

# Out of the Box Coaching Newsletter

## A Frame for Change, by Mary Bast

This month we're celebrating the Kindle edition of our book, *Out of the Box: Coaching with the Enneagram*. This is a new and revised 3rd edition, with coaching tools developed for our teleclinic after publication of the 2nd edition. Ours is the only Enneagram coaching book on Kindle with personal as well as business examples, and we also offer many coaching tips specific to each Enneagram style.



In this newsletter, a particular coaching skill will demonstrate how our book can be a resource, whether you're a coach, counselor, teacher, or simply a friend to whom people come to discuss their problems. As we say in the book summary, "Don't be surprised if you find yourself changing, too!"

*Reframing* alters an Enneagram trance. People can change to some degree through insights and coaching in new skills — *first-order change*. But they can be transformed by reframing their basic assumptions, by seeing and operating within the world in a totally new way — *second-order change*.

**One:** When providing feedback to a One client, Mary reframed the meaning of being right: "In the past you've insisted that people acknowledge you were right. Unwittingly, you also diminished everyone's ability to solve problems creatively. They had to look to you for solutions instead of looking within themselves. You can help them solve problems in a way that integrates key assumptions, concerns, and objectives so everyone gets to be right."

**Two:** Twos are transformed when they enlarge and alter what it means to really help someone. Clarence has offered a story to Twos that reframes *helping*: "Once upon a time a naturalist was carefully watching a big worm squeeze through a tiny pinhole in its sack. After many hours of struggle, a slender butterfly with powerful wings emerged and vigorously flew away. The second time the naturalist started his observations, he became impatient and made a thin cut in the sack so the worm got out in twenty minutes. But the worm emerged as a butterfly with weak wings and a heavy bottom. Without the exertion that pushed the juice up into the wings, the wings were flaccid and flabby, and it couldn't fly. The naturalist's interference had crippled the creature."

**Three:** Mary reframed *success* when she told a Three, "You're too good at what you do—too smart, too quick, too likely to impress people with your results. The company will never support your progress unless you build collaborative relationships with your peers and find out what motivates low-performing subordinates. You'll be successful when you share credit with others." What would have felt like failure in her client's old worldview (sharing credit instead of competing for it) was now reframed as success.

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## A Frame for Change (continued)

**Four:** A good way to reframe the typical “black hole” of Fours’ emotions is to tell the story of C.G. Jung’s dream where he was drowning in a vat of human waste while his therapist stood above. “Help me out,” he cried. Instead of taking his outstretched hand his dream therapist pushed Jung’s head down into the liquid, saying, “Through, not out.”

**Five:** For some Fives, emotional distance and privacy feel safe but can keep them stuck. Listen for their own metaphors and respond with a reframe that draws them toward second-order change. If a Five describes the *castle* of her mind, for example, you might ask if she would let down her hair like Rapunzel, or pry loose the lock to a chest of jewels that represents withheld feelings. Perhaps she can throw open the wooden door to let light into dark and musty corners.

**Six:** Jean knew she needed to improve her strategic skills, but she’d been reluctant to seek feedback until Mary offered this reframe: “Discovering what people think of your strategic skills can be an advantage when the discovery places opportunities for action in your own hands, instead of leaving you powerless.”

**Seven:** A very messy Seven had piles of clutter all over his office. He was a macho guy, so Clarence played with that: “A pile of work is a visual nag. Why do you allow your office to nag you?” By reframing the piles as *nagging*, Clarence found a way to help his client move into behavior he wanted but had characteristically avoided.

**Eight:** Mary reframed the meaning of power for an Eight: “You’ll be really strong when you make your followers strong. Encourage them to think critically and creatively by developing them to be independent and to question your views.”

**Nine:** Nines benefit from observing how they’ve viewed conflict as unnecessarily toxic. You can suggest conflict resolution models that help them reframe disagreement as normal and healthy, actually bringing people closer together by ferreting out unspoken values, beliefs, and assumptions.



## Out of the Box: Coaching with the Enneagram

Now available on Kindle, revised 3rd edition, only \$7.99

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