invite CHANGE.
Be. Choose. Cause.

A self-practice from inviteCHANGE

THE COACH UNDERNEATH YOUR COACHING.

A 15-minute self-practice for coaches building real depth.

01 / The Setup

The hidden architecture of every session.

There is a layer of coaching that gets all of the attention. The visible craft, where clean listening pairs with a well-timed question, and the client does the thinking to arrive at their own answer.

That layer matters, and it sits on top of something else.

Underneath every coaching session is a set of operating patterns the coach barely notices. Bias about what the client should do. Assumptions about why they are stuck. Habits of when to interject. Preferences for certain kinds of breakthroughs over others.

With experience, these patterns become more refined and more invisible. The cost of carrying them goes up over time, because every session is shaped by them before the coach has any sense of having a choice to make.

BIAS • ASSUMPTIONS • HABITS • PREFERENCES

The four quiet operators behind every move you make as a coach.

This guide gives you 15 minutes and two practices to surface them.

Once you can see the coach underneath your coaching, you can choose differently. That is where the craft lives.

inviteCHANGE © 2026 – All Rights Reserved

02 / The Mechanism

How generative change happens.

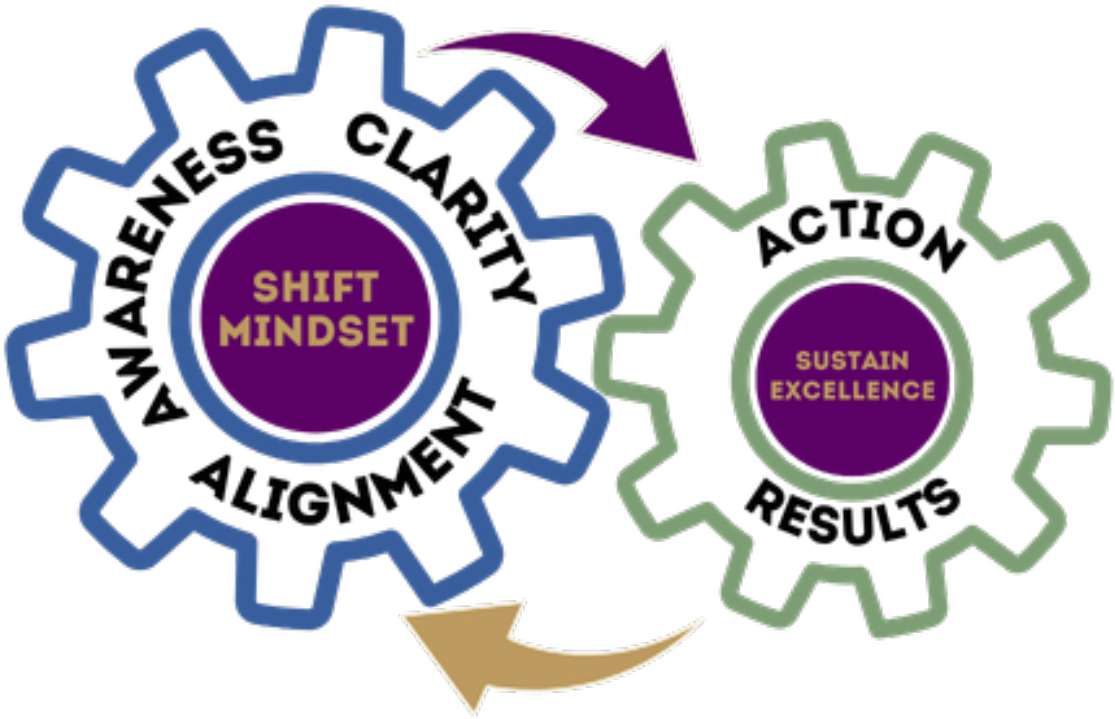
In any coaching session, the moves you make are shaped by three things you rarely examine in the moment.

Awareness. What catches your attention and creates the impulse to respond.
Clarity. The intentions, beliefs, and motivations sitting under the move.
Alignment. The values and principles that justify the choice you make.

Most coaches compress these three into a single instinct. That instinct serves you well when the work is familiar, and it strains the moment a session goes somewhere unexpected.

The **Vehicle for Generative Change**™ is a sequence that slows the compression long enough to think.

Awareness → Clarity → Alignment → Action → Results



You can use this sequence before any high-stakes coaching moment. The practice is what makes it work.

inviteCHANGE © 2026 – All Rights Reserved

03 / Practice One

The Four Questions.

Use this when a session has left you wondering whether you fully served the client, or before a session where you sense your usual approach will not be enough.

How to run it. Sit with a trusted peer, or alone with a notebook. Pick the easiest question first. Spend about a minute on each. Resist the urge to argue with what surfaces. Just notice.

Time. 5 minutes per person, then switch.

PREFERENCES

What are my preferences for people to involve and the processes to use that block my thinking about other options?

HABITS

What habits, based in my history with these people and processes, might be causing me to react rather than see the current situation more accurately?

ASSUMPTIONS

What assumptions am I making as being the only truth in this situation?

BIAS

When I think about why this situation came to be, what is my bias (which could be the reason I am misinterpreting the facts)?

If you are working with a peer, listen all the way through before responding. The aim is to surface what has been running underneath your coaching, so you can hear yourself think out loud.

inviteCHANGE © 2026 – All Rights Reserved

What surfaced.

After running the four questions, take stock of what came up. Rate each operator on a 1 to 5 scale. Use whatever number is honest. The rating is a snapshot, not a grade.

Preferences *Where my preferences are narrowing what I am willing to engage with.*	Score (1–5) 1 = nothing surfaced 5 = significant	*What I noticed:*
Habits *The reactions running on autopilot with this client or this kind of issue.*	Score (1–5) 1 = nothing surfaced 5 = significant	*What I noticed:*
Assumptions *What I am treating as the only possible truth about the client.*	Score (1–5) 1 = nothing surfaced 5 = significant	*What I noticed:*
Bias *Where I might be misreading why the client is stuck.*	Score (1–5) 1 = nothing surfaced 5 = significant	*What I noticed:*

The operator with your highest score is the most alive for you right now. Carry that one into Practice Two on the next page as the lens for what to look for.

05 / Practice Two

Walk it backward.

Use this when you want to learn from a session that left you unsatisfied. Walk it backward, one step at a time.

1 **Result**
Describe the unsatisfactory result in plain terms. What happened in the session, and what did the client leave with?

2 **Action**
Identify the specific moves you made as the coach. The questions you asked. The pauses you held. The moments you redirected.

3 **Alignment**
What value or principle made you choose those moves? Name the belief about good coaching that justified them.

4 **Clarity**
What internal motivation or stimulus drove the choice? Often a deeper belief about the client, the issue, or your own role.

5 **Awareness**
Now look back at the start of the session. What signal, piece of language, or shift in the client did you discount at the time, that suddenly looks important?

That last step is where most coaches find their lever.

inviteCHANGE © 2026 – All Rights Reserved

What you will likely notice.

If you do this honestly, a few things tend to surface.

- A bias you have been carrying for so long it stopped looking like a bias.
- An assumption you mistook for a fact.
- A preference for a certain kind of client, conversation, or breakthrough that has been narrowing what you are willing to coach toward.
- A reaction pattern that used to serve your coaching and no longer fits the work you are doing now.

What you have surfaced is a pattern of operating. Patterns are features of being human in any kind of demanding work, and they become navigable the moment they are visible.

> *The coaches who go from solid practitioner to genuinely artful share one thing in common. They have built the practice of surfacing their own operating patterns on a regular cadence, ahead of the work that matters most.*

That is the work.

inviteCHANGE © 2026 – All Rights Reserved

07 / The Next Step

Continue the craft.

This guide is one practice from a much larger body of work. inviteCHANGE has been developing coaches for 30 years now, around a single conviction. Coaching is a craft, and craft is built through deliberate, supported practice over time.

If the audit opened something up, here is where the practice goes deeper.

THE FLAGSHIP PROGRAM

Certified Generative Coach.

If something in this audit hit, you already know.

The coach you have been wanting to become, the one who can sit with any client and trust what comes through, gets built one way. Slowly. Through real reps, honest feedback, and the company of other coaches doing the same work alongside you.

The Certified Generative Coach program is where that work happens.

You receive coaching from senior practitioners. The same practitioners watch you coach and respond honestly to what they see. By the end, you know in your body what your way of being a coach actually is, and you trust it.

Coaches who do this program tend to say the same thing on the other side of it. They became someone they could trust in the room with anyone.

→ **Book a Generative Conversation With Us**

inviteCHANGE © 2026 – All Rights Reserved