mixed message that doesn't truly support us in the long run.



I can't give that old thing away, it reminds me of when I was an amoeba.

**2. Compromised choices:** These are things, rules, beliefs etc. we've brought in that entered through the door called "compromise" when we have attempted to accommodate others' taste as part of our relationship with them. These are things that, on our own, and with no one else around we might never have had them in our presence. But because we respect or love someone, or value the opinion and taste of another, we shunt aside our personal objection to it. In fact, we seek to find something in it we like, when we really can't tolerate it in the first place.



**3. Convenience:** These are things that if we held a higher standard for its value in our environment, we would automatically eliminate them. However, since we have to have something to hold its place (or we feel that we do), we bring in objects or people who are "placeholders" that are in fact temporary and transitory in nature. It is something that will do the job, "until", whatever until means. Whether it's:

- Until I get more money
- Until I move to the right size space
- Until I reach this level in my company

- Until I find a friend I really like
- Until I meet my soulmate
- Until I have the time to get one I really like
- Until...

After all, "I have to sleep somewhere." This is not a bad strategy and can very well match our circumstances but the challenge is that the "until" objects often never get replaced by "things I really love, want, value, and match me."

Something has to hold up my TV,  
DVD Player, and my Stereo, I can't  
just leave them on the cave floor.



#### **4. Validation of previous selves or attributes:**

These are some of the trickiest because they carry the argument called "why change? This is something I like and value in me. An example of this was given in my story about the bureau. I valued the "make do" ability I employed and was proud of the creative imagination I had. What I didn't realize was the myriad of other places I could direct that creativity if I didn't have to use it for my survival. Being able to fabricate something out of disparate parts might be great if you're on the island with Robinson Crusoe but when you're living on Manhattan Island in the year 1997, it simply indicates that you may well have not

grown into being responsible for your ability to generate money to the degree where you can pay for things you need instead of having to build them.

This is not to demean the ability to build but what was I truly building? My own Murphy bed that folded down from the wall out of lumber scraps from construction sites? While it was an indication of my inventiveness, it never forced me to actually earn enough from my general contracting to be able to pay for a bed that I liked. I often found myself having to justify my creation with self-talk like "Gee isn't it great that you have the skills to make a bed."

What we pride ourselves on could be the very thing that keeps us stuck where we are.



Whether it's a "winning strategy" as described by Tracy Goss in her book, *The Last Word on Power*, or it's something as tangible as being able to build your own bookcases. At some point one looks to get the ego of the mistaken pat on the back out of the way and get on with what is required to be truly successful using the creativity in more productive ways to bring in and support prosperity.

# Addition By Subtraction

Obviously, it's valuable to ascertain what needs to be added in order to make the direction of the evolution happen. It's equally important to subtract what is getting in the way, or what will obstruct the desired outcome of discovering and creating your ideal environment.

On the previous pages, there were four different kinds of blocks that could prevent a person from getting their environment in tiptop shape to support their internal evolution. The name of this next game is subtraction formulas. I will generate a few to start the game off. It's up to you to create your own and personalize the process for yourself. After all that's where the ownership of your own life resides. It lives and breathes in the personal customizing of your way, formulae, methods, etc.

Here's a sample subtractive formula.

Objects		Beliefs		Effective
I want	-	I can't	=	Actions
To Have		Have them		Taken

So, now it's your turn. What formulae can you create that will free you to generate your personal climate to be the most supportive of your next leaps?

**X - Y = ??????**

# Introducing Variants

Whether directed evolution will solve a particular problem depends to some extent on how hard natural evolution has already worked at it. If a particular trait is already under selective pressure it is unlikely that further improvements can be obtained in the laboratory by small mutational steps.

However, the idea of consciously introducing Variants into the environment can shift how quickly the evolution takes place even when the environment itself is already static.

There are 3 levels of Variants to introduce. They all follow the significant internal and specifically coach-like question: "What will most likely affect the change/shift that I'm looking to have happen?"

This will focus the nature and level of the variant to be desired. The 3 levels of Variants are:

**Incidental Variants-** These are smaller variants that affect our evolution simply by the sheer accumulation of them. It is not a single item in and of itself that will move us. It is the repeated introduction of smaller more palatable items, and the subsequent accumulation of the sheer quantity.

Items that fall under the incidental category would be like eliminating things we're putting up with in our life, those little annoyances that nag at our attention.

Other variants would be a series of small action steps in a planned and specific direction. Ultimately they will add up to a change. Whether the change lasts or not is determined by the quantity and qualities of the change items. Initially many coaches focus here. This gives our clients the feeling of some immediate wins. Over time, the wins add up to a new pattern of behavior and being that heralds an evolutionary leap. While it doesn't guarantee one, it certainly assists, and signals the possibility.

**Elemental Variants-** These variants are fundamental in that they reach our core and have repercussions on essential parts of us. They are larger in scope, deeper in nature and often resonate through our belief systems, self-definition and goals while still moving at a gradual though somewhat more accelerated rate.

Sometimes these variants are introduced into our environment by transformational experiences such as workshops, or processes, or events. Coupling these kind of variants with the incidental ones is a useful way to have the evolution keep moving since the core shift is supported by external elements of reinforcement.

**Monumental Variants-** Many of these are often introduced through external forces, and most of those not chosen or desired. These are system wide, affecting us all across the board with a near survival impact. They affect us internally and externally, in our inner selves and our outer environment. These are variants on the order of a Meteor strike at the

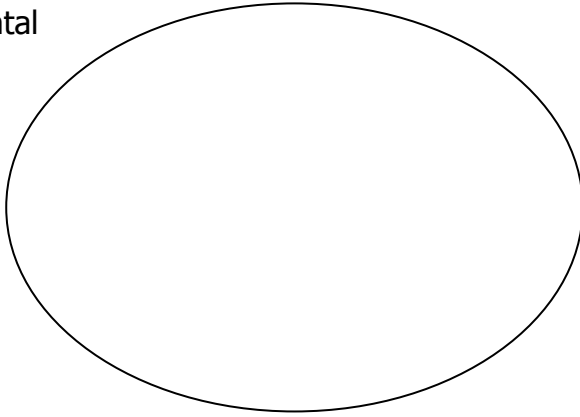
time of the dinosaurs. When they are not of the chosen variety (and few are) the only thing that we seem capable of is survival unless we choose to take advantage of the Tsunami of our evolution and ride the wave to our next level. The "mid-life" crisis often falls into this category. There is a cautionary note for coaches who engage with someone under these circumstances to stay aware of the potential need for additional professionals in the game. Sometimes, financial professionals, therapeutic professionals, health professionals are all valuable assets when dealing with this kind of variant. It's up to the coach to know the realm they are qualified to address and to give over to the appropriate professionals as needed.

These variants are the most challenging to work with. Some clients are actually engaged at this level. They are in the position to make a monumental leap to a new world, a new climate, a new way of being, a new life. Playing in this zone requires great resources both internal and external since the client's planet is being shifted. One of the main things a coach can do to help the conscious monumental variant is to help them create the resources necessary to not only ride the Tsunami wave they are creating, but to thrive through it all.

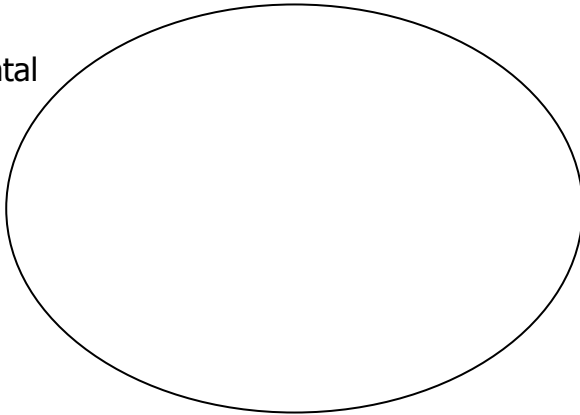
The next page has some spaces for you to play with. If you look over your life, you have certainly had variants of at least two kinds and maybe three. Just to be conversant with what may fall into any of the categories, fill in each circle with variants that match what your experience has been or what you've seen.



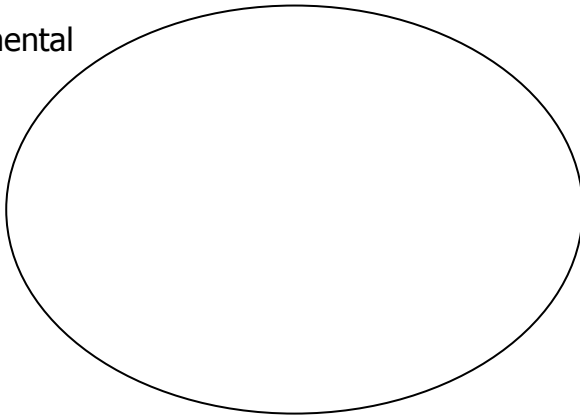
Incidental



Elemental



Monumental



# Personal Ecosystems

## Global Ecosystems

### Ecotones

We all have our own personal ecosystem (the one within) that is close to us and everything is linked and affected by it. The same holds true for our Global ecosystem (the one without) and everything is affected by each of the other elements within that system as well. Too many Caribou creates an imbalance in the system by having them eat more tundra. It also has the affect of supporting more wolves. Then both of those items (overeaten tundra and too many wolves) conspire to reduce the size of the Caribou herds, which has the byproduct of reducing the size of the wolf pack and increasing the tundra growth which results in more Caribou and so on goes the cycle.

In the same way as the Caribou ecology example, there is the potential for our own internal (personal) ecosystem to be circular and the global one we encounter to end up the same way.

While we've looked at some of the ways to break the cycle, it's important to support that break with a new environment that will give life to a different "species" of us simply by the variation it calls in order to survive in this new place. The most effective new place to create/establish is called an **Ecotone**.

An Ecotone is a transition zone between two adjacent ecological communities, such as forest and grassland. It has some of the characteristics of each bordering community. This overlapping region often contains species not found in the adjacent communities. An ecotone may exist in a broad belt or in a small pocket, such as a forest clearing, where two local communities blend together. The influence of the two bordering communities on each other is known as the edge effect. An ecotonal area often has a higher density of organisms and a greater number of species than are found in either flanking community.

In coaching, for clients, the Ecotone concept applies in the transition zone between "former life" and "desired life." Since they both butt up against each other, and there are no actual discreet boundaries they will be in constant interaction with each other.

The more consciously the client selects the elements of "former life" that are worth living in the Ecotone and creates the elements of the "desired life" that will integrate well in the Ecotone, the smoother the transition will be and the richer the soil of their growth. This will leverage a more sumptuous bounty of creation by the fertile power of the overlapping zone.

On the following pages, you will encounter some questions that are helpful in coaching a client in the direction of setting of their Ecotone. As always, I encourage you to come up with your own questions as you engage with the concept of Ecotone.

When you envision your idealized self, what elements of your former self will you also want to be there?

How will those elements interact with the new self you're looking to become?

In the external world of your Global Ecosystem that you're changing to, what effect will the new ways of being, acting and intentions have on this world?

What of your past physical world is an ideal "bring forward" for where you ultimately want to be? What is in conflict?

# Evolution and Resistance

Much has been said about resistance in the New Age as being a “bad” thing. “What you resist persists” is a common catch phrase. However, resistance also serves useful functions. If we use the principle of inclusion then the coach will be able to help their client maximize resistance when it appears. Inclusion simply states that “it is useful to include whatever is occurring as valuable to the long term process.”

A resistor in electronics is designed to slow down the rate at which current passes through it. Very useful if one doesn't want to overload circuits and yet maintain a consistent flow while allowing for variations in the amperage of that flow.

It is natural for an organism to resist change and in some instances it is important. If you consider the value of resisting a frivolous change (change just for the sake of experiencing change) you can begin to consider other definitions of resistance. For example:

Resist has this dictionary definition: To withstand the action or effect of; in persons; to strive against, oppose, to prevent a weapon from piercing.

In coaching, the coach seeks not to break down the resistance that a client may have, or to redirect the energy of the resistance to an evolution that may be called for or even currently taking place, instead, the job of the coach in using the resistance is to listen to what it is telling them about what's important for the

client, what might be operating in the background, and what they might not think they are ready for yet. The coach can then help the client defuse the energy of the resistance and take the inherent message of resistance for the advancement of the goal.

There will be times that the client is simply unaware of the nature of their evolution that is currently in process. The enormous pressure their personal hungers might place on them to maintain the status quo, may blind them to what's going on in the environment around them. It is then the job of the coach to bring awareness to the situation and help the client see their own stopping point with regards to accomplishing their dreams.

The following is a story that illustrates just how unaware a person may be regarding the evolution of the world around them. Sometimes it is so different a concept or it appears so alien they are simply unable to grasp it. It's the coach's job to be patient and consider how this fits in with where the client has stated they want to go, and where their resistance may be creating an unconscious incongruence with their goals.

"Once upon a time, a salesman met a farmer. The farmer was contentedly using a horse-drawn plow, and the salesman came to tell him about the diesel tractor, which had just been invented. "I am here to tell you about a machine that will knock your socks off," said the salesman.

After hearing how the tractor worked, the farmer remarked, "So, the tractor is a new means by which the horse pulls the plow, right?"

"Not at all," said the salesman. "The tractor does not work with the horse. The tractor replaces the horse." The salesman then explained to the farmer how the tractor is self-propelling and simply does not require a horse.

"I see now," mused the farmer. "Still, I can combine the horse and the tractor by placing the tractor in neutral, and then letting the horse pull it and the plow as well."

"Wait a minute," said the salesman. "That doesn't make sense. Why have the horse pull the tractor and the plow? If you are going to use the tractor, let it run on its own power. If you want to use the horse, however, let it plow by itself. Don't make the poor animal pull a heavy machine for no reason."

"In that case," replied the farmer, "I'll drive the tractor, and just use the horse for recreation. But whenever I drive my tractor, I will tell everyone that my horse is really pulling it."

Shaking his head in bewilderment, the salesman replied, "You can say whatever you want that makes you comfortable. But remember, the tractor is self-propelled. The horse has nothing to do with it."

"Oh, but now you're wrong," said the farmer with conviction. "Just because we cannot see the horse

anywhere around the tractor does not mean that the horse isn't there anyway, pulling invisibly."

The salesman sighed and put on his coat. "Yeah, right," he muttered, heading for the door. "I cannot get through to you. The horse has only an imaginary presence in the propulsion and operation of the tractor. In fact, sir, there is absolutely no difference, other than your saying so, between a tractor running by itself and a tractor being pulled by an invisible horse."

And off he went to look for other customers.



You can see that even though the world had evolved, the farmer was so completely out of touch, or unconsciously unwilling to shift to a new reality, that he couldn't grasp the true value of the tractor. Rather than have you or your clients end up like the farmer, I've put together a sequence of questions for you to consider. Please follow the path in sequence just to see where it leads you. As a coach, I'm sure you can make up your own path at another time.



Here's an exercise for you to consider, please follow this path in sequence:

Examine an action, direction or evolutionary message you have been resisting.

What is at the heart of that message?

What is the action challenging in you?

What might be the beneficial consequences of the direction evolution is pulling you toward?

What current self-definition would you have to relinquish if you accepted the action, direction or message?

How would this acceptance move you forward toward your ultimate goal?

What is in the core of the resistance? Hunger? Belief? Self-definition?

If knowing yourself is one of the keys to advancing, what do you now know about yourself regarding your relationship to resistance?

Where does the essence of this particular resistance reoccur?

What do you want to do with what you now know?

# Evolving Your Coaching

Inherent in the job of coaching is your own personal evolution. In the profession, the desired realm to reach is mastery of coaching, the place where your knowledge, experience and training of coaching transcends expertise and moves to innovation, and evolution...Innovation of the profession and evolution of your own coaching. If we as coaches do not evolve our coaching over the course of our life then we will ultimately be left behind like a dinosaur bearing our previous knowledge and techniques.

It's imperative in your movement toward becoming master coaches that you consider being responsible for keeping yourself in the forefront of where the world, your clients, and your intuition are requiring you to be as a coach. Time to use the principles of Directed Evolution.

What follows is a series of questions to consider when addressing the topic of evolving your own coaching. Once again, I urge you to follow the series and see where it takes you. There's no rush, in fact, it's sometimes helpful to write both the first thing that pops into your head regarding the question and then write a more considered or thoughtful response as well.

When you are a Master Coach in the manner in which you envision, how are you coaching differently than now?

What qualities will be present?

What will be absent?

What environment(s) will you need to frequent in order for that to happen?

What input will be necessary to support that evolution?

What new sources will you use?

What practices will grow your own skills past what you see possible?

Who do you need to surround yourself with in order to make your next leap?

Which new worlds will these things come from?

What kinds of interactions will be necessary to grow you?

What is your first and next step from here?

# Integrating Order and Chaos

Without a context of integration, both the coach and client will pogo back and forth between the forces of chaos and order. Both are essential for their qualities of their individual gifts. Both are necessary for the ways in which they grow us. Both are important for the variety of input they introduce into our lives.

For the coach, mastery of this integration is fundamental since many of our clients will be presenting us with challenges facing them that have at their heart the conflict of chaos and order. Our clients will bring problems rife with disorder, dissatisfaction, and concern that the orderly life they envision, or at the very least require right now, will never occur.

Many of them are at war with Chaos, out of fear, hunger and a desire to control the universe or at least make sense of it until it comes around to their way of thinking. There are also people who thrive on Chaos as a means of expressing creativity and simultaneous irresponsibility setting up a dynamic of freedom and victimosity that traps them in a world of their own making which they do not want. While much of the source for both these extremes is buried in therapy-oriented issues, the coach can be invaluable in helping their clients contextualize their experience in the world as one that includes both. The roller coaster at the nearby theme park can be a source of either fear, or excitement depending on your perspective.

The way in which the coach supports the growth of their client regarding this is first to listen to what is truly being spoken. Next listen for the relationship between what is spoken and the matching values regarding these two seeming adversaries, Chaos and Order. Then comes the opportunity to help the client find a way to marry the energies of the two into a useful dynamic that supports the desired direction while subtracting the destructive energy of the combat.

As a coach it is important to know where **you** stand regarding these two, sooooo.....

When does chaos work in your favor?

What else has to be present for that to happen that way?

What do you need to know about yourself while in the presence of chaos?

How is order your ally?

How is it your adversary?

What are its powers? Weaknesses?

When have chaos and order been in effective flow for you?

What did that produce?

How is it relevant to your current situation?

**What new relationship do you want to have with Chaos and Order?**



# Using Feedback to Evolve

The universe or God or the force or the collective consciousness or whatever you'd like to call it, is constantly giving us messages. In many different ways it is feeding back to us what we need in order to move forward. Given that we all eventually are reduced to atoms (and even smaller particles) as does everything else around us, it stands to reason that we are in constant dynamic interaction with everything around us. In effect, we are moving back and forth with everything in the world in an enormous cosmic dance that if paid attention to, can be influenced by the direction our cosmic partners are indicating the dance is about to go. This is called Universal Feedback .

For the coach as well as the client, it's important to take in the random messages that are reaching out to us in order to align with where our intentions (both conscious and unconscious) are directing our own evolution. In short, we're already moving where we want to go and by being aware of additional input, we can contribute to the speed with which we get there.

Here are some places to look (for yourself) and listen (with your client) for these messages:

- The synchronistic conversations that arise around you in friends, colleagues, and strangers.

- A headline and line or two from a story in the paper.
- An advertising slogan on the TV, radio or magazines.
- A book title that calls you when passing in the book store.
- A sudden noticing of the behavior of people or animals around you.
- A feeling of the weather shifting in a particular way.
- An intuitive "hit."
- A dream message.
- A song lyric that catches your attention.
- A random comment by a child.
- A bodily sensation or persistent pain.
- Drive by thoughts that repeat for no reason.
- A sudden impulse to walk, drive or head in a particular direction.
- A topic that calls to you on an Internet page.
- A scene in a movie that seems particularly poignant or meaningful.

- A desire for a particular sense satisfaction, i.e. taste.

All in all, it is up to you and the client to interpret and screen the messages, however, having an appreciation of the interaction we're engaging with in the world beyond the one we normally focus on, will lead us to much of what we need for our evolution and the satisfaction of our goals. By assenting to this input, we can accelerate or slow down our speed depending on what's being called for.

# Evolutionary Stages Match Ups

This is the translator for which sections match the five stages. Listed beneath each stage are the sections of the book that correspond to the stage. A few elements are embedded in more than one stage.

1. Collection of historical data
  - "Tracking Your Environments"
2. Directed evolution diagnostics (which includes comparison of the historical data to the patterns and lines of evolution, and extrapolating to future steps).
  - "Observation of Your Environment"
  - "Tracking Your Environments"
3. Synthesis of ideas and actions that will impact the desired direction.
  - "Directed Evolution"
  - "Personal Ecology"
  - "Evolutionary Reflections"
  - "Integrating Chaos and Order"
  - "Personal/Global Ecosystems"
4. Addition of variants and subtraction of detrimental elements.
  - "Tracking Your Environments"
  - "Introducing Variants"
  - "Addition by Subtraction"
  - "Evolutionary Blocks"
5. Supporting the process and desired result of the Directed Evolution.
  - "Time to Use Tools"
  - "Evolving Your Coaching"
  - "Using Feedback to Evolve"
  - "Resistance and Evolution"

# Evolutionary Type Reading

Introducing Chaos

Quantum Leap Thinking

Dictionary of the Future

Blur

Thinking Body/Dancing Mind

Simplicity

Birth of the Chaordic Age

Built to Last

Tipping Point

Directed Evolution:

Philosophy, Theory, and Practice.

Ziauddin Sardar

James Mapes

Faith Popcorn

Stan Davis

Chungliang AlHuang

Bill Jensen

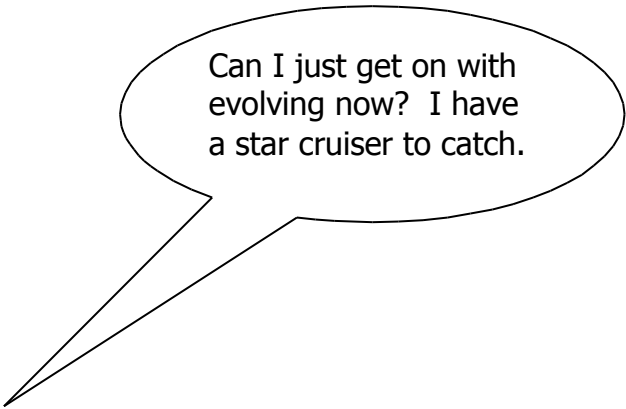
Dee Hock

Jack Welch

Malcom Gladwell

Alla Zusman and

Boris Zlotin



Can I just get on with evolving now? I have a star cruiser to catch.



# Request, Offer and Shameless piece of Promotion

Let me know how to serve you.

**Request.** First, I'd like some feedback about how this material read for you. What was your experience in reading it through? What, if anything would have helped you understand it easier? What, if anything would have made it more practical? My request is for feedback that doesn't contain what you think I should do, but rather, what happened for you. If I get enough of a similar piece of feedback, trust me, I'll make course corrections to make this book more useful. Of course I'll do it in my own style (I know you wouldn't want it any other way).

**Offer.** I'm looking for reports of how this material is being used by coaches and their clients to help them along in their journey. If you send me some brief stories (five to ten lines is good) then I will collect them and publish a number of them in my next printing at the back of this book. Since the printings are on demand, and the first printing was a small run, it's likely that they will be printed again by end of 2004.

I will let you know if your story is selected, and when the likely printing will be. My request is that you work with the ideas for a while, maybe 3 months or so, in

order to get a feel for how it all works together. Let me know what happened. Include the date you started working with it and how long you kept attention on it. If it's a client's story, please keep the name confidential and refer to them as "a client I worked with." I'm interested to learn what people are doing with what I've written. How are you using it? What new creative ways have you come up with to maximize the communication, and value of these ideas. Who knows, I may just publish a full book of collected stories, with 25% of the profit to a charity.

Please send all stories or feedback to:  
michaelstratford@creativeu.com

**A Shameless Piece of Promotion.** This material can also be delivered in a workshop, keynote, or a teleclass. If you, your group, or your organization would like me fulfill any of those three, please give me a call or send me an email. I'd be happy to help you take this work further.

The live presentation of this material has a lot of fun, cool, and sometimes profound exercises. They really bring the material home in a visceral way.

The teleclass is fun, challenging, and has the convenience of being able to take it while in your shorts. You might also be able to join in and take a teleclass on your own when I offer one.

So, let me know what works for you.

wmichaelstratford@creativeu.com