



The Academy for  
*Soul-based Coaching*

Soul Based Coaching  
**GROUP WORK MODULE**

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Session Six

## Groupwork Module

### Session 6 Outline:

- What has the module been bringing you?
- How you want to take it forward?  
What would you like to have happen?
- What needs to happen for that to happen?
- Practical experience of creating a shared metaphor
- Next steps

#### Presencing Exercise

Contract and expand- face, head, shoulders, arms, stomach, legs, whole body.

### Questions and Sharing

- Drama Triangle  
How drama plays out is influenced by the drama triangle in the group. When these roles play out in the group to notice and think how you can change it into the karma/positive triangle. Everyone is responsible for their own part of what's happening and not the projection of what's happening right now. For more information look into the Clean Posture video in Invoke training.
- Bringing Soul-based Coaching & Clean tools into groups:  
When doing this work in groups you bring clean language, the use of *their* metaphors and the invitation to tap into their bodies rather than just their minds. Even when you just bring in the clean questions, you are bringing in a whole different way of relating to personal stuff and that opens up a whole different way of relating to each others stuff which means that you are changing the quality of the conversation, which has great impact. It doesn't really matter what content you have in your program then, as long as you keep working from that Clean Posture and that place where you are not the expert. And show it, ask people questions about how it is different from each other. Asking about desired outcomes for individuals or the group can really help people tap into their own knowing and to connect that in the group in a way that makes sense and is useful for that context and environment. The extent to which metaphor is front and centre or not can be played with, it doesn't mean you aren't doing "it". We are not necessarily going in deep with one person in groups (unless there are very specific circumstances where you have the 'contract' with the client to do so), but we are having the group get into the more conceptual stuff, or the surface layers of their metaphors.

- When asking clean questions in a group guided exercise, you cannot ask personalised questions so you can phrase it like this [insert topic that you think is relevant for the whole group]:
  - “And when its like that, what kind of *that* is it?”
  - “Is there anything else about that, when you are [training at your best] like that?”
  - “What kind of that is that when you are [training at your best] like that?”
  - “Where is it?”
  - “And where are you?”
  - “And where are they?”
  - “Is there a relationship between you and [your trainees] when you are [training at your best]?”
  - “What happens just before you are [training at your best] like that?”

You can also use the metadrivers- asking 6 times “Is there anything else about when you are [training at your best?]” - just keep the formulation the same.

## Group Metaphor Process

**What is different about working with groups in this way as opposed to more traditional ways of working with groups?**

- We know how unlock the resources that people have inside of themselves and we want to bring them out into the group for their own or the groups benefit. We know how to facilitate that is a way that is appropriate to the context.
- We know the importance and the power of metaphor when they get to be engaged.
- We know about the power of yin and when people are allowed to bring their bodies and slow down, or dance or just lean into the process.

We can play with these things much more than anyone else can which can bring beautiful stuff out.

In this training session, we did a ‘speed version’ of this process. Normally, you would want 1,5 – 2 days to go through all the stages and allow the group to get maximum benefit. The speed version worked well, given this context, and the level of awareness of the participants.

### The Steps of Group Metaphor Development

- 1) Do the first steps as we talked about in earlier sessions (i.e. enter the temple in the three stages, do the rose/elephant exercise, then have people do a ‘When I’m working at my best, it’s like what? exercise.
- 2) Introduce the topic (In our online session we chose: When we bring all of this into groupwork, that’s like what?)
- 3) We each find an individual metaphor for this topic.

- Facilitate in small groups to find their metaphor (to find metaphor and explore it and make sure you have some “where” information).
- The more time they have to develop the metaphor the more they will identify with it. Want to give them enough time to get a sense of it (5-10 minutes)

4) **All do a quick drawing**

5) **Take 2 minutes to explain the individual metaphors in the group**

6) **Then ask “What could be a shared metaphor for this experience for bringing all of these tools into groups?”**

- Explain the why: Because it helps us find shared language with each other, become crystal clear on what’s important and what not in daily life. And our shared metaphor will become the basis for the ... we want to create with you (marketing plan/ a better working atmosphere/ new organisational structure.....).

7) **20 minutes to come up with a shared metaphor “negotiation phase”:**

- Try not to get involved in the process as a facilitator. Give the instructions, you can explain to them that it can be a merger of metaphors, or one metaphor resonates with everyone, or to create a new one or take the top 5 values and ask “and that is like what?” (can offer this information is relevant to the context). But once you have given instructions and you explicitly explained that you are not getting involved but that they can ask you questions but you will be observing from the sidelines. Then you may have to sit on your hands to keep away from the process.
- For example in a group of 16 people, you could divide them up into groups of 4, then have them explore the common values which show up in their individual metaphors and then bring the value list together and decide as a whole group which 5 values are the most important.
- They need to know that you are not going to rescue them in the process. The nervous “I don’t know what to do now” feelings that will arise are an important part of the system showing how it normally operates and gives great starting points to help them become more effective as a team.
- The time blocks will help you to know when it is time to step back in. You can also step back in if they are fighting or completely ineffective (but give it 5 minutes before you intervene- they are adults who can work together, so give them the space to find their resources.)
- If you do have to step in because they are *completely* ineffective then ask “Is this working for you?” “And if not, then what would you like to have happen?” so that they can begin to evaluate the process and come up with ideas on what to do differently.
- If you get some push back because of the discomfort, then it is best to make sure that you know what the group needs. You can say to them “You are extremely capable as a group in the work that you do, but what you are experiencing now is the discomfort of now knowing how this is going to turn out. This is great practice for the situation you are in outside of this room. I am happy to give you guidelines of what would help but I

think that you as a group know a lot more about that than you are aware of right now.“ Then ask them “what do you know as a group?”, “what would help you make the next step?”

- If you get involved at all then it is really difficult to keep the agency in the group so that is why you want to side step if they are handing the responsibility back to you.
- Ask your sponsor beforehand how active they want you to be in facilitating their process. But you then easily take the monkey on your back to create the metaphor and make it work, and you don't want to take that on!

**8) Once the time is up you can come back in and see where their shared metaphor is, if they have one then you can begin to do the checks for consequences. Want to make sure nothing is left out.**

- “So how does all of that sound to us now?”
- Is anything missing or now working for any of us?”
- “How would it work best for you?”
- “When we are working at our best with all this ....., what happens to our clients?”
- “When we are working at our best with all this ....., what happens to our skills levels?”
- “When we are working at our best with all this ....., what happens to our connections and resources within our community?”
- “Can you work at your best in this metaphor?”
- Need to check in with the conditions of the metaphor e.g. “And when there is a rainbow, where is the rain?” -this may show them the conditions or it may send them back to the drawing board.
- Does something else need to happen?
- Double check to see if people's individual metaphors are represented in the shared one. Someone who is not used to speaking up might speak up at the last moment. You need to be ok with it and acknowledge that “rather we know that now”. You can also probe deeper into their behaviour and ask “what would have happened if you had brought that in earlier?”. There are many layers that you can work on.

**9) Once you have the metaphor then you can start to do the Framework for Change:**

- “What needs to happen for it be like that?”

They can start to translate the metaphor into action steps and action plans. It is really important that they are the ones finding the ways to make it happen.

Put the actions into timelines, assign responsibilities and decide on when they will have a review.

**10) Maturing Changes: help people responsibility to maintain the forward momentum**

- How can you affirm the changes that are happening?
- People are very good at seeing what is not working. So we need to put that to use to do the opposite. Looking for proof everywhere of what is going well. It is a cultural challenge that they will have to overcome.

- Build in some markers, reviews, actions (like taking 5 minutes at the beginning of the meeting to check in with what is going well and how is the “rainbow” in action)
- It is not about ignoring the negative but we want to nourish and mature the changes and make them grow.
- It is the best predictor of the change being stable and sustained in the future is through affirming what is going well and making conditions for it to work and grow.

## Debriefing exercises – why we always do that

- A space to have people go through what is happening in their heads
- It can be the ground for unasked questions- which can be the reason for people to check out so it is good to give them a chance to voice
- It is a great affirmation of the great work you are going for people
- It can draw out what isn't integrating yet

## Next Steps

- What has the module brought you? Please put your response in home and email with name, photo and url (if you don't want it to be used as a testimonial then please say so)
- What are your next steps? What needs to happen for that to happen?