

# MCODE™ CONSULTATIVE COACHING MODEL

**CAVEAT:** *We recognize you may have a fully defined philosophy of coaching that compliments or contradicts what we outline here. We are not prescribing one particular coaching methodology for everyone. Rather, we are providing our recommendation based on best-practices and research for those who don't have one and are building their practice off our recommendations. So if what follows is helpful, please utilize it. If you like parts of it, then use the parts you like. If it isn't helpful, no problem. Continue to do what you are doing and we're glad that MCODE supplements that well.*

As an MCODE™ practitioner we're using the phrase “consultative coaching” to define the nature of your relationship with your individual client. We want to take a moment and define what we mean by this term and to distinguish our usage from some other present and popular definitions. Words mean things, but often different things in different contexts, to different people. The word “coach” is one that needs clarity.

The origin of the word “coach” is a good place to start. In the 15th century, craftsmen in the village of Kocs, Hungary made their living building simple wagons to transport goods between Vienna and Budapest. Then a now unknown artisan “overturned the apple cart” (so to speak) by using the basic technology to devise a larger, covered and more comfortable carriage for transporting *people*. His innovation came to be called a *Koczi szeter*, a ‘wagon of Kocs,’ which over time and through translations across various European languages became “coach” – a way to move people.

Today, whether we're speaking of an athletic coach, a health coach, a life coach, an executive coach, the roots of the meaning stand: coaches *move people* from one place to another.

How coaches achieve this inspires two varying philosophies for guiding change. A “coach–pulling” model emphasizes probing for opinions, active listening, and strong encouragement. A “coach–pushing” (what we might call a “consultant”) model emphasizes transferring information, issuing advice and accountable.

Here are some distinctions:

- Coaches say “You know”; Consultants say “I know”

- Coaches guide you to develop skills you already have; Consultants teach you new skills you don't already have.
- Coaches ask questions to pull out the answers from inside of you; Consultants give answers that push you forward.
- Coaches are the guide by the side helping you get where you want to go; Consultants are the sage from the stage telling you what to do.

Coach–pulling, and coach–pushing (consulting) are both valuable and appropriate for the right place at the right time. Some of our practitioners are more natural on the coach–pulling side of the continuum; others naturally lean to the coach–pushing (consulting) side.

Instead of choosing between these approaches our MCODE™ model synthesizes them, bringing together both elements of coaching and consulting defined by our term “consultative coaching.” Our process uses both “pushing” and “pulling” forms of communication, which we believe, as a balance provides both an objective anchoring in proven and practical principles and subjective, personal and relational respect.

The reason we blend the two is simple: in our busy T.G.I.F. world (T.witter G.oogle. i.Phone F.acebook), information comes at us a mile a minute. The executives, managers, and clients you work with have heard everything and they've taken multiple assessments. When we sit down with them, we are “on the clock” to demonstrate for them why our MCODE™ assessment is valuable and how it benefits them, their team, and organization. You must establish yourself quickly as someone who is relevant to their world. By asking them to unfold more of the stories they have framed in their report (that's your coaching role) and then interpreting their MCODE™ report (that's your consultant role) you will describe their motivational pattern in such a way that they may say things like “You know me better than I know myself”. Or “Wow, you just described the way I have lived my whole life!” But to swing this you will have to listen like a coach and offer keen insights like a consultant. And you can; and you will. We've included here a link to an article outline a case for this kind of coaching balance. We encourage you to explore this. <https://www.sageleaders.com/wp-content/uploads/2009/03/CheryBelles.pdf>

As a practitioner we are equipping you with the mindset and the skills to walk this balance. The MCODE™ assessment itself is rooted in the premise that each individual has their own unique design and “subjective” pattern behind their behavior. People are not “types” but individual persons. Yet these principles are themselves objective and

universal facts, proven and practical. We believe it is the coach's job to anchor the practitioner / client relationship in these principles (and this requires some "push" and teaching) and then to engage in active listening to "pull" intrinsic and personal matters to the surface. We have designed the rhythm of most of our coaching programs to reflect this balance and tension: the schedule in many of our sessions oscillates between choreographed or more "push" followed by a more "open discussion" driven by the client's felt need.

*Reference: Hendrickson, Robert. (2000). [The Facts on File Encyclopedia of Word and Phrase Origins](#) (Rev. ed). New York: Checkmark Books. p.155.*