

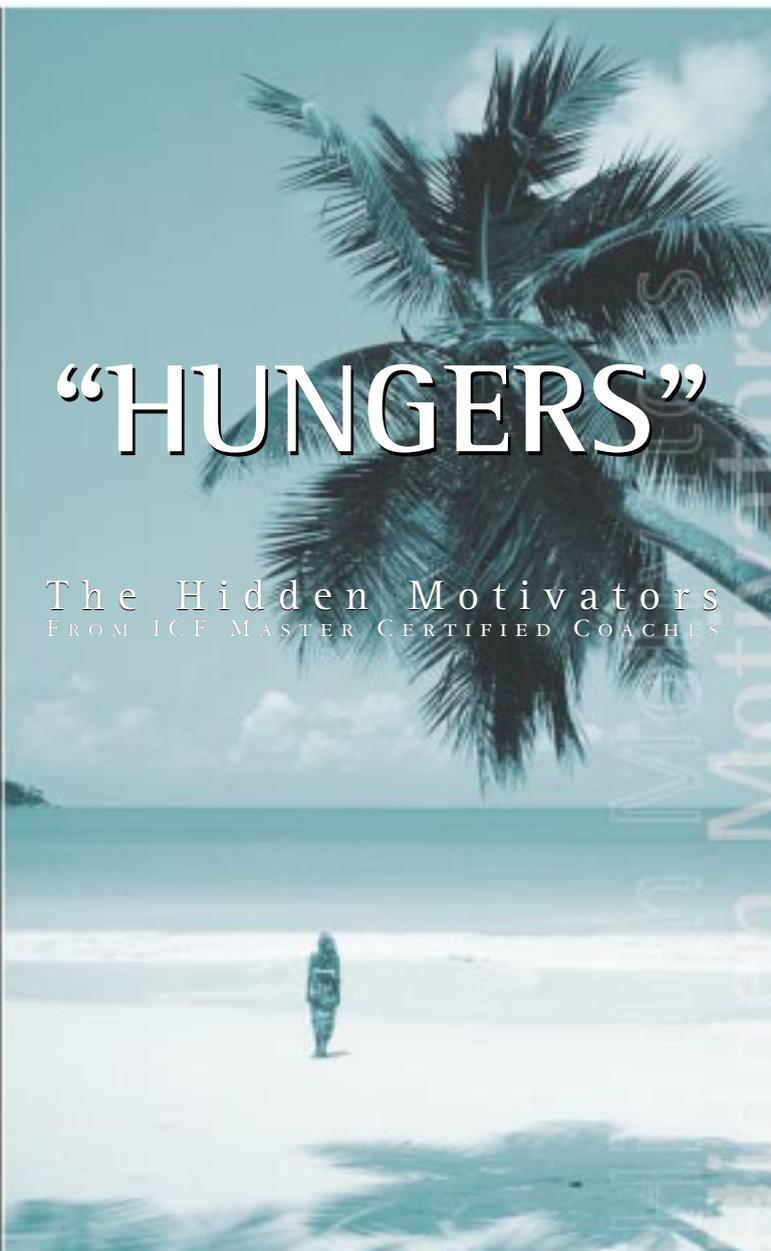
MCS

# Master Coach

Series Vol. 1

## “HUNGERS”

The Hidden Motivators  
FROM ICF MASTER CERTIFIED COACHES





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*“Hungers” The Hidden Motivators*

# Master Coach Series

Volume 1

## “Hungers”

The Hidden Motivator  
**The Hidden Motivators**

By Michael Stratford and Deb Giffen  
“Supporting Coaches to Achieve Masterful Coaching”  
“Supporting Clients to Achieve Masterful Lives”

## *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 content, the material was easy to come up with, and here it is.

First and foremost I'd like to thank my incredible wife, Carly Anderson. She is a masterful coach in her own right. Her sense of what's readable has been a gift.

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."

# Welcome

Hi there,

Welcome to The Master Coach Series. This series of mini-books is designed to help you as a coach move toward Mastery in your profession. Mastery of the skills, concepts and tools that make a great coach. This particular book is focused on Hungers: The Hidden Motivators. As coaches in the profession for a while, Deb and I kept noticing that our clients were often very clear about their goals, clear about the actions necessary for them and yet somehow kept getting sidetracked. We wanted to drill down for the source of this distraction while at the same time being careful to steer clear of what might be therapy/counseling issues. This is what we discovered and what has moved our clients much further through this work. In addition, we also discovered while digging for the buried treasure of what drives people, that we also tapped into a very powerful intrinsic energy that can be directed as part of our soul's purpose for being.

For the coach, this work can lead to some very powerful effects in the deep core of the client. For the client, as their hungers get uncovered, addressed and taken care of, there becomes a great freedom to be a person who expresses their values as a part of their everyday life. Their life becomes more about making choices and taking actions aligned with those values than ever before. And as you might expect,

with that alignment success comes much easier. So it is with great excitement that Deb and I welcome you to the Game of Uncovering, Feeding and Leveraging the Hidden Motivators called: Hungers. Our recommendations are:

1. Have a good time
2. Really invest yourself in the practice opportunities
3. Use this to grow yourself while you work on growing the client
4. Go at your own pace and jump around if that works for you
5. Write in the margins, that's what the extra space is for...

Oh, and by the way...we'll be serving the material on hungers in what we hope is "bite-size" portions to make it easy for you to ingest. We hope the meal isn't too large, but if it is, you can always leave it for another day. Sometimes leftovers are better the second time around. And one more thing...look for the Munchies and Coaching Tips...they're helpful.

\*\*\*\* At the back of this book is a request, an offer, and a shameless piece of promotion. If or when it's appropriate...take a look.

Sincerely,  
*Michael Stratford MCC*  
*Deb Giffen MCC*

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# *What are Hungers?*

Or

"I finally recognize what's been eating at me"

When I was a little Kid, I read comic books. I loved the fantasy of superheroes defeating supervillains and digging deep within themselves to overcome seemingly impossible odds. There were many of them that I dreamed of being. In school, while I was academically excellent, and almost always got good grades, the grade itself meant little to me. What meant more to me was that I got noticed when they gave out honor roll recognition pieces. I also got noticed when I joked in class. These were a couple of the early signals about me.

Next, I noticed my strong desire to be included. I always hated being left out of being chosen in the schoolyard games, or even worse somehow was to be chosen last with the phrase, okay so I guess I'll have to take "him." This hunger was evident in many other places, including conversations at dinner, at parties, and later on when plays were being cast in college. And there, another hunger began to make itself clear. It wasn't sufficient that I was selected for a role; it had to be an important role. Much like the superheroes I admired, I needed the juice of being important.

However, I suppose the biggest hunger that made itself known to me came from what I did to myself

when I wasn't selected, noticed or made important. I attacked myself. I accused myself of being less. I diminished skills that were valuable, and made them seem inconsequential since the things I was good at, really good at, didn't seem to get me what I wanted. This was the source of my greatest hunger...the hunger for self-acceptance. I wish I knew then what I know now about how to feed hungers well, regularly, and "nutritionally." I know that every thing works the way it needs to, and while, I'm certain my awareness of the importance of this topic came from the pain of having not had self-acceptance for many years, through many relationships, and work efforts, I occasionally wonder where I would be now if I had known how hungers operate.

And so, I share this work with you. Perhaps your own hunger to learn, or to be masterful in some way prompts your purchase of this book. It could even be a hunger to deeply affect other human beings, whatever it is, I can say this with the clarity of someone who has experienced, witnessed the effects of, and worked extensively with hungers, that this work is important and will smooth out and make sense of a lot of things that seem to be frustrating. And so...on with more about what hungers are.

We all have hungers for things in life. Psychologist Abraham Maslow called them needs, and he established a hierarchy of needs that must be fulfilled in order for us to reach our "highest potential." He established this hierarchy by

**Munchie**

Emotional hungers operate with an almost primitive intensity and compel us to feed them at all costs.

examining people he found to be highly functional in the world and then worked backwards from there. And so he recognized that each of these people had met a series of needs along the way. I've renamed these needs "hungers" because they are propelled by a very strong, and primitive instinctual drive. I also wanted to use words that made the essential idea of hungers, easily accessible. For me personally, I had always found the word "needs" highly cerebral and conceptual. Given that I have a hunger for clarity, it made sense to find a container that almost anyone could relate with, but something that expanded in a natural way to the care and feeding of the "needs." And so, naturally the metaphor of hungers arrived.

These emotional hungers (such as the hungers for attention, respect, approval or security) operate with an almost primitive intensity and compel us to feed them at all costs, even if what we feed them is not the best nourishment for us. In much the same way as we behave when we are truly hungry, any solution, any "food" will do as long as it appears to ease the discomfort of the "hunger."

Have you ever watched a child who is starving for attention? The child will do almost anything (and often does) in order to feed that emotional hunger. For him or her, ANY attention is better than no attention at all, so he/she misbehaves to get this hunger filled. Since the hunger is not met with something "nutritional" (something that truly satisfies

**Munchie**

When a hunger is not being satisfied, it directs all of our available attention towards getting the hunger fed.

the soul), it resurfaces again and again. He/she works harder and harder at misbehaving, trying desperately to get the love that their soul is crying out for. It's a vicious cycle, driven by a hunger that's way beyond control. The misbehavior won't stop until the child's need for attention is met in healthy, loving and regular ways.

## *How Hungers Affect Us*

Going back to the time of being a kid, I notice that I did many things to get my hungers fed and there were a lot of experiences created by them not being fed. There was an incident when I was much younger that gives evidence to how my hunger to be important drove me.

### **Munchie**

If a person's actions are not in alignment with what they say they want, a hunger is probably operating in their life.

There was a period when I wasn't doing well in school; in fact my hunger to be included seemed to clash with my hunger for being important. I would get good grades that would feed one hunger, but then the grades would have the effect of keeping me out of the "cool" group of kids, and in fact became a source of an enormous amount of disdain for my intelligence. In the unconscious way of children, I was regularly teased for being a "brainiac" and left out of the recess playing groups. So I began a process of "dumbing down," which made the lack of

inclusion less painful, at least they weren't teasing me but I still wasn't included. In addition, it had the side effect of taking away my food of being important by getting good grades.

So now I was very hungry, unaware about why, and seeking food. Coincidentally at the time, my mother was very busy and so the food of being important to her wasn't being fed much. Add to that a new brother in the family who was getting attention, and the scenario for starving hunger was complete.

Unbeknownst to me, my hunger began to seek out how to get fed. It looked to feed all at once and in a strange way, the idea to set fire to the back yard piles of leaves looked to be perfect. It could feed my hunger to be important, since I would clearly get a lot of attention, it could feed my hunger to be included, since I would be a significant member of the family, and I'm sure there were several other hungers running around that would be fed by the action.

And, as you can well imagine there were many consequences for feeding my hunger to be noticed in this way. Yes, the fire department did notice me. And they weren't too happy about it. And yes my mother, who was even less happy about it, did notice me.

Obviously, the hunger did indeed get fed, but I still wasn't happy since the consequences for the method of feeding were severe. And the outflow of it all was that I was once again left hungry, since one of the consequences was my mother's anger and rejection as well as the directive to stay in my room and think

about what I had done. Not much inclusion there. And while I was all alone, I didn't feel all that important to what was going on outside my room.

As you can see, there is a primitive driving force behind the experience of deprivation. When a hunger is not being satisfied, it will direct all of our available energy and attention towards getting the hunger fed. It totally distracts us from the things we really value and the life we truly want to lead. If a person's actions are not in alignment with what they say they want, chances are high that there's an unfed or ill-fed hunger operating in their life.

**Munchie**

Hungers are stronger than willpower. If a hunger isn't fed, it will rule your life.

What's also apparent from the story above is that hungers dictate action. They are stronger than any amounts of willpower, conviction or motivation. You can't negotiate with a hunger either—it's not rational. If it isn't fed, it will rule your life. So it makes good sense to put some of your initial focus on uncovering the hungers that live inside of you and your clients. Once you identify the hungers, the next important step is to find consistent and nourishing ways to feed them. When you feed your hungers well, you're released from their compulsion. Then you're free to focus your time and attention on things that are ultimately more rewarding to you than this "baseline" level of living.

# *Everyone Has Hungers*

Just in case you feel like there are some people out there without hungers, all you have to do is look behind what moves people to do what they do. You will see it all very clearly. We all have emotional hungers, whether we recognize them or not. Each of us has at least 3 or 4 major hungers operating in our lives at any given time. There's nothing "wrong" with the hungers we have. But there are healthy and unhealthy ways to feed them. Would you condemn yourself for the need for food? No, it's simply a fact of life. But how do you satisfy that hunger? With junk food or with nourishing meals? Your choice of food makes all the difference in the results you get.

## **Munchie**

There are healthy and unhealthy ways to feed hungers. When you feed your hungers well, you're released from their power.

If you think you don't have any hungers—think again. Ask yourself, why did you buy this book? Is it because you had nothing better to do? Or did your appetite for learning kick in? Perhaps it was a hunger to serve your clients better, or a hunger to be the best and so you gather to you whatever information it looks like will help you. You may have a hunger to be free and you seek the food of information that will assist that. You see, when it comes to hungers, they are a

## **Munchie**

You don't need to know how a hunger got there; you just need to feed it – regularly and healthfully.

great leveler, everyone has them. No one escapes. There are differences in people though.

Some people are conscious of their hungers and feed them well, while others are unconscious of their hungers and get run by them. And for those who do feed them well and regularly, like we feed our hunger for air, the hunger seems to fade into the background and not get in the way of what else we want to focus our attention on.

However, watch what happens to a person's hunger for air when it begins to be deprived, either by being underwater, in a high altitude, through exertion or some other means. It all of a sudden becomes noticeable that we don't have enough and our body, and our selves become directed to taking care of the desire to have more. We will breathe more slowly and deeply, we will stop over exerting, or slow the pace, we will even invent aqualungs to breathe underwater or simply come up to the surface. The hunger dictates that action is taken whether we want to focus on our hopes and dreams, or not.

Luckily, you don't need to know how the hunger got there in order to satisfy it; you just need to feed it—regularly and healthfully. Hungers are the needs of our souls and of our being. Without the soul's sustenance, our energy dissipates and our spirit either withers and dies, or it voraciously consumes whatever is in its path in order to live.

Some hungers are steadily or easily satisfied and remain comfortably in the background of our lives like

the hungers for attention and affection can be satisfied by an ongoing loving relationship. Other hungers seem to return again and again to haunt us—creating a consistent theme in our lives—until we learn how to feed them effectively.

Finally, it is important to note that a hunger will often masquerade as one of our primary goals, our values, highest ideals, or desires. Its primitive force can seduce us into placing it on a pedestal and orienting our entire lives around it. It is only after the hunger is fulfilled that our true ideals and desires can be identified.

**Munchie**

Even the most deeply ingrained hungers can be healthfully filled.

Even the most deeply ingrained hungers can be healthfully filled. Once they are, we can orient our lives around the true ideals and desires that come out of our core energy. That’s where the real pleasure is. But until we recognize and healthfully feed our hungers, we can’t tap into this deeper, more meaningful level of life.

Our hungers operate at different levels of intensity. Their strength depends on how long it’s been since they have been satisfied, or how deeply they are ingrained in our lives. Knowing the hunger source and level of intensity are the first steps towards healthfully feeding it.

# The 3 Basic Types of Hungers

## 1. Inner-Directed – The Hunger to Receive.

These hungers are experienced as internal "gaps" or holes that need to be filled, and they are often accompanied by feelings of emptiness or inadequacy. They represent an energy deficit. The person looks externally, to an outside source to fill the internal void. These are often "secondary hungers" meaning that they are actually fueled by hungers in the next group, Internal States. For example, one might have a hunger for attention (from an external source) that is really fueled by a need to be important (an internal state), or a hunger for appreciation (an external source) that is fueled by a desire to feel needed or valued (an internal state). Once you focus in on the *real* hunger, it's much easier to create a plan of action for effectively getting it fed.

### Coaching Tips:

1. Help the client set up systems to feed the hunger
2. Help the client recognize and create the internal state he/she wants to feel.

## 2. Internal States – The Hunger to Feel.

These hungers live in the "feeling" zone. They are met by any number of things, both internal and external, and often by a combination. Some of the work here is to clearly identify the exact hunger and develop a plan for the client to feed it by himself or herself first. This often involves working to create the time, space and intention that the client needs to actually *feel* these feelings... and to eliminate any

Energy Drains (such as negative self-talk), thereby plugging the "black-hole" that keeps people from enjoying the happiness, respect or other feelings that they hunger for.

**3. Outer-Directed – The Hunger to Be, to Have, or to Do.** These hungers have to do with how we relate with and influence the world outside us. They often represent an energy surplus in a particular area of our lives, with a resulting drive to change, control or fix the world. Some of these hungers can only be met by activities that will give us evidence of this action; for instance, taking on a leadership position, teaching a class, volunteering for a charity or accomplishing a goal). The challenge here is to watch for adrenaline addiction, which could surface from constant efforts to get the hunger met in an external manner. When adrenaline addiction is present, it's a clear sign that the hunger is linked to an Internal State hunger, which means that no amount of external activity will feed it effectively. The true hunger is for the underlying feeling state, so you'll want to include action plans for feeding both the Outer Directed and Inner State hungers with these clients.

**Coaching Tip:**

As necessary with any major change, some kind of action will be imperative in order to take the recognition and identification of hungers from the land of the conceptual/ephemeral to the land of the concrete. Action anchors the "AHA".

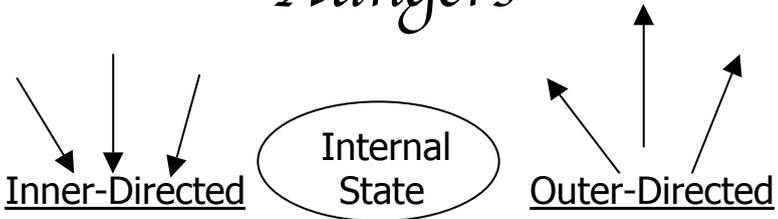
The more you listen to the nuances of your clients' language, and understand the exact nature of their hungers, the easier it is to adjust the "recommended daily allowance" of soul sustenance they need. No hungers are exactly the same for any two people. Listen for the unique and distinctly personal manifestation in each client.

Now it's time to get to work...just in case you thought this was only for reading.

On the following pages, you will find the 3 Types of Hungers. This is by no means the definitive list. We will give you some examples. Pay particular attention to the potential "shadings" that each may have. Much like the Crayola box of 64 crayons, there are shades of each of these basic hungers, as well others not even mentioned. Please look for the orange/red/red orange, type of distinguishing characteristics. At the end, we would like you to fill in some of your own, or others you may have noticed that are not listed. These may be some you recognize in others, or may be some you recognize in yourself.

**\*\*One note, even though hungers are listed in boxes next to each other, they don't necessarily correspond with each other.**

# Hungers



<u>Inner-Directed</u>	Internal State	<u>Outer-Directed</u>
To Receive	To Feel	Be/Have/Do
Receive Attention	Feel Important	Be Successful
Receive Love	Feel Secure	Be in Control
Receive Admiration	Feel Unrestricted	Be Right
Receive Respect	Feel Included	Have Power
Receive Acceptance	Feel Valuable	Be a Leader
Receive Recognition	Feel Needed	Be Useful
Receive Appreciation	Feel Safe	Be Cool

Receive Praise	Feel Loved	Teach Inform
Receive Credit-Thanks	Feel Connected	Achieve Accomplish
Receive Compliments	Feel Heard	Maintain Order
Receive Care	Feel Whole	Give to Others
Receive Support	Feel Complete	Be Perfect
Receive Gifts	Feel Excited	Be Responsible
Receive Touch	Feel at Peace	Be Creative
Receive Information	Feel Inspired	Be Consistent
Receive Help	Feel Honored	Be Unique
Receive Loyalty	Feel Clarity/Certainty	Get Results

Once you have looked over the list, please take a few moments to examine your most compelling hungers. If they are not listed use the five lines below.

Fill in the blanks with some of your own:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

Now that some hungers have been identified, what questions are you going to ask from here?

- 1.
- 2.
- 3.

With the above answers, what steps will you now take?

- 1.
- 2.
- 3.

How can you create a system to get fed effortlessly?

What do you need to subtract?

- 1.
- 2.
- 3.

What do you need to add?

- 1.
- 2.
- 3.

This is an ongoing process, essential in removing an "internal roadblock" to having the life we desire. When these roadblocks (and others) are subtracted from our lives, we flow more easily, almost downhill, toward what we genuinely desire and our efforts become more fruitful.

## *How to Feed Hungers*

Working with our Hungers is an ongoing process. It's like eating. You may enjoy a great dinner and feel totally satisfied, but the next morning at breakfast you're hungry again.

It's the same with our emotional hungers. Your hunger for Appreciation might be satisfied for a week by a few kind words from your boss, but sooner or later the effects of that compliment wear off. It's normal and natural for a Hunger to return. So don't beat yourself up about it, just find a way to feed it again.

Also, just because you've satisfied one Hunger doesn't mean that the emotional

**Munchie:**

Working with Hungers is an ongoing process. It's normal and natural for a Hunger to return.

**Munchie:**

As some of our emotional Hungers are satisfied, it's not uncommon for others to emerge to demand our attention.

coast is clear. You can feel completely full of lasagna, but have plenty of room for ice cream. You can have all your hungers for Accomplishment met, but still have a hunger to Receive Tenderness. As some of our emotional hungers are satisfied, it’s not uncommon for others to emerge to demand our attention.

As we design a system to get our hungers met, it can be fun to look at the model of eating. (a little lightness always makes it easier to face those raging emotional Hungers)! Here are a few methods of feeding and some thoughts on how to implement them. First we’ll explain each step of the model, and then we’ll put it into practice with an example of someone who has a craving for Peace of Mind.

## *Portion Control*

**BITES:** A step-by-step approach to meet the hunger, for people who don’t have much time. If you take enough small bites, consistently and regularly over time, you can satisfy an entire overriding hunger by the sheer accumulation. In our example, the client could pause several times each day to take three slow deep breaths, while she focuses on images that bring her a feeling of inner peace. Doing this 10 to 12 times a day—or more—will create a cumulative experience of

### **Coaching Tip:**

For people who “don’t have time,” find a way to feed the Hunger in 1 to 2 minutes or less. And repeat it regularly throughout the day.

peace. The bite-sized approach is great for clients who say they don't have time to take care of themselves. After a while, the accumulated benefits help them find more time for self-care.

**SNACKS:** In between meals, these stave off hunger until the time is right for the "meal" to be served in an orderly way. When stress strikes at work, our client could close the door to her office (or retire to the restroom) for 5 minutes of meditation, centering or a calming visualization.

**Coaching Tip:**

People love variety when they snack. How many 5-minute ways can you find to satisfy the Hunger?

**MEALS:** Depending on the "system" there can be a few different meals each day (i.e. 3 to 4 meals) or a program of regular daily sustenance. This is an excellent way to release the gripping hold of a hunger and to create a supportive environment that guarantees you'll never go hungry again. Schedule these often. Our client could enjoy some soothing, peaceful music at work or on her commute; take twenty minutes each morning for meditation, yoga or tai chi; plan a soulful walk each day at lunch; or reserve the last half hour of the day for quiet reflection and gratitude.

**Coaching Tip:**

These ongoing systems are the most effective long-term solution to our Hungers. Schedule "meals" regularly.

**FEASTS:** These are wonderful when used as a celebration. In a feast, we often experience having "more than enough" to satisfy whatever cravings we have. Enjoying that experience gives us a sense of total fulfillment—at least in the moment—and generally satisfies the hunger for quite a while. However, if we "need" a feast often in order to survive then the use of feast is derailed into bingeing/gorging, and we'll want to look for ways to eliminate the conditions that are driving the hunger. Our client could attend a few weekend spiritual retreats each year, spend a two-week vacation hiking in the mountains, or simply take a "mental health day" (to totally pamper her spirit) 3 or 4 times a year.

**Coaching Tip:**

If you plan your "feasts" in advance, you get double benefit. Looking forward to the feast also helps relieve the Hungers of the moment.

**BINGEING/GORGING:** This kind of activity is often prompted as a response to serious or long-term deprivation or starvation. The ineffectiveness of this is obvious. While on one hand it addresses immediate need for "food", on the other hand it puts us through a roller coaster of ups and downs. It creates the experience of abundance and then the feeling of lack. The side effects of withdrawals and

**Coaching Tip:**

If a client has a history of emotional Bingeing or Gorging, this is a therapy issue. Refer them to a competent therapist.

over-satiety. Ultimately, it adds nothing to the stability of the system.

Bingeing is a breakable pattern that requires a new framework—one of sustainability. Our client would not be well served by working herself into the ground, and then either quitting or getting fired from her job, and taking several months off to recover.

In cases of extreme burnout, a client may need a sustained period for recovery, but that's beyond the scope of a coach. That's a clear indication for therapy. In order to avoid this trap altogether, we need to shift from the notion of sprinting to running a marathon. Meet the hunger when it starts to whisper using the other feeding methods above, instead of waiting until it's screaming in your ear.

Along with therapy, an ideal coaching plan for fulfilling this client's craving would include numerous Bites and Snacks, regular Meals and a Feast near the beginning, if possible, to set up a base-line level of Peace that could easily be maintained by regular feeding.

## *What is Your Nutrition Level?*

Equally important in this whole discussion is the nature of the "foods" one is ingesting. It's not just how often you eat, but also what you eat that counts. **Here are some questions to ask yourself/your client:**

- Are you meeting this hunger with "fast foods" which offer little in the way of nutrition, but have the seemingness of meeting the hunger?
- Have you designed your "menu" to give a balanced meal? (Conscious Choice)
- Are you open to new foods/methods of getting this hunger met? (Flexibility, Variety)
- Who else can you get to share these "meals" with you? (Community)
- Who else might "cook" for you? (Support)

The point of all the work on hungers is to take the "edge" off our everyday experience so we can be in the present moment with

whatever we're doing. You're already familiar with a great example of how this works. What happens when you go food shopping when you're hungry? Everything looks good and you want to buy dozens of things you don't really want or need, right? Now think of how different your experience is if you shop after you've just eaten. You're probably more relaxed, and you look for foods that you truly want to eat, not just whatever will fill the gap.

### **Coaching Tip:**

Without the distraction of Hungers, we can be in the present moment with whatever we are doing.

Without the distractions of the hungers behind the scenes, (much like noise backstage during a performance) we can concentrate our attention on what's right in front of us, and focus on what we truly desire. Then we experience both the power of directed attention and the richness of the life-moment we're living. The result is more effective actions, a sense of meaning and fulfillment in life, and the peace of mind that comes from being at ease with the world and ourselves.

From here, we can begin to construct a future that we really desire without our hungers pulling us off course. Since the **future is simply a series of successive** moments of "now", it's in our best interest to fully take care of what we are doing RIGHT NOW, to build the blocks that create a successful and rewarding life in the future. Try spending about 90% of your time and energy on taking care of right now, and only 10% of your energy on designing your future. By taking good care of yourself in the moment, things start to fall into place in your life in ways that are far better than you could ever imagine.

**This is your time to practice. Use your imagination and play with the metaphor. What are some other questions you could ask to help get to the heart of the situation/hunger?**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

# 6 Levels of Hungers

Or,

"I'm eating everything in sight and I don't know why."

**STARVING/FAMISHED:** Deprived of a key component necessary for life; Having a desperate requirement; one absolutely *must have it*, and will do ANYTHING to feed. There's an anxiety-ridden kind of adrenalized energy about this level. The person will feed on ANYTHING, regardless of the toxicity level of what's being consumed. This is a near-death level of hunger. People with this level are often in the therapy zone. The hunger may be so severe that it can only be met by a therapy type intervention or "emotional transfusion."

**Coaching Tip:**

Refer the client to a qualified therapist.

**CRAVING:** A demand for, an earnest asking, begging. At this level one will do many things to get the hunger taken care of, including but not limited to sacrificing one's integrity and sense of what's right. A modicum of choice is still operating here, but not for long.

**Coaching Tip:**

Client could benefit from therapy. Coaching can be done in situations where the client is "at choice."

**HUNGRY:** Must have, if not immediately then soon. Still under control but on the edge of taking over.

**LONGING FOR:** An experience of regular and continual absence of. At this level, one is so used to it not being fed that one almost grows accustomed to it. At the same time, it is still in the background as a "low level hum" that would grow quickly and release the Hunger/Craving/Starving behavior level once allowed the presence of food.

**HAVE AN APPETITE FOR:** Here one has preference and some choice. It is the beginning of noticing that there is a deficiency. If one listens to the hunger at this level, and takes immediate action to feed it, then the other levels are short-circuited. By listening to this "whispering" stage of a hunger, we can usually avoid the compulsive, out of control feelings of the more intense levels where our hungers are shouting at us.

**ELEMENTAL HUNGER:** This is usually at the heart of it all. The one. This one is deeply felt instead of the anxiety-ridden surface level of starving. The hunger that feels like if one doesn't meet it they will truly die. Either in reality or in their spirit/soul. It is the one that has many tentacles and reaches out looking like other hungers. It is this one, that once recognized, and regularly fed well, is at the heart of our purpose here on earth.

## Practice Time

You didn't really think you were going to get away with staying in your head about hungers did you? Now's the time to practice a little bit so I'm setting up a mix and match game for you.

This game is like the old "match the line from column A with the statement from column B. The game is about identifying the language of the six levels of hungers. Plus, there's a bonus round for you to fill in language you've heard on your own. I've put the six levels on the left and your job is to draw a line across to the statement you might hear that would illuminate the level of hunger your client is in. I'll do 3 rounds for you then you set up the lines in the bonus round. And don't be afraid to mark the line in the book. What are you going to keep it clean for? In case you get different answers? As if?

### **LEVEL OF HUNGER**

### **CLIENT STATEMENT**

Starving

Craving

Hungry For

Longing For

Appetite For

Elemental

" \_\_\_\_\_ is what life's about!"

I'd like to have \_\_\_\_ in my life.

My goals are very important  
to me.

It would be nice if....

He never listens to me about

\_\_\_\_\_  
I have to have \_\_\_\_ regularly  
or I'm not okay

**Okay, here's round two, have another go at it.**

Starving	I just hate it when "X" doesn't happen.
Craving	Just once I'd like to have ____ happen
Hungry For	it's been some time since I...
Longing For	She keeps ____ over and over No matter what I say
Appetite For	The world would be better off If we gave each other ____
Elemental	I wonder what having ____ would be like?

And one last opportunity to practice...don't worry about getting it right, just play, the inquiry is more important than the definitively "right" answer. Besides, the client will let you know when you're on target.

Starving	Why can't it be just like this .....?
Craving	I get really happy just having _____
Hungry For	I seem to be doing ____ a lot in my work
Longing For	I always seem to run up against _____
Appetite For	I've always wanted to try _____ just to see if I like it
Elemental	I can't seem to schedule ____ regularly

On the next page are the levels and a place for you to make up your own expressions for them.

Starving

---

Craving

---

Hungry For

---

Longing For

---

Appetite For

---

Elemental

---

For those of you who have a hunger for a score of some kind...make one up...it is after all your life. And while some of the above matches could vary in answers, the real value in the game is wrestling with how each of them would sound and attuning your listening to that.

# *The Hunger Masquerade*

Or

"What's my hunger doing dressed up in my goals' clothing?"

Hungers will masquerade in any number of different forms, but most prevalent in our client's goal selection. Since the primary directive of the hunger is to get fed, it's not surprising to find that many of the goals that our clients create or focus on are driven by these "behind the scenes" motivators.

A hunger will have a client create a goal that is specifically and often unconsciously designed to get the hunger met. It may have nothing to do with what is truly important to us or to fulfilling our being, it is only geared to getting

### **Coaching Tip:**

The true self is hidden by the hungers even though they may feel they are real. Hungers are something we have, they are not who we are. The coach focuses on helping a client distinguish between the two so who they are becomes more present.

the food required to satiate the hunger. Once gotten, there is a momentary experience of being "full," but much like having a good meal, one is hungry again later. The goal has been designed not for long lasting fulfillment but temporary satisfaction. Much of our client's energy, time and resources have been wasted in pursuing these false goals created by hungers.

At one point in my life I was pursuing the career of Theatre. I acted, wrote, and directed but the main pursuit was the acting. I took classes, auditioned, got some jobs and was playing the game of "going for it." I had the dream/goal/vision of being a famous actor. I had visualized being on the podium and accepting my Tony, Emmy, and Oscar and had rehearsed the speeches for all of them. My goals had been designed internally to meet my hungers for love, acceptance, belonging and freedom. And I went many years in chasing this goals with much energy, emotion, and money invested as well.

Then I got a coach. Through work with my coach, I became clearer about the essence of these goals. When I did, I had a revelation and a complete turnaround in my life. I dropped the acting profession altogether. This was not easy since I had identified myself as a "born" actor and fused that self-definition with my internal death if not completed. It was however a great move, especially since strategically it's not useful to have a goal created by a hunger for acceptance in an industry that is 85% rejection based. The odds of having a regularly satisfying experience are severely against.

I became a coach. And in so doing, I kept all the things I loved about acting. I retained the curiosity about people, my love of improvisation, and working off the moment, my joy at being in front of a crowd presenting and making a connection. I left behind the mystery of why someone got cast and I didn't, the constant guessing and uncertainty of whether one was going to be accepted for a part, and when you

would be notified. I also left behind the regular experience of getting work at what you love for a short time then having the show end and having to look for work all over again. I became more self-confident, had more fun, more fulfilled out of the work that I was doing with people, and not surprisingly, more financially successful than my best year ever as an actor/waiter/carpenter/whatever job I could get person.

True goals are almost always values based. They express our inner soul and spirit and have a real sense of "completeness" about them. Hungers are a one-way street. What that means is that our hunger doesn't care about any one else, as long as it gets fed. Values are global principles that we share and express in the world. Where a hunger wants us to have recognition, it doesn't care if anyone else gets recognition. In fact, it usually sees the recognition food as a scarce supply and gets threatened by someone else receiving recognition. It's much different for a value. Someone having a value of recognition will view recognition as an integral part of the world working. They will be as willing to give recognition as to receive it. One will, in short, support recognition's presence everywhere.

In the hungers world, an important job of the coach is to help the client clarify the true nature of the goal. Is it a hunger in masquerade or is it genuinely a value seeking to be expressed? There are two ways the coach goes about this task. First, using the quintessential coaching skill of listening to discern the connection between the goal and the hunger.

Second, using the discovery question tool to help illuminate this connection for both the coach and the client. The discovery question is born out of the simple curiosity inherent in wondering, "What's really going on here?" And since it is curiosity driven, it arrives without judgment and without opinion. It is just the simple wondering about how the client's personal operating system really works.

# *Hungry Like the W.O.L.F*

## **Step 1: Discovering the W.O.L.F.**

Listening is a skill we use hundred, or even thousands of times every day, yet for most of us it's an unconscious process. Although we hear and understand a lot of information, we haven't stopped to look at how the process of listening actually works.

We don't have a clue about why some things tend to stick in our memory and other things go "in one ear and out the other." We're not aware of what really motivates us to listen, and how our individual paradigms determine what we hear.

For example, take the simple statement: "I saw my mother today, and I gave her a big bouquet of flowers." Imagine how a mother might hear that statement. Now imagine how a therapist might hear that statement. Next, imagine how a florist might hear the statement; or a person whose mother had just died. Imagine a truck driver...a kindergarten student...a Hell's Angel...or a high-powered CEO. All of them would hear that same statement differently.

Each of us listens with an agenda that's based on the essence of who we are. We call this agenda our W.O.L.F. because it determines "What One Listens For." Our W.O.L.F. agenda is formed by our unique background and experiences. It's driven by either our conscious intentions or our unconscious hungers; sometimes even both. A coach's job is to be able to

separate themselves from the Hunger-generated listening (The W.O.L.F.) that most people have and the more powerful listening appropriate to a coach.

In this section, we'll explore:

- How to deepen your listening skills
- How to discover the hungers that drive your listening
- How to get your hungers met so you don't "listen on an empty stomach"
- How to tame the W.O.L.F. (What One Listens For)
- What a masterful coach does and doesn't listen for
- How to listen to yourself
- How to use your natural listening strengths as a coach

# What One Listens For

Although each of us has our own unique listening agenda, these agendas often fall into typical patterns. Recognizing your patterns, although not always comfortable, is the first step toward becoming an excellent listener, and a Masterful Coach. Review the list below and place a check mark by the listening pattern(s) that describe what you typically listen for.

- An opportunity to contribute
- A chance to make a point
- A place to say "See, I'm right!"
- A place to create affinity; "I know, I've been through the same thing!"
- A place to fix or solve the problem
- The moment where we may have to defend ourselves
- An opportunity to show we care
- A place to put forth a belief or teach a lesson
- A chance to change the subject or make a joke

### **Coaching Tip:**

No one is immune to W.O.L.F. so you might as well get over it and "fess up". The sooner you do, the sooner you can begin to do something about it.

- A chance to join the conversation; to participate or belong
- A chance to gracefully exit
- A chance to distinguish ourselves or prove that we're different
- A chance to promote ourselves or prove that we're better
- An opportunity to correct
- Clues that show that we are "good enough"
- Signs that prove the other person likes us

# *The Hungers Behind the Agenda*

Behind each of the WOLF listening agendas is a hunger that needs to be fed. It could be a hunger for recognition, appreciation or attention...a hunger to be right, or to give or to instruct. Whatever the hunger, one thing always rings true. You can't ignore it. Like any hunger, you've got to recognize it and feed it if you want to release yourself from its grip.

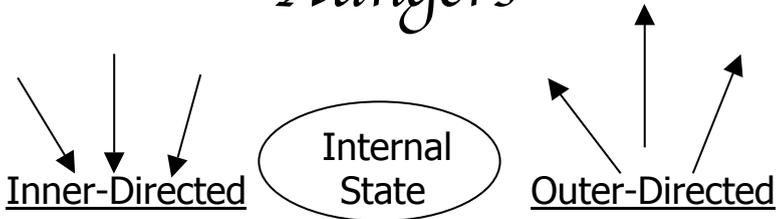
## **Coaching Tips:**

Remembering to hold a context that a hunger is not a "bad" thing to have, it is simply what is...will keep you coaching from a space free from judgment.

Think back to your school days. Remember the last few minutes before lunch, and how hard it was to pay attention while your stomach was rumbling? Listening when you were physically hungry was very difficult, but it's an even bigger challenge to listen when you're hungry emotionally.

On the next page is a duplicate list of the 3 common emotional hunger types that keep us from being fully present while we listen. Take a moment to look through the list and see which hungers might be behind each of the W.O.L.F Listening Agendas. Add your insights to the "Hungers" column of the chart of Hungers and W.O.L.F. agenda. Then use your insights as you listen to your clients, your colleagues and yourself to see how these hungers influence a person's ability to "hear."

# Hungers



<u>Inner-Directed</u>	Internal State	<u>Outer-Directed</u>
To Receive	To Feel	Be/Have/Do
Receive Attention	Feel Important	Be Successful
Receive Love	Feel Secure	Be in Control
Receive Admiration	Feel Unrestricted	Be Right
Receive Respect	Feel Included	Have Power
Receive Acceptance	Feel Valuable	Be a Leader
Receive Recognition	Feel Needed	Be Useful
Receive Appreciation	Feel Safe	Be Cool

Receive Praise	Feel Loved	Teach Inform
Receive Credit-Thanks	Feel Connected	Achieve Accomplish
Receive Compliments	Feel Heard	Maintain Order
Receive Care	Feel Whole	Give to Others
Receive Support	Feel Complete	Be Perfect
Receive Gifts	Feel Excited	Be Responsible
Receive Touch	Feel at Peace	Be Creative
Receive Information	Feel Inspired	Be Consistent
Receive Help	Feel Honored	Be Unique
Receive Loyalty	Feel Clarity/Certainty	Get Results

W.O.L.F. Agenda	Hunger
An opportunity to contribute	
A chance to make a point	
A place to say, "See, I'm right!"	
A place to connect; "I've been through the same thing!"	
A place to fix or solve the problem	
The moment where we may have to defend ourselves	
To show we care	
A place to put forth a belief or teach a lesson	
A chance to change the subject	
A chance to join the conversation	
A chance to gracefully exit	
A chance prove that we're different	

## **Exercise**

1. List your 3 main Listening Agendas:

a. \_\_\_\_\_

b. \_\_\_\_\_

c. \_\_\_\_\_

2. What are the Hungers behind each agenda?

a. \_\_\_\_\_

b. \_\_\_\_\_

c. \_\_\_\_\_

3. How might you get each of these Hungers met outside of the coaching relationship?

a. \_\_\_\_\_

b. \_\_\_\_\_

c. \_\_\_\_\_

4. Actively listen to the conversations around you, and practice identifying the Listening Agendas of the people you're speaking with. What do you notice about the different agendas? Where do some of the

responses hidden in the different agendas lead to? Were the agendas you heard the same as or different than your own listening agendas?

Do you think the speakers felt really "heard"?

Did the Listeners' agendas get them what they wanted? Was it a high-quality conversation?

**Coaching Tip:**

Trust your ability to come up with the appropriate hunger to address. One has to start somewhere, even if it is a small hunger.

**Step 2: Feeding the W.O.L.F.**

On a full stomach, we're all better listeners. So during this section, we'll look at 3 ways one can keep ones hungers fed. This is where the coach will be helping their clients. Think about one of your personal hungers for a moment, and hold it in mind as you read through the options below. There are three main ways to feed a hungry WOLF.

**1. Acknowledge where it's already being fed.**

Many of us are like the blind man who starved to death at a banquet. There was food all around him but he didn't know it was there. It's time to start noticing where the food is in your life. How many places in your life are you already getting exactly what you hunger for? Who or what is already helping to satisfy that need? Do you ever brush off compliments or ignore people when they acknowledge you? How could you start letting those acknowledgments in? And on the rare occasions when your hunger *is* fed, do you spend any time enjoying the sensation? Sometimes, what we've been so urgently seeking is right there in front of us. We

just need to open our eyes and take the time to enjoy it.

## 2. Set up a feeding schedule.

If what you are hungering for isn't right in front of you, it's time to start creating it. There are two ways to do this. First, you can set aside time to feed the hunger yourself. If you hunger to be "right," you might make a list of 10 ways you were "right" during the week. Then smile and acknowledge yourself for it, basking in the glory of your "rightness" for a minute or two. If your hunger is to be appreciated, you could spend a few minutes at the end of each day appreciating all the wonderful things you did, and the amazing person that you already are. You can also imagine other people giving you exactly what you want and need, and revel in how very good it feels.

Second, you can ask other people to help feed your hunger. Let your supportive friends know when you need a hug, a pep talk, or a pat on the back. One coach gave self-addressed postcards to all her friends and asked them to send her one each week, with a short note about what they liked about her. Another asked his wife to tell him 3 things he had done *right* each week. Does this seem silly or selfish? Then look at it this way: You actually help other people fill their own hunger to contribute by allowing them to contribute to you. It's a win-win game.

Third, feed the people around you.

This is going to be one of the more effective ways a client can be using the "external means of feeding their hunger. The following is a message that could

be delivered to a client as well as looked at for the coach to maintain a hunger satisfied coaching space.

"If there's not a wealth of supportive people around you, then it's time to prime the pump." By taking some simple daily actions you can create a support structure that will nourish you every day of our life. (And if you *do* have a strong support network, you'll recognize this as an excellent way to keep it strong and healthy.)

Start giving to other people, what you most want to receive yourself. If you hunger for appreciation, then appreciate 3 other people each day. Feel the joy of that appreciation. If you hunger for power, start delegating power to the people you manage and watch how it expands your own influence. If you hunger to be understood, take the time to truly listen and understand someone close to you. By giving what you most want to receive, you very often receive it in return. It's like smiling at a stranger and having them smile back. Smiles (and support) need to start somewhere and you're the best source—because you're the *only* source that you have the power to change."

When you accept your own hungers, and lovingly allow yourself to get them fed, your ability to listen expands tremendously. You can let go of your old listening agendas, and truly hear what your clients are saying. It's a remarkable gift, for them and for you.

**More Practice time on the next page**

Three Hungers that affect my listening are:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**Three new ways I can feed each hunger are:**

Hunger #1

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_

Hunger #2

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_

Hunger #3

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_

### **Exercise**

1. Think of giving 3 people what you most Hunger for. Have all 3 be from a different category, such as:

One it would be hard to give to, one it would be easy to give to, and one it would be neutral to give to; or from different areas such as my work, my family, my community. Then write a few notes about how it would feel to do so.

a. \_\_\_\_\_  
\_\_\_\_\_

b. \_\_\_\_\_  
\_\_\_\_\_

c. \_\_\_\_\_  
\_\_\_\_\_

2. List 3 places where you're actually getting your Hunger met already. Then add a sentence or two about how it feels to have the Hunger met this way.

a. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

b. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

c. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. Feed the Hunger yourself. Come up with 3 fulfilling, unique, satisfying, zany, comforting, nurturing or even wild and outrageous ways to fill the Hunger yourself—either on your own, or by enlisting the aid of others. What will you do? How will it feel?

a. \_\_\_\_\_  
\_\_\_\_\_

b. \_\_\_\_\_  
\_\_\_\_\_

c. \_\_\_\_\_  
\_\_\_\_\_

### **Step 3: Listen to Yourself**

We talk to ourselves all day long. Whether we realize it or not, there's a constant inner dialogue going on inside our heads. For example, a second ago you may have said to yourself "Yes, that's true. I talk to myself constantly," or "Not me, I never talk to myself." Either way, you were carrying on a little chat with yourself. That inner voice is always with us, every waking moment. And the quality of what it says makes a significant difference in our lives.

"If the voice inside your head were a person, would you want to be its friend?"

Is your Inner Voice a wise counselor who you can turn to for advice, or a harsh critic who condemns you for every move you make? For most of us, it's somewhere in between, and it probably varies

according to the situation that we're in. Since our inner dialogue is primarily subconscious, it takes a little creative effort to discover what we're saying to ourselves...and what we're listening for.

What are some things that people might listen to themselves for? What are the common patterns or threads?

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How does our agenda change in response to different people or situations? What are some examples of this?

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How does our state of Hunger affect the way we talk to ourselves? How does that change our ability to listen to ourselves?

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If the voice(s) in your head were a character from a movie, who would it be?

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What value does this character have to offer?

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How could this character help you be a better coach?

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### **Exercise:**

Immerse yourself in the experience of something that regularly impacts you (involving such topics as money, relationships, food, health, adventure, career, learning, risk, or technology...to name just a few) and become aware of your inner dialogue.

Listen to what you say to yourself. Do you have an agenda when you're listening? What presuppositions might you have?

#### **Coaching Tip:**

While we know that listening without an agenda is inherently an agenda, what we're really after is as clean a state of listening as is possible. So, let go of the assumptions, let go of what you think you know and be willing to ride the roller coaster of the unknown that is your client.

When you listen, do you hear permission or denial? Encouragement or criticism? Understanding and love, judgment and justification? What happens when you shift your agenda? Practice listening without agenda. Just hear what's there. How was it different? What did you hear that you might not have heard before?

## **Step 4: Taming Your Wolf**

Knowing the nature of our own personal WOLF makes it easier to tame the beast. Once we know that we're listening to fill the Hunger to "be right" we can look for ways to be right outside of the coaching situation. We can also give ourselves permission to let the client be right while we're on the call. In essence, we create a situation where everyone wins.

When we listen to the voice inside our own head, we discover how to listen more effectively to the voices in our clients' heads. We can hear their personal agendas and unveil the Hungers that drive their actions.

Yet ultimately, it's the intention behind our listening that makes the crucial difference in our client's lives.

When we listen for their Hungers, why are we listening? Is it to "fix" them? Or to accept them? Is it to show how brilliant we are as coaches? Or to allow the client to see what an opportunity he has to enrich his life? Our intention shapes the reason behind everything we do as a coach.

### **Coaching Tip:**

This is the part about where it's critically important that the coach be able to "get out of the way."

So when we talk about what a coach listens for...it's not really the content that we're talking about. It's the intent behind the listening. With that in mind, a coach simply listens for what's there, with the intent of reflecting honestly and respectfully back to the client what she hears. It's called "listening without an

agenda," and it's the purest form of coaching that there is. As we listen without an agenda, some things will naturally start to stand out.

What types of things does a coach tend to hear?

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How can your own natural listening agenda help you listen without an agenda? How could this make you a better coach?

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Now that your listening is attuned. We'll go on to the Sources of Hungers. While there may be gray zones, the feelings are pretty clear. A good measurement is the clunk feeling when you know you've really put your finger on it.

# *The Source of Hungers*

Or,

"Where the heck did they come from  
anyway"

"Oh where oh where did my hunger come from, oh where oh where could that be?" Well, there seem to be three answers to that question. The first answer is that they lie in the therapeutic-zone, that area of influence known as our parents, or early input of a dramatic nature such as a trauma or a significant event. The second area is established by external forces such as society, the community around us, and whatever influences those things might have on our dreams and goals, a kind of shadow hunger. The third place of origin sits in the purpose of the soul, that which we are here to do.

**Coaching Tip:**

Coaching the source may take more time up front but will save time in the long run.

## *THE COACH AND SOURCE #1* (early childhood experiences)

When I went looking at what I was truly about and how I kept not quite hitting things the way I wanted, I wound up using the services of a great therapist. He helped me track down why I saw the world the way I did, and what kept driving me toward places that ultimately didn't work for me. It was a great investigation, and I found out a lot about my original

wiring that came from experiences, messages, and even direct training or programming that I grew up with. Many of my hungers were born there.

**Unraveling the therapeutic realm is not the province of the coach.** It is up to those people who are willing to use a therapy professional to unwire, or rewire how x, y or z hunger arrived if it seems important or relevant. The solving of this first source is left to those adept at that process.

For the coach, the value in looking at the past of a client with them is for clarification of the nature of the core hunger rather than who is responsible. The realm of the coach is the realm of the given. i.e. "This is what is here, so given that it is here, what's next?" For me, this looked something like, "Well, I have this hunger for self-acceptance and I can be pissed off about it, or sad but regardless of why I have it, I still have it. Now, what am I going to do about it?" After a while, I began to have a normalizing kind of "who cares why it's there, let's just get on with it" attitude that made the whole thing lighter somehow.

There is a crucial place "where a coach comes from" attitude for a coach at this point. This is the place of non-judgmental view or position about the presence of hungers within ourselves and our clients. Many of our clients may deny they have hungers, not want to have hungers, or feel shame about having them. And certainly, society hasn't much helped in the acceptance of our hungers. People are ostracized for being needy or "he's so desperate."

Our clients need our full acceptance that they are the way they are and nothing is wrong with them. Only then, will our clients be able to own whatever hungers they have, or at the very least go searching for what they are. Then, once the hungers have been clarified, the coach can help the clients establish and follow through on the best way to feed them, and ultimately leverage the power of them.

What has gone unrecognized is that while some of the neediness or desperation about them may need to be handled through therapy, other parts of it are simply due to not being fed; enough, systematically, or well. Much like a hunger for food, one would appear to be desperate if they were starving, and indeed they are. However, once food is introduced, and they are fed well and regularly, desperation disappears.

So the job of the coach is to help our clients identify and feed these hungers well, so they seemingly disappear as an unconscious force in our lives. Then, they can get onto what they are here to do. Whatever that is.

## *THE COACH AND SOURCE #2* (external forces)

There is much more work available for the coach here, although, once again it is in the realm of what is the "given." Here the coach can listen for, challenge, offer new perspectives on and clarify the truth of what might be supporting a falsely created hunger.

This source has to do with the world around us. We get programmed by what hungers we "should" have. A hunger for attractiveness, for power, for financial well-being, or even for "the good life." Many of these are not really hungers of ours. The incessant message of marketing, or the dictates of society create a powerful resonance inside us. This resonance feels like a hunger that I should have, if I'm a healthy well balanced individual in the world I live in.

Sometimes our clients will perceive that what someone else has is what they want. They will dwell on what having that something will mean and over time, create a false hunger that is a shadow of a true hunger. This shadow hunger will then function like a true hunger. The main problem with this is that it is only an echo of the core hunger that is really driving it. Feeding an echo is like feeding the wind. No matter how much one gives it, it never lands anywhere solid so it can never be satisfied. The client will go on and on, experiencing fleeting moments of satisfaction and then trying once again. Even the satisfaction of those moments is empty like eating cotton candy.

An example of this might be someone who has seen what a person with Power can do. How they move people around, how people gravitate to them, how they seem to be in control. The false hunger for Power begins to build inside them and eventually, it appears that their hunger for power takes over. Their life revolves around trying to get power, to establish a power base, to have a regular experience of power

and to be able to wield it and exert it over others in the world.

The coach's job here is to help distinguish true from false. It is also to help the client discern their best method of putting the hunger into the backseat in much the same way as breathing is. We don't think about breathing. We don't focus on it. We would know if something is amiss with it, but the need for air doesn't direct our everyday actions and goals. It is seemingly, not present. The coach helps the client create effective systems for getting this hunger fed as seamlessly as the respiratory system does for our hunger for air.

### *THE COACH AND SOURCE #3* (purpose of the soul)

This is one of the more intriguing and powerful places to work with the client and their hungers. In source #3, it is assumed that one's soul has created the input, situations, and environment that would produce the very core hungers we wind up with. The purpose of that would be to give us a visceral experience of what it is like to have that hunger. And to have it as a deep hunger, almost a life defining hunger. From there, as we attempt to assuage it, we place ourselves in life's laboratory and begin to experiment with what it would take to relieve one of that hunger. We immerse ourselves in experiences related to the full understanding of the hunger. Not only what it is, but how it operates and how to feed it well. We do this so we can fulfill the soul's initiative and help others learn to feed this hunger well. We are then

able to transform this core hunger into a defining value. It is a kind of alchemy wherein we shift the very nature of something that seemed to be a potentially destructive force in ones life into a source of enormous fulfillment as we accomplish our personal mission.

Here's an example: As a child, I experienced an acute lack of self-acceptance. This created a hunger for that acceptance. In an attempt to feed this hunger, I created what looks like a hunger for acceptance from others. After all, as children we're often taught to look outside ourselves to get what we want rather than look inside. And while I made attempts to get it fed, there was always a striving, a need for someone else to accept me so I could be "okay." Next came the feelings of rejection when I attempted to get acceptance. It even showed up as a shadow hunger for control in the world. As a strategy, I became the rejector rather than the rejectee.

Now comes the interesting part. As I continued to strive for self-acceptance, I learned all about it. I knew the pain of its absence and this led me in my work to begin to help others experience and gain their own self-acceptance.

Herein lies the power of having been born into the conditions that would generate this hunger. What became present was now a person whose mission in life would be to contribute to others in the manner of assisting their self-acceptance. It was fueled by and sourced in my own experiences of the past and the

more I learned about how to accept myself the more valuable my contribution to others feeling the same pain would be. In fact, it is now essential to my personal vision and permeates the work I do as a coach. Not coincidentally, many of the clients I worked with over the years who had been attracted to me, wound up working on this very hunger. Our work was very gratifying as it freed them to accept their way of going about things, and the rightness of how they saw and strategized in the world. This hunger helped me create my vision for the world. My vision statement is: I see a World where people Revel in self-acceptance and use that to create their ideal lives.

So, it is in this realm, source #3, that the coach is now present with a client in a conversation about their Vision for the world, what they intend to do about it, why it's important to them that it happen and the legacy they will leave in accomplishing this vision. This is one of the best jobs for a coach. And by the way...it's way cool to have these kind of conversations.

I'm sure you're hungry for something really practical and concrete by now. So what follows is a chapter on the six levels of hunger. As stated, one of the coach's main jobs in hearing hungers is to identify the intensity level of the hunger. Without the clarity of how intense the hunger is, the coach and client may sidetrack a lot of time and energy addressing hungers of lesser intensity while the drivers of much more powerful hungers are driving the bus.

## *Coaching Hungers Example*

**COACH: How are you currently feeding this hunger?**

CLIENT: Usually, I just wait for an opportunity to pounce on someone and feed through conversations, which often go on much longer than people want them to, and I bore them with it. I seem to be constantly over-talking and turning people off by it. They get disgusted, uncomfortable and leave, or worse, just nod their head occasionally and tune out. I know they're somewhere else and that I've driven them away, but I just can't seem to stop myself. I feel like I'm left with no way to get fed.

**COACH: What if you could get snacks along the way?**

CLIENT: Well it would probably take the edge off. I wouldn't be so compulsive about it.

**COACH: Let's list some of the ways you can get this hunger fed.**

CLIENT: Well, I get it fed by conversations.

COACH: **Yes...**

CLIENT: I sometimes get it met by reading a book about the subject.

**COACH: Do you listen to tapes?**

CLIENT: Yes.

**COACH: Do you watch TV programs like the Discovery Channel or PBS on these topics? Have you ever written about them in a journal or an article?**

CLIENT: Yes. I do but not regularly. I guess I could do that more often, then I wouldn't think I had to only talk with people to feel okay about it.

COACH: **Yes, getting this one fed regularly, with regular type meals would be good. This week, I'd like you to not only list as many ways as possible to get this hunger fed, but also, to plan out a regular "menu" of methods and foods. In addition,**

**I heard a deeper hunger, one for respect. That may be what's driving the hunger for knowledge and the need to share it. How can you get your**

**Coaching Tip:**

The coach does many things with the metaphor:

1. Asks questions about use.
2. Gives perspective.
3. Listens for how the client uses it.

**So, let's work this food model for a minute. What would be the 'carbohydrates?' Would that be reading; something that is a slow burn? If so, what would be the vegetables, vitamin and fiber suppliers, something you could eat almost endless amounts of? What would be the proteins—the muscle builders, and what would be the fruits—short quick bursts of energy? After that, I'd also like you to discover what would be the 'unhealthy foods;' the things you might be doing to feed this hunger that don't actually add to your health and fulfillment. They are in fact, toxic in the long run. They may even satisfy the need for bulk of some kind. Would you do that by next week?**

CLIENT: Yeah, this is fun. I can really relate to this way of looking at it.

# *Hunger Distinctions*

(excerpted from the, "Distinguisaurus"  
by Michael Stratford)

## *Dining In vs. Dining Out*

There are many systems out there for feeding one's hungers. There is a crucial distinction to be made for our clients since most of them are used to getting their hungers met externally...that is to say by sources outside themselves. These may include their friends, loved ones, their job, the community, even the animals they call pets. None of these sources are bad for one, but they do create a co-dependence with the source and leave one vulnerable to the power given over to these sources.

For example, when a person normally gets their hunger for recognition from work, say a supervisor or others employees, they are at the mercy of whether or not they get enough, or what means they have to employ in order to get the right amount of recognition from those people. In fact, one of the ways supervisors control or direct their staff is through a sometimes, unconscious manipulation of the things that drive them as human beings. They can withhold, portion out or deliver recognition at will in order to control the level of productivity or performance they require and need from the people who work for them.

## Dining Out

Let's take a look at some of the forces one is subject to by "Dining Out."

1. The restaurant may not be open at the times we want to feed.
2. The "servers" of the food may be disagreeable.
3. The cost might be too high.
4. What we want to eat may not be on the menu that night.
5. What we're hungry for may not come the way we like it, or it may come with other things on the plate we don't want.
6. The portion size may be too small.
7. There may be others around who we don't want to witness our feeding.
8. Others may be requiring the same dish so the kitchen runs out of what we're hungry for.
9. We may have to go a long way to get to the restaurant.
10. We may have to wait a long time to get served.
11. We may have to go to a neighborhood we don't like.

Not to mention, *we have to do it all over again when we want some more.* And all this because we are looking for someone else to "feed" us.

## Dining at Home

Now let's look at Dining at Home. While having its limits, it clearly has advantages, here are some:

1. You can get up at any time of the night and feed yourself.
2. You don't need any one's permission.
3. You can make it just the way you like it.
4. You can make as much as you want of it.
5. You can even feed yourself in your underwear if you choose, there's no dress code.
6. You don't have to wait until someone decides to give it to you.
7. There's no 'quid pro quo' for what you get.
8. The cost is low.
9. If you don't like what you're giving to yourself, you can change it without hassle.

***When the client has fed their hungers well, frequently, and with the amounts they need they are then free to address real goals, and more importantly to live expressing their values.***

What we're recommending is: The *first* place for ourselves, and our clients to feed, is right here at home. Then when we do go out, it's a treat, it's special and it adds something new/interesting to our lives, instead of being the only place we can get what we want.

On the following page there are some dining in/dining out questions for you:

Where have you been dining out to feed a hunger?

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What has it been costing you?

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Where has the dining out been unsatisfactory?

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What would "dining at home" for that hunger look like?

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How would it feel if you didn't dine out for that hunger?

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How would it affect those around you, if you didn't get that hunger fed by them?

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Now it's time to make up your own. What questions would you ask a client to help them use the "Dining Out/Dining In" model?

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## *Generic vs. Specific Hungers*

In the generic hunger one knows one is hungry for something and pretty much anything will do...the problem with this is that it will lead to a deficiency in some form or another. The specific hunger is a more powerful place to work for the coach. This way the client is not only getting their hunger fed, but how much, how often and what flavor. The challenge with the generic hunger is that when fed, because of the lack of specificity, other "foods" accompanying it may or may not be beneficial.

As a coach, it is your job to listen for not only the nature of the hunger, but the level at which it's operating. Then, you design with your client a regular "menu" of methods to getting the hunger met.

It is important that you listen for the specific nature of your clients' hunger

### **Coaching Tip:**

Find your own way to put words to these distinctions. By making them your own, you communicate them to clients more effectively.

so that you can hear the nuance and adjust the "recommended daily allowance" of soul sustenance to meet exactly what's being sought. No hungers are exactly the same for any two people. Listen for the acute and distinctly personal manifestation in each client.

Some additional questions that help identify the specific hunger.

- What is the hunger?
- What is its particular flavor requirement?
- How much of it do you need?
- How often?
- What if anything must accompany it?
- Is it a symbiotic hunger? i.e. a hunger that can only be fed by another feeding their hunger as well?
- Is it a learned hunger?
- Is it a useful hunger?

## *Form Vs. Essence*

### **Form**

In any goal creation process, every person has attached a particular form for the goal. It is something that represents the heart of the goal and tends to have an "all or nothing quality to it. The form of the goal, which is the outside manifestation of it, has many particular details, looks like such and such, others would be able to recognize it by looking at it, and it seems to have clearly defined steps toward it. In fact, many people will "create a goal and work backwards" as the modus operandi of getting the life you want.

A simple example of this is how people identify the "ideal person of their dreams." Because of an association with what they think a particular characteristic represents, they attach an image and a desire for that form to be part of their perfect fit. It could be hair color, it could be height, it could be job, it could be nationality, it could be race, and yet how many people have found what they wanted and been surprised that it didn't come in the form they originally pictured.

Many a man has had the image at age 40 that a 15 years younger woman is the only place that he could find the sense of innocence and lack of jadedness (not to mention the body condition) that he deems impossible to find in a woman closer to his age. Once engaged with that scenario, he often finds that she "doesn't have the conversation level I need" or "is too childish" or any number of other personality traits that might come along with a person at that stage of life development. He might also find that he now has a constant sense of anxiety as they get older together that she will leave him for a younger man and now his dream vision has become a nightmare.

This is attachment to the form. Inherent in this attachment is the assumption that the qualities we are looking for in the person, job, career, car, friendship, etc. are only to be attributed or located in the form we have envisioned, and not to be found elsewhere. At the source of this attachment is an unfed, or ill fed hunger. We have ascribed the "food" as looking like "X" and are desperately attempting to bring "X" into our lives. This is tantamount to saying

my hunger for protein in my body can only look like a rare Filet Mignon and anything else will not meet my body's need for protein, when in fact, the need for protein may be met by chicken, fish, even a lower grade of meat, soy, etc. or any number of other ways. It is we who have placed the limitation on the food by the form we attach to it.

What this does is to attempt to force the world to our will. The thing behind our will, which gets called into the game, is our hunger.

### **Essence**

It is a much more powerful creative strategy to uncover the essence of the goal that the client hungers for. What is the true experience that is being desired, what hunger is really being asked to be fed. Then there might be any number of "containers" that would hold that essence, in much the same way that a fragrance can be held in jars of many shapes and sizes.

An example of this might be an actor's desire for an Oscar. In this "goal" the actor has put her dreams, energy, finances and focus on this single means of feeding herself. She might do anything to get it, including some things that compromise her integrity. And when or if she does get it, the experience most likely will be fleeting, and the hunger starts all over again, with a new "goal of inspiration."

What might be more useful is for the coach to help her discover what the essence of that goal is, and what hungers are seeking food through that form. It

might well be the hungers of belonging or acceptance, love or a sense of being able to control ones own destiny, the power of choice or the hunger to be adored. When these hungers are fed and fed well along the way, the client is more likely to have a better time in the pursuit of the goal. Clients may in some cases relinquish the goal outright and discover that it wasn't what they truly wanted in the first place. Even if they do keep and attain the goal, the fulfillment of the goal will be more long lasting because it will have been a valuable journey of self rather than simply food.

## *Towards Goals vs. Away Goals*

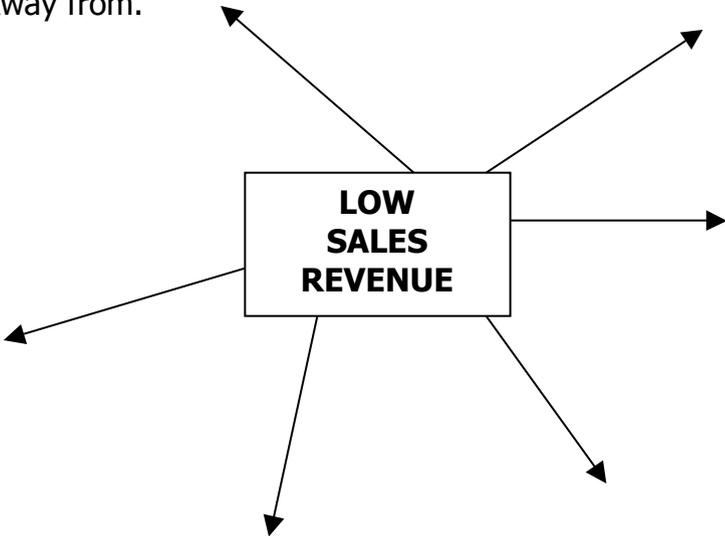
When it comes down to it, there are only two types of goals...while there may be many flavors of these types essentially there are only two...Toward Goals and Away goals. The coach helps the client get clear which of the two they are playing with and what the consequences are for playing in either. In many cases Hungers are determining which goals they have.

### **Away Goals**

These are just what you might imagine...goals that are designed to help one get away from something, usually something undesired or painful. They are often goals that have at their heart avoidance or escape. They can be great motivators because their effect is similar to that of a cattle prod...once you are prodded (unless of course you like the feeling) you do whatever is necessary to get away. The drawback of

course is that an away goal doesn't necessarily land one anywhere except "away." Which could be anywhere at all. They also will work as motivators as long as there is sufficient pain to keep one moving. Then, even if one hasn't yet reached being completely away, if there is sufficient distance from the prod the motivation might well stop. Even though there may still be some pain, it might be deemed small enough to tolerate or accept with a "that's just the way life is" kind of limiting belief.

When coaching a team, away goals can be particularly destructive. Notice the diagram below. The source of the pain or undesired condition is in the box at the center. If each of the arrows represents a person, you can see how they can all be moving in a different direction and still fulfill the mandate of "Away from."

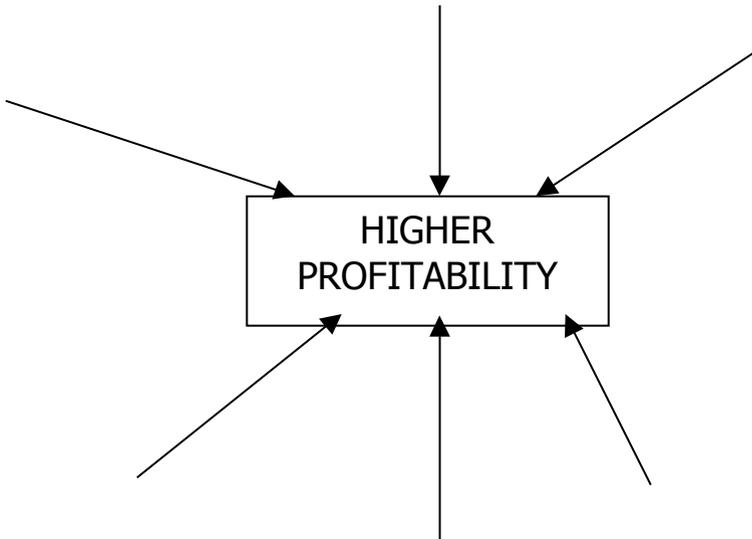


As you can see, each of the person-arrows is fulfilling the directive "Move Away from" and yet the team is not arriving at the same place...this is actually what happens with many teams when they seem to be at cross purposes. There is a big challenge in correcting this if the nature of the goal isn't shifted because people are both "right and wrong" at the same time. There is another challenge in away goals in that one is always referencing where they are by how far away they are from the pain source. This means they are always checking back in with the pain and therefore tied to it.

### **Toward Goals**

Once again the nature of the goal is simple. A goal one moves toward. Since most people don't move toward pain (except for a few that have either a therapeutic issue or a penchant for pain, which could be described as pleasurable for them) they are therefore moving toward pleasure. This is the realm of people moving from where they are toward what they want, desire, vision, or sometimes even hunger for. It is the gap between how their life is and how they want it to be. What's interesting to note is how the dynamic of a toward goal changes the process. Yes, there are action steps, and yes one keeps moving based on feedback about where they are in reference to the goal. Now however, they are looking forward instead of back. And if there is any pain in the previous state it is behind them. They have turned their back on it and are focused only on where they want to go. They also have a clear direction vs. a myriad of directions that are possible in moving away from.

This is especially potent when coaching a team. Here is an example of the team working with a towards goal. Once again, the arrows represent a person. Notice how different the energy will be if the entire team is now focused on the single toward goal. The strategy becomes about alignment and best practices rather than who is right regarding the direction chosen.



As you can see, even though the six "people" on the team may be coming from different angles regarding profitability, there is one single clear goal to focus on and the alignment possibilities increase enormously from moving toward instead of away.

The challenge for the coach is to not only help our clients feed the hungers that may be creating any individual goal, but also to help them reconfigure the nature of the goal to move toward instead of away.

The difference is running toward safety vs. constantly looking back at the bear chasing you.

## *Hungers vs. Values*

### **Hungers = One Way Street**

For a person who is very hungry they don't much care about whether or not you eat. It is important to their own survival that they themselves eat first. Then, you come into the picture. Only in the cases where they perceive that their own survival will be enhanced or benefited by yours will your hunger come anywhere close to theirs in priority.

Here's an example: A person may have a hunger for contribution. They may seem like they are always giving to people. When it comes to receiving, since the hunger is a one-way street, while they may want to receive they have difficulty with it. They dismiss others' attempts to give in return by saying "It was nothing, I did it because I wanted to," or "You don't have to give me anything, I'm fine." They find it hard to receive. They may even compete with others to give greater contribution than someone else.

### **Values = Global**

Contrast that with the Global principle quality of a value of contribution. In the value of contribution that same person would not only want to contribute to others, but they would find equal value in being contributed to. They would also appreciate it when others contributed even when they didn't. In fact,

they would delight in witnessing contribution wherever it appeared. They would want others to be able to experience the joy of multidirectional contribution.

One way for the coach to hear whether it is a hunger or a value being expressed is to listen for how global the application is. Does the client want recognition and not much care whether others get it? Are they threatened by others getting recognition when they don't? Or do they also want others to get recognition when it's due, and are fine in giving genuine recognition for others accomplishments.

## *Satisfaction vs. Fulfillment*

### **Satisfaction**

One's satisfaction is in direct relationship to feeding one's hungers. It is getting the fundamental quality of needs met; filling the cup as it were. With respect to hungers, satisfaction is the state of being that remains after regularly meeting the hunger with whatever the hunger requires. Hungers can only be temporarily satisfied. However, the regular feeding of them will "take the edge off," and allow us to focus on what will truly fulfill our Self, and whatever purpose we perceive to be our own for being here.

### **Fulfillment**

One's experience of fulfillment has to do with the soul, and the expression of values that are a match for who we are. When we feel fulfilled, we have an

experience of peace of mind that ripples out through our entire being. It is the feeling of doing or having done what we are here to do, and it is both an ongoing and end point state. One can easily feel fulfilled along the way on the journey of fulfillment. Our job feels like it's our life's work. Our actions feel congruent with whom we wish to be. Our daily life has a deep, deep level of satisfaction that is unmatched by the temporary sating of a hunger.

One can think of these two in tandem in many ways. One way to capture the difference is to contrast some similar tandems of feeling.

Satisfaction is to Fulfillment as:

- Feeling liked is to Feeling loved.
- Being in shelter is to being at home.
- Feeling like the job is done is to feeling like you've done the job well.
- Watching the movie is to feeling "in" the movie.
- Hearing the music is to feeling the music in you.
- Getting information is to having a message resonate inside you.
- Doing exercise is to feeling your body as it works.
- Exhibiting expertise/good technique is to the effortlessness of Mastery.

## *Top Ten Recipe Ingredients*

Here are some key items to pay attention to when feeding hungers. Hungers are a complex driving energy, it's up to the coach to be aware of all the components of handling hungers well. Our clients are hungry for the life they want. Here are nine elements to be aware of when feeding:

**Frequency** - much like eating well, smaller "meals" more often helps keep a hunger in the background. While it will always be present, it doesn't need to "drive the bus." And many small meals over the course of a day keep the hunger in its seat. Little moments of listening to oneself throughout a day may stave off a hunger for being heard so it is not demanding its attention at an inopportune time and creating an argument.

One of the key questions here is: ***"How many times a day must I feed this hunger in order to feel sated?"***

**Regularity** - it's important to have a hunger fed on a regular basis. Binge and gorging tend to leave the psyche in shock and the human on a roller coaster ride of deprivation and satiety. When the hunger is fed frequently and regularly in a systematic fashion then the hunger seemingly disappears much like our breathing does. It only appears when there is an outside source depriving us of air or when our own exertion demands that we step up the input of air to match the activity we are requesting our body to

perform. In much the same manner, it's important to adjust frequency and regularity when our system is being challenged in a particular "hunger zone."

A hunger for self-care could be fed once in a while, or it could be fed every day. The resulting energy of feeling valued would be very different in both cases.

One of the key questions here is: ***"If I pay attention to feeding my hunger regularly, what will that leave me free to put my attention on?"***

**Nutritional Content**-This is one of the truly crucial elements of feeding hungers. This is about feeding it well and with what it requires. One could eat junk food all day long and not get what the body needs. The same is true for our hungers. One could get all kinds of attention but if it's not the right kind then our "body" still keeps demanding more. This is about the distinctions that our body demands. Some things we give our hungers stay in us longer than others. What is the hunger's version of a Protein? Carbohydrates? Sugars? Vegetables? Minerals? A hunger for learning might call for the "Sugar" of a magazine article, or it might call for the slower burning "Fat" of a novel.

One of the key questions here is: ***"What's the right kind of food my hunger is calling for right now?"***

**Size of Meal/Volume**-The size of the meal is appropriate to the hunger. Underfeeding will keep the hunger striving to be fed. Overfeeding will do the same for the spirit as it does for the body...it throws it way out of balance and instead of supporting us, it sets up something similar to an adrenaline rush/crash experience. An example here would be: a person

who is looking to feed their sense of accomplishment. Will a small or medium size accomplishment be enough or must it be a HUGE accomplishment in order to feel fed at this particular "sitting?"

One of the main questions here is: **"How much at one time, is truly enough?"**

**The Food's Source**-where we get our hungers fed from is as important as what we feed it with. This is about the purity of the food. While we have addressed dining in vs. dining out, we still will have to manage who/how we get our hungers fed from when dining out. Is it someone that truly loves us or is it someone who will feed us in an exchange program where it is costly on some level for us to get the hunger fed from that person. A classic although extreme example here is the battered woman syndrome. She gets fed a form of love from someone who is also abusing her in the process. Feeding the hunger always comes with a price.

One of the main questions here is: **"When you are not feeding yourself, what is the quality of the source from which you are feeding?"**

**Timing**-When we get our hungers fed is important to notice. We don't want to wait too long, nor do we want to time it so it intrudes on something else we have planned. Waiting too long will make the hunger more prominent later, just like when we postpone a meal, however, getting our hunger fed in the middle of a business meeting might not be the best time for it. The key here is sensing what the appropriate time is and acting on it as soon as possible within the parameters of that appropriateness.

One of the key questions here is: ***"What's my intuition telling me about the best time to feed this hunger?"***

**Specificity**-being specific helps us completely satisfy the hunger. In the same way one may have a taste for x, y or z, the hunger has a specific nature as well. One may want a particular kind of recognition from a supervisor and it's important that it get met the way it's required. For example, for some people it's the recognition in a one-on-one session that's important. While for others, recognition in public is important. It's the same food of recognition but different effects and method of delivery. Another person may want neither of the previous forms of recognition but may instead want to be recognized in the form of a bonus, or pay raise. While still another may want special perks of being let off early, or not having to come in at the same time. All could be forms of recognition food and yet not the same at all. Being specific about what will satisfy the hunger will go a long way to the hunger being satisfied.

One of the key questions here is: ***"What exactly do I need to feed this hunger?"***

**Quality**-this is about discerning the level of the food one is taking in. It's the difference between Filet Mignon and hamburger. And while one might think that Filet is always the best meat, sometimes what's wanted is a good old down to earth, basic hamburger. One of the key questions here is: ***"What's the best food I can feed this hunger with right now?"***

**Duration**-how long is it necessary to feed this hunger at any given moment. Will I need feeding for an hour? Two? Or will something that lasts only momentarily register long enough for me to have the experience of being fed? An example of this is: someone may have decided that they want to feed their hunger for attention by themselves. The manner in which they have chosen is to take a luxurious bath. What is the amount of time needed in the bath to satisfy the attention-hunger? Will there be more attention-time necessary in order to feel full? One of the key questions here is: ***"How much time is it important for me to take to feed this hunger?"***

**Sustainability**-how long will this particular food last in me before I must feed again. This is contingent on a number of factors especially including the elements above such as Quality, Size, Nutritional Content, Source and Specificity. There is another factor to consider in sustainability and that links back to the Levels of Hunger. How intense is this hunger? How much power does it have to get itself fed? One of the key questions here is: ***"If I feed this hunger well, how long will it last before I have to feed it again?"***

# *Hungers Worksheet*

Look over the Hungers list. What are your own most compelling hungers. Write your hungers on the list below, including any hungers that you recognize that are not on the list. Then note whether the hunger is Inner-Directed, Internal State or Outer-Directed.

HUNGER

INNER, INTERNAL OR OUTER

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If the Hungers are Inner-Directed or Outer-Directed, which Internal State "feeling" Hunger might be operating underneath?

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On a scale of 0 to 100 (0 = totally unsatisfied and 100 = totally satisfied), how satisfied is each Hunger in you life right now?

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Who or what helped satisfy them in the past?

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How can you create a system to get the hungers fed effortlessly? What do you need? What could you do?

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Who can help you with this? What resources are available? (think of people, organizations, books, groups, information sources, animals, plants, places, systems, etc.)

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What are 3 action steps you could take **this week** that will help you start satisfying each of your Hungers?

Hunger	Action Steps
1. _____	a. _____ b. _____ c. _____
2. _____	a. _____ b. _____ c. _____
3. _____	a. _____ b. _____ c. _____

# *Leveraging the Power of Hungers*

Now that we've covered what Hungers are, how to hear them, and what to do with them, we're going to look at Hungers from the point of view of "Hunger's Source #3", and see what they're good for.

## **The coach and hungers source #3**

This is one of the more intriguing places to work with the client. In source #3, it is assumed that one's soul has created the input, situations, and environment that would produce the very core hungers we wind up with. The purpose of that dynamic would be to give us a visceral experience of what it is like to have that hunger; and to have it as a deep hunger, almost a life defining hunger. From there, as we attempt to assuage it, we place ourselves in life's laboratory and begin to experiment with what it would take to relieve one of that hunger. We immerse ourselves in experiences related to the full understanding of the hunger; not only what it is, but how it operates and how to feed it well. We do this so we can fulfill the soul's initiative and help others learn to feed this hunger well. We are then able to transform this core hunger into a defining value. It is a kind of alchemy wherein we shift the very nature of something that seemed to be a potentially destructive force in ones life into a source of enormous fulfillment as we accomplish our personal mission.

Here's an example: Suppose a person was to have experienced an acute lack of self-acceptance during their childhood. There would be a hunger for that. This might generate what looks like a hunger for acceptance from others and in attempts for it to be fed, there would always be a striving, a need for someone else to accept them so they could be "okay." There might also appear (as a result of the feelings of rejection when attempting to get acceptance) a shadow hunger for control in the world. As a strategy, this person would then be the rejector rather than the rejectee.

Now comes the interesting part. If the person continues to strive for self-acceptance, they will learn all about it. They will know the pain of its absence and therefore might begin to help others experience and gain their own self-acceptance. Herein lies the power of having been born into the conditions that would generate this hunger. What is now present, is a person whose mission in life would be to contribute to others in some manner by assisting their self-acceptance. It would be fueled by/sourced in that person's own experiences of the past. The more they learned about how to accept themselves the more valuable their contribution to others feeling the same pain would be.

It is in this realm, source #3, that the coach is now present with a client in a conversation about their Vision for the world, what they intend to do about it, why it's important to them that it happen and the legacy they will leave in accomplishing this vision. This is one of the best jobs for a coach.

# *The Value of Hungers*

Where would you be without the hungers that drive you? Imagine for a moment you had no hungers at all, that you had everything you needed all the time. You had no hunger for food, air, water, shelter, love, attention, sense of self, etc. Ever. What would get you going? How would you motivate yourself? You might say that "well, I would look around and see what I wanted" which is all well and good, except that "want" is defined in the dictionary as "having a lack of..." This would suggest that want is similar to hunger in energy and if you didn't hunger for ANYTHING because you already had it, then you wouldn't WANT anything either since you wouldn't lack it. It could well lead to inertia, and nothing to keep you moving in ANY direction. However, fortunately that's not the case. We all have hungers and they can be our great friends, indeed, our allies in the world. Let's look at what they've done for you.

Make a list of 3 of your hungers. (you're probably pretty familiar with them by now.)

Hunger #1. \_\_\_\_\_

Hunger#2. \_\_\_\_\_

Hunger#3. \_\_\_\_\_

**Pick one** of the above hungers to work with for this exercise. (It is strongly recommended that you do this with each of the others as well.)

**Now for this hunger answer the following questions:**

What positive experiences has this hunger brought me?

What wonderful events has this hunger led me to?

What have I learned that I wouldn't have learned without it?

Who have I met that this hunger "introduced" me to?

Where have I been that was in answer to this hunger?

What's new in my world as a result of this hunger?

What have I achieved due to having this hunger?

**And now for the final question:**

Who would I be without this hunger? Take all the room you need, be detailed, it's helpful.

Our work up till now has been how to make sure we and our clients are in the driver's seat regarding the hungers. We have not been seeking to eliminate them. We have merely been attempting to put them in the proper place and balance in our life's energy so they can fulfill the value inherent in their being present in life. Now, we are adding the extra coaching direction of seeking not only to validate these hungers, but to leverage their driving energy and help us on our path to fulfilling our life's purpose.

On the next page we begin the process of helping our clients align with their vision and purpose and their relationship to the driving force of hungers within.

# *Hungers and Vision*

What is my vision? Why am I here? What am I destined to accomplish? We often ask ourselves these questions, but we rarely answer them. One of the major values of addressing our hungers is the assistance it gives us in being clear about our vision. When we get to the Elemental Hunger level, we are right in the core of our own personal Earth. Many other elements are mixed up in the magma of our being. The following is a personal example for how our hungers lead us to what we're about.

At one point, early in my life, I was filled with a lack of acceptance. Who was responsible, or what stimuli gave me that "baggage" I may never know. What I did know was how it felt to be that way. The constant seeking of it from others, and the regular experience of rejection were accompanied by deep pain. In my world it seemed to me like everyone was designed to reject me. I spent a lot of time judging myself, my actions and my shortcomings. I became adept at rejecting parts of me I didn't think would get me what I wanted. "Accept Me" was their inner call.

I did many things to get accepted, joined clubs, took up sports (which I was terrible at), and even betrayed what few friends I had in conversation if it looked like I would be rejected if I didn't. In the meantime, since many criticized me for my intelligence, I began to dumb down in order to have people accept me and not be challenged by me.

As I grew older, I began to achieve things and grew to enjoy what I could be good at, yet still didn't find the peace of mind to just be me. I would constantly sift through people's comments to find the "real meaning" behind them. I would be wary of what I said, and although I would sometimes slip and let "me" really out, for the most part, I maintained a low profile. My self-esteem went up and down like a roller coaster.

Later, as I learned more about myself and the process of what it takes to work from my strengths, and value the "who" of me, I found my successes coming much easier. It seemed like I had finally been given a key that everyone else seemed to have already.

What I found was that the more I accepted myself, the more others accepted me. The simplicity of it was mind-boggling. For those who didn't accept me, it no longer mattered. My emotional life and consequently my daily experience began to level out and I lived (and live) in more joy that even my peak had hit before.

Over the course of coaching, I began to look back and see other places I had interacted with people and discovered that much of my work, even in jobs other than coaching, was focused toward helping others accept themselves. In one blinding flash of the obvious a particular workshop helped me capture my vision for the world. This was a great relief to me since I had been curious about it, and chasing its definition consciously for many years. And here it is.

**My vision is: "A World Where People Revel in Self-Acceptance."**

Then it all became clear. The pain and experiences I had gone through previously had been part of the source of this vision. While many of us come into the world to contribute on some level, often we are unaware of our own particular flavor of that contribution.

I never before had linked it to my hunger. Now, I am acutely aware of how my hunger has served me. It's been a part of the DNA of my soul, and almost every misguided attempt to feed it has been the lab experiment of studying how "lack of self-acceptance" works.

I feed this hunger consciously. My work to help others who have this hunger, is codified in my efforts daily. Whether I am leading a workshop, writing a book, coaching, talking with my son, or just relating with a stranger, the background and heart of my conversations is a deep reverence for their personal style, and a commitment to supporting them in being the most themselves they can be.

It has paved the way for my work to be a regular joy and enormously fulfilling. I am now, "Playing My Way to Success" because my hungers are "on my side." – Michael Stratford, MCC

Imagine, for a moment, the incredible strength and courage that comes from committing to a vision of what you truly desire.

Gandhi had a clear and sustaining vision of an India free of British domination. Martin Luther King, Jr. had a dream where people of all races lived together in harmony and respect. Neal Donald Walsch has a vision of a world where everyone has an intimate and personal relationship with God.

Each of these men faced incredible odds and/or persecution, but they also experienced a deep and abiding commitment to their cause that gave them the strength and the courage to persevere, no matter what obstacles life put in their paths.

"While goals are *chosen*, a purpose is *discovered*. Our purpose is something we have been doing all along, and will continue to do, regardless of circumstances, until the day we die." – Peter McWilliams

**Munchie**

"Here is the test to find out if your mission on earth is finished: If you're still alive it isn't"...Richard Bach

Without their visions and their connection to a purpose, each man would have faltered. The human ego only has limited strength. By itself, it can't overcome an army, face an angry mob or change a firmly entrenched "reality." But when that ego is connected to the power of a personal vision, mission and purpose, it taps into a power that can literally move the mountains of reality and bring lasting change into the world.

"Strong lives are motivated by dynamic purposes."

– Kenneth Hildebrand

Like these brave and crusading men, all of us are here for a purpose. And whether you take the lead or a fill supporting role, you are here to do your part to create something of unique value here on earth—IF you choose to accept your mission. You have the choice. You can step up to the plate, or you can pretend you're not in the game. But that pretense is a cop-out, because you ARE in the game, simply because you are alive. And with every thought you think, with every word you speak and with every action you take, you DO create a difference in the world. So why not consciously choose what you want to create?

You don't need to create world peace, the end of discrimination or the salvation of mankind. Perhaps your calling is to create a loving family, a beautiful garden, or supportive friendships. Maybe you're here to remind people of the power of commitment, or to be a living example of faith, or to bring more appreciation into the world. Or perhaps you're here to express your joy through cooking, dance, art or photography. Whatever your calling, it's something that fills you with passion and fires you with enthusiasm when you do it. And the more you express this passion and joy, the more fulfilling your life becomes.

"If you limit your choices only to what seems possible or reasonable, you disconnect yourself from what you truly want, and all that is left is a compromise."  
Robert Fritz

Imagine what would happen if someone wasn't feeding their hunger well. How their energy might be challenged for its durability. How they might form a "tainted vision" of the world. How their every attempt to fulfill this vision might be distracted, or incomplete. How their goals that would support and benchmark this vision might be pulled off course by additional hungers.

You can also imagine how the ill-fed hungers would affect the mission and purpose of someone's life. Neither would be in accord, as individual hungers would pull and tug at their energy like taffy.

Here are some questions that may help you/ your client link the hunger(s) with the vision:

In your interactions with people over the course of your life, what has been a constant message you've delivered?

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How is one of your own hungers related to this message?

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As you've met the requirements of your hunger, what have you come to know about how it operates?

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Where have you contributed this learning to others?

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What has been the form of that learning?

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What do you yet need to master in order for you, your hunger, and your vision to operate as one?

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Next we'll address hungers and Mission. One's mission is defined as: What one is going to do to have this vision come to fruition. In the group of Vision = Eyes, Purpose = Heart, Mission is the Hands part of the trio. An example is:

"My Mission is: To Help People Attain their Heart's Desire Using Play, Creativity, Leadership, and Compassion with the Echo of Self-Acceptance in the background." –Michael Stratford

This is the place where strengths and values join the team. Even here, hungers can derail the team if they are not fed well, frequently, regularly, and nutritiously, at home.

# Hungers and One's Mission

There are 7 different stages of connecting with the core energy of your mission, and people can get stuck at any one of the stages. Hungers are operating at all 7 stages, and may well be the reason a person gets stuck. Below are the stages with some questions to help prompt the client. It's important to note that not only are questions a powerful tool here, but equally potent are the coach's skill in listening, endorsement, and offering perspective. However, before anything can be moved, the first step in moving on is to recognize where you are now. This is part of the coach's job...to help the client locate themselves in their current stage. Here are the 7 stages, a typical client statement you might hear, and an example of a coach question in response. These responses are not the definitive or only responses, they are simply examples of what a coach *might* ask.

## **Stage 1: CLUELESS**

Client: "I don't think I have a mission."

Coach: "How do you know? What do you think it would feel like if you did?"

## **Stage 2: SEARCHING**

Client: "I'd love to have a mission, but I don't know what it is."

Coach: "What in your life have you always been doing as you contributed to people?"

**Stage 3: CLOUDY**

Client: "I think I know what my mission is, but I haven't done anything about it yet."

Coach: "When would be a good time to start?"

**Stage 4: PARALYZED**

Client: "I know what my mission is, but I'm too busy, scared, or unprepared to do anything about it."

Coach: "What will happen if you start to take action on it? What won't happen?"

**Stage 5: UNCOMMITTED**

Client: "I know what my mission is, I live by it some of the time, but I often get sidetracked."

Coach: "What would it take to connect to it so deeply you would focus effortlessly?"

**Stage 6: STRUGGLING**

Client: "I know what my mission is, and I am trying to create it but it's a real struggle."

Coach: "What will make it easy, what will you have to subtract? Add? Delegate? Get partnership on?"

**Stage 7: FULFILLED**

Client: "I am harmoniously connected to my mission, and I enjoy creating it in the world."

Coach: "Congratulations, what's the next step in putting it out in the world to the degree you want to?"

# *Hungers and One's Purpose*

Since we've spent some time on the relationship between vision and hungers, and mission and hungers, it's only appropriate that we finish it all with some work on Purpose and Hungers.

Since Purpose is about the Heart, the Why of what we are up to, clearly the "cosmic" why is "to serve." But why are we, ourselves, so engaged in this vision, mission thing? Yes, our hungers lead us there and yes it seems like a calling but when it comes down to it all, purpose has a very personal flavor to it. The connection between hungers and purpose has as much to do with hungers being the genesis and elemental drive behind our purpose as anything else. The coach helps the client get clear about why this vision is important through the process of inquiry. Then, the next step is to see how feeding one's hungers can support the very purpose these hungers helped to create.

Here are a series of questions that will illuminate the connection:

When your purpose is fulfilled, how will that make you feel?

What will you be able to do or have or be that you can't now?

What will it mean in concrete terms about the world around you?

How will the world be functioning then?

When it is functioning that way, what hunger in you will be satisfied?

Which of your hungers will be most helpful in following through with this vision?

Which hunger keeps you connected with why you do it?

Ultimately, the Hungers are here to serve us in all three areas. It's up to the coach and client to optimize their presence in our life. Hungers can be great allies, or a major distraction derailing us at every turn. It is the coach's job to listen for, inquire about, help discover, strategize around, and give perspective on Hungers so the client can be in the driver's seat instead of wondering why the ticket they paid for isn't getting them where they want to go.

## *About the authors*

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There are two 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. He's worked for 3 different Coach Training Schools, in person training for The 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, a soon to be released "The Game of Coaching," The Master Coach Series

Volumes 1-3, and a chapter in "Achieving Extraordinary Success as a Coach.

Michael is an engaging and articulate presenter, who will have you laughing while you learn. He has given presentations internationally on topics including: Irresistible Attraction, Compelling Presentations, The Game of Masterful Questions, Passion, Power and Communication, 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 rekindled 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.

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Deb Giffen is a Life Coach who helps innovative professionals and executives achieve an energizing balance of personal success and spiritual delight. She brings more than 15 years experience in working with individuals and groups to her personal and professional coaching practice. Deb is a Coach University graduate and a Master Certified Coach affiliated with the International Coach Federation.

Deb is also currently Director of Executive Programs at the University of Pennsylvania's Wharton School, a world leader in innovative business education. She designs and oversees a portfolio of leadership, strategy, finance, management and marketing programs for senior executives of multi-national corporations. She previously directed customized programs for clients including Morgan Stanley, Textron (Bell Helicopter & Cessna Aircraft), the United Nations, Société Générale, and Interbrew, among others.

Throughout the 1990's Deb also served as Senior Editor and Vice President of Development of Learn Incorporated, an audio publishing company located in Mt. Laurel, NJ. During her tenure there, Deb researched and produced dozens of personal growth training programs including *Memory Made Easy* and

*Speed Learning*, two cutting-edge learning programs used by executives at over 400 of the Fortune 500 and organizations including the CIA, the IRS, and the U.S. Army and Navy. She also produced the SMART TAPES series of business and self-improvement audio tapes, which were sold internationally by major retailers including Barnes & Noble, Borders Books, Office Max, Reader's Digest and Columbia House.

Deb is the founder and owner of an innovative entrepreneurial business that produces the SMILES TO GO motivational gift series. She lives in Mount Laurel, NJ, sharing life with her husband Mark (who helps her see the true beauty of love); two children in college, Chrysta and Jon (who continually expand her perspectives); and two rambunctious Tibetan Terriers (who remind her that life is about having fun).

# *Request, Offer and Shameless piece of Promotion*

Let Us know how to serve you.

## **Request**

First, We'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? Our request is for feedback that doesn't contain what you think we should do, but rather, what happened for you. If we get enough of a similar piece of feedback, trust us, we'll make course corrections to make this book more useful. Of course we'll do it in our own style (we know you wouldn't want it any other way).

## **Offer**

We're 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 us some brief stories (five to ten lines is good) then we will collect them and publish a number of them in our 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.

We will let you know if your story is selected, and when the likely printing will be. Our 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. Then let us 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." We're interested to learn what people are doing with what we'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, we may just publish a full book of them, with 25% of the profit allocated to a charity that is feeding hunger.

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

## 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 us fulfill any of those three, please give us a call or send us an email. We'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.

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So, let us know what works for you.

michaelstratford@creativeu.com