Being You, Being Me – Successful Contracting for Coaching in an ‘Integral Age’

Christopher Cooke

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The practise of coaching is poised to make a leap to fully emerge as a ‘pioneering profession’ and to lead self and other into a new paradigm. To achieve this will require a jump in thinking which will influence the nature of the coaching contract, practise, metrics, and client attraction in a fundamental manner. In the final analysis, the primary coaching client is not the coach; the primary coaching client is the catalyst that creates the conditions for life to emerge (lifePULSE). The new coaching contract can only emerge when the new motive (Life in Total), intelligence (Integral) and practice (Intentional) emerges. This may occur first in its application to self, and then in its transfer to other and, finally, in alignment with a new cosmology conducted in a life-in-total context. Our challenge, as coaches and clients, is simply to allow ourselves to grow into a new space that Cooke offers as Being You - Being Me.

Recall your experience of the past ten years. What have you observed that might be signs of significant change? What is your sense of these observations? What are your coping strategies for what you observe? How might your new awareness signal the need for a re-examination of every basic assumption upon which we rely to navigate our lives, organisations, societies and countries - on what Buckminster Fuller (Fuller, 1970) described as our ‘Spaceship Earth’? Perhaps, I suggest, we are now facing, as a species, a once-in-14.7billion-year challenge to discover how to navigate ourselves towards viability for both planet and species.

In this article, I wish to offer a point of view that the practise of coaching is poised to make a leap as a direct response to the present and anticipated life conditions and to fully emerge as a ‘pioneering profession’ to lead self and other into a new paradigm. To achieve this, I propose, will require a jump in thinking which will influence the nature of the coaching contract, practise, metrics, and client attraction in a fundamental manner. To do so requires a full, best-of-present knowledge appreciation of the ‘Integral Function’. Terms that may be new to the reader are defined in Table 3 at the end of the article.

SETTING THE SCENE FOR CONTRACTING IN COACHING RELATIONSHIPS

I have a desire to set the scene for a new phase in contracting for coaching. This desire is not just an idea; it is simultaneously an existential conclusion from over 25 years of personal coaching practise and a natural consequence of both the global and far-reaching risks we face and the hard realities that are now becoming “discussable.”
I wish to engage this conversation as a celebration of the *reframing* potential that we carry and are now capable of fully engaging as a species. I will build a theoretical context for a new phase of coaching and the resulting contract system, drawing upon an emergent “Integral Theory” now available to us to look back in at ourselves and help navigate this transformative phase in our species evolution.

I also offer a dynamic ‘Integral Postulate’ as an invitation for you to act consciously on the *regenerative leading edge*, of what I will later define as the ‘Open-Wave’ of ‘INTENTIONAL COACHING PRACTISE’. This, I believe, will redefine the nature of successful contracting which considers simultaneously self, client and kosmos.

Finally, the good news, and a basic assumption from which I offer this article is that the expansion of our collective psychological space that will allow the emergence of the new coaching practise in a manner quite beyond our comprehension, has already occurred. I am today convinced that our challenge, as coaches and clients, is simply to allow ourselves to grow into it this new “space” which I offer as Being You – Being Me, a basis of the new contract with *Self, Client, and Kosmos*.

**LIFE CONDITIONS FOR CHANGING THINKING AND THINKING DIFFERENTLY IN RESPONSE TO LIFE CONDITIONS**

Scan any world news and it is clear that, as a species, we have a great deal to learn. Our ability to discriminate between that which is in the broader interests of our planet and that which could potentially lead to an evolutionary cul-de-sac seems generally lacking in the dominant paradigm we are living today. In a recent article in the *International Herald and Tribune*, Jared Diamond (Diamond, 2008) skilfully reminded us that, in effect, we are moving towards 9 billion people attempting to live a 74 billion 1st World Person lifestyle.

**Conditions for change**

Take a moment to consider and observe the following indicators of a need for change:

- The present/old paradigm(s) are becoming recognised for their weaknesses, as past strengths can no longer fill or hide the gaps.
- It is acknowledged that many established practices, in business and many other contexts, no longer work.
- The overwhelming economic, political, and emotional burden of caring for 7 billion earthlings is becoming more visible and generating urgent discussions.
- The new voices of apparent heretics and upstarts are not yet easily recognised in the noise of the present-day heroes. These heretics and upstarts are sensing order within the chaos and working with new principles that are not yet socially legitimised. As a result, their voices are not yet heard.
Paradoxically, however, perhaps the symptoms we experience today are signs of an ideal “zone of human metamorphosis” that will more consciously innovate and design the next transition of civilisation, while successfully managing the current conditions.

New capacities
Developmental models are in general agreement that human beings, from birth, may go through a series of stages in psychological development. In his pioneering work on the evolution of these stages of human capacity, Clare W. Graves (Cowan, 2005) offered a most elegant point of view to recognise that human interaction with life conditions trigger increasingly flexible and integral upper stages of development that Jean Gebser (Mahood, 1996) described as our new mutations of consciousness. Graves identified the “Emergent Cyclical Double Helix of Adult Bio Psycho Social Systems”. The “first helix”, representing a series of increasingly complex life conditions, interacts with the “the second helix” representing the human capacities, the internal bio-psycho and deep capacities within us. As a result, life conditions, both internal and external, interact with latent capacities inside the MIND to awaken new, and progressively complex deep structures, what I today call MindFORMs. MindFORMs offer the deep capacities for individual or group to progressively increase behavioural flexibility.

Don Beck and Chris Cowan later packaged and enhanced aspects of ‘The Graves Technology’ as “Spiral Dynamics” (Beck & Cowan 1996). Beck and Cowan, like Graves, observed that new capacities for more complex thinking may emerge only when the life conditions have become ripe for the next phase.

With his “Integral Psychology,” Ken Wilber offers a comprehensive perspective on human evolution (Wilber, 2000). He offers a broad perspective on many theories and models that have mapped these new capacities. Such mapping has occurred as researchers of this emergent process recognise the patterns left behind. Graves, for example, first observed the signs of new ‘Integral’ MindFORMs in 1962. Now, what is emerging is an appreciation that there are patterns in the structures of new MindFORMS (How we think) that lead to new ThoughtFORMS (What we think).

If we accept that all we manifest as humans carries the subtleties of the MindFORM of its creator, then we can postulate that we are actually in the early throws of what might later be called an INTEGRAL AGE; literally an era of human development that is informed by Integral MINDS. There is no doubt that the life conditions we face are of significant proportion, similar perhaps to the epoch-changing transitions that characterised the transitions between, for example, the Agricultural, and Industrial ages. One difference — it is happening more quickly and with greater ramifications than any previous world transformation, and requires the capacity to cope with complexity that characterises the Integral MindFORM.
In their recent work, *The View from the Center of the Universe*, Primack and Abrams (2006) offer the perspective that whilst science is bringing us a complete meaning and contextual reframe of our existence in the *Kosmos*, we find ourselves in a space where literally we do not have the words, metaphors and constructs to adequately communicate the ‘Integral New.’ We are literally in a *space between* paradigms where we do not, as a species, have a single unified cosmology. In this space, they assert, we do not yet have the language and metaphor that can currently describe the transition adequately.

In *Small is Beautiful* (Schumacher, 1973), E. F. Schumacher observed that:

On the one side, I see the people who think that they can cope with our crisis, by the methods current, only more so; I call them the people of the forward stampede. On the other side, there are people in search of a new lifestyle, who seek to return to basic truths about man and his world; I call them the homecomers. In one way or another everybody will have to take sides in this great conflict.

Whilst both the people of the forward stampede and the homecomers have validity from an Integral perspective, there is, I argue, the space for a third way - a more complex and integrally informed way that can examine the complex life conditions, and multiple conceptions from the balcony of a ‘Comprehensive Systemic Awareness’, i.e., from an Integral MindFORM.

For example, let’s take the dominant coaching contract in the present paradigm, which focuses on a conventional MindFORM-led paradigm and the seeking of a You-Win, I-Win outcome. What then might be needed to expand the range of wins, systemically, to embrace a broader, and desperately needed, ‘life-in-total’ perspective? From now on, I assert that success will depend upon at least a triple win. You-Win, I-Win, Life-in-total Wins - a new scope, perhaps, for the coaching contract as Self, Client, and Kosmos.

**The coach, the coaching process and the response-ability of coaching**

I believe that as coaches we live in a privileged time, a point in a 14.7 billion year unfolding of a Kosmic experiment. We now have the capacity to start looking back in, with new ‘Integral’ awareness, and re-examine the full spectrum of life in a manner that has never before existed. Our every basic assumption will require re-examination, or we may ourselves come to be seen from the future as ‘people of the forward stampede’. I am advocating that with coaching, we consider urgently, the present and future, through an ‘Integral Frame’ of self, client and *kosmos*. That means YOU and ME actively engaged now.

What appears to be true, as we start to engage an increasingly complex situation, is that innovation is not progressing at a pace, or of a quality, to be able to deal with the issues that we face as a species, or as a planet. The question we now have to ask ourselves is: how do we create an
“everyone wins” situation for all stakeholders in large-scale societal change? Coaching is poised to evolve to support this epoch transition in a very PERSONAL AND POWERFUL way.

There exists for the coaching profession, the possibility of emulating — as best we know it, and with gratitude and humility — the thinking, the principles, and the exploratory practices of tomorrow’s Integral Age - today. I fervently believe that we now have the necessary insights to intentionally navigate “Spaceship Earth” to a path of comprehensive awareness and viability. Let’s explore the creation of a template for contracting coaching services to guide us into acting with tomorrow’s integral thinking today!

**MOVING TO AN INTEGRAL FRAME:**
**EVOLVING THE NATURE OF THE COACHING CONTRACT**

Over the past 50 years, a radical belief of the complete whole or ‘Integral’ development of a person, the collective and the world around us has emerged. A series of reliable ‘integral theory’ models and constructs now provide us with a map, compass, and template to inform all aspects of human-scale activity. Any model, theory or construct should not be confused, however, with what I now describe as the innate and emergent human capacities of the ‘Integral MindFORM.

I now estimate that some 10% of the global population is beginning to naturally transition over the next five years towards the final stages of embedding this new deep ‘Integral’ capacity in a fully congruent manner.

**So what is Integral Theory and how can this be applied in contracting for coaching?**

According to Ken Wilber (Wilber, 2006) the function of an Integral Map is “to allow guidance in the fuller use of resources in a given situation… the Integral Approach helps you see both yourself and the world around you in more comprehensive and effective ways. The integral map is just a map, but it is the most complete and accurate map we have at this time.”

The nature and dynamics of our individual ‘degrees of freedom’ are based upon deep psychological structures, that I call MindFORMS. When mapped, these deep structures manifest as a pattern of levels/stages, showing specific patterns of motives, preferences, innate capacities for increasing behavioural flexibility, and change characteristics for each. Graves (Cowan, 2005) described these stages as ‘Psychological Spaces’ and his double helix metaphor indicates the interaction with Life Conditions. Today, I suggest that ‘The Graves Technology,’ with its focus on the dynamics of the deep MindFORM change processes, is probably the most comprehensive psychological map/template that is available.

In 1998, Don Beck was inspired to recognise the nature of the overlap between Wilber, Graves and Spiral Dynamics to offer his 4Q/8L Diagram, my interpretation of which is shown in Figure 1. In addition to highlighting the eight stages of development mapped by Graves as a field-like effect across Wilber’s four quadrants model, Dr. Beck left space in the center. This was represented by a spiral, what he in 1998 called
the Prime Directive, and what Andrew Cohen (2009) has since called the Evolutionary Impulse. In the diagram (see Figure 1 below), I have adapted Beck’s work through the addition of a ‘black dot’ that I today call the ‘LifePULSE’ or ‘sweet spot of integral’ This represents the deep emergent capacities, a latent ‘Life Potential’ that leads to the dynamics of ‘All Life’ and evidenced by the 14.7 billion year evolutionary process that we can now observe.

After gaining familiarity with the work of Arthur Young (Young, 1999), and his Reflexive Universe, I adopted the sweeping arrow (Figure 2) to offer a visual representation for the LifePULSE (in the cross section seen as the sweet spot ‘black-dot’ from Figure 1). The Life-Pulse created the possibility for LifeFORM’s, which included our species, Homo-Sapiens-Sapiens, as the carriers of the MindFORMs, all the while invited to further emergence, evidence by the creation of new more complex MindFORMS.
The addition of an emergent cyclical double helix-like image on the LifePULSE, the dark and light grey lines in Figure 2 and Figure 3, represents the patterns of stage development for the species Homo-Sapiens-Sapiens. I have placed emphasis on the first helix, the life-conditions, being shown by the dark grey outer helix. As such, a Kosmic Metaphor of Human Emergence is the result. Notice that at any point we can take a cross section and use stage development maps, in this case Spiral Dynamics Integral, to describe the bio-psycho-social attributes of the resulting ‘slice’.

Figure 2. Stages of consciousness evident after emergence

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Figure 3. The 2nd Tier, ‘Integral Mind’ space, from which to seek the codes and patterns for new-era Coaching Practise, to create for clients, the Life Potential for their own continued emergence
Consider then for a moment that we are now looking back in from some intelligence that has the capacity to draw this picture not only from a third person perspective, but with an integral intelligence that now has the capacity to see and sense, and experience the whole. By drawing the picture in this manner, I am offering an Integral Perspective. We can now see the leap that Graves identified as shown in Figure 3. We can start to design from this Integral awareness. We can look back in at the ‘whole’ and choose to use any model, theory or practise that fits a particular stage of development or life conditions.

According to Spiral Dynamics (Beck & Cowan, 1996), the characteristics that describe the transition into this Integral MindFORM may be summarised as follows:

- Sensing order within the chaos
- Searching for guiding principles
- Whole-earth problems arise as technology connects everybody
- Reconnecting spirituality with physics

The primary characteristics of the Integral Intelligence are these:

- Blending and harmonizing a strong collective of individuals
- Focus on the good of all living entities as integrated systems
- Expanded use of human brain / mind tools and competencies
- Self is part of a larger, conscious spiritual whole that also serves self
- Global (and whole-spiral) networking is seen as routine
- Acts on behalf of minimalistic living, so less is actually more

In the early transitions into an ‘Integral’ awareness, in order to cope with the increasing complexity, the individual appears to develop an intelligence that is expansive and able to handle much greater degrees of complexity. It is possible to observe holistically, recognise patterns and act mindfully. In exploring with you the basic premises of Integral Theory and the nature of Integral MindFORM, my hope is I can bring an awareness of the magnitude and implications for us all on the profound changes we are in the midst of navigating.

When Integral Thinking is applied with self awareness of the ‘Life – in Total’, I term this approach an Intentional Practise where:

- the primary motive shifts to sense of ‘life–in–total’ perspective
  - A sensed INTENT
    - consciously crafting the win-win-win for Self, Other and Kosmos
- the primary intelligence is ‘integral’ – Integral Knowledge consciously applied with INTENT-ION
  - a design capability that is ‘systemic – systematic’, for conscious application with internal and external awareness
To proceed further then, I offer some questions to catalyse the next phase of this article:

- What is the practice that can produce an intentional, integrally informed coach as contractor?
- What then is the nature of the new form of an Intentional Contract?
- How will I know when I am contracting successfully?
- And will client ever work with me again?

**What is the practise that can produce an intentional, integrally informed coach as contractor?**

The nature of the Intentional-Contract with self, client and *kosmos,* seemingly requires a vast range of competencies to maintain a truly integral perspective. As an Intentional Coach and from a life-in-total perspective, we are, I believe, in the business of enabling the emergence of that ongoing capacity to evolve, adapt and self-organise in response to the LifePULSE and the more immediate Life Conditions. I have discovered and started to test a series of principles that seem ‘helpful’ in all Human Scale contexts. I believe they are a firm foundation for the further development of an Intentional-Coaching-Practise.

I offer a summary of four domains of “principle-based practices” drawn from an awareness of how to enable us to learn to ‘get out the way’ of Human Emergence. (see Table 1 below). The domains include:

1. Working with the Principles of Stage Development – as outlined in Spiral Dynamics
2. Working with the Six Conditions of Change in thinking towards greater Complexity – as outlined in Spiral Dynamics
3. Working with what I call ‘Aspects of Being’, and

**1. Working with the principles of stage development.**

A fundamental difference in the awareness and competency of the Intentional Coach is the increasingly embedded appreciation of the dynamic interaction between the life conditions, both external and internal, and stages of development (MindFORMS). Below are some of the primary principles of stage development theory, adapted to maintain consistency in interpretation, according to Beck and Cowan (1996):

- Human beings possess the capability to develop new stages and MindFORMS.
- Life Conditions awaken new capacities as MindFORMS that may emerge, surge, regress, or fade in response.
- MindFORMS evolve in a pendulum-like manner, between Express-self and Sacrifice-self themes.
• MindFORMS emerge in a wave-like fashion.
• MindFORMS spiral up and down through levels of complexity.
• MindFORMS co-exist within, include and transcend our onion-like psychological profiles.

Over time I have experienced that the intentional coach recognises the deeper dynamics behind these principles and becomes aware of the need to stay close to the natural order of things. In this domain, or example, I have become aware of two important aspects of intentional practise, Today I call these the Open Wave of Emergence, and, as I have previously mentioned, the sweet spot of integral

Firstly: at the leading edge of the stage development map, in the space that invites further individual or species emergence, there occurs what I have come to term as the Open Wave. The capacity for the Open Wave exists as a consequence of the undefined life potential that invites new life to emerge; Lee Heathfield, a close colleague of mine, once likened this to ‘being sucked into a kosmic vacuum.’ I internally represent this space as a domain of indeterminate, life-on-the-edge possibility for new form that is invited and not scripted. Imagine then what a wonderful way to work with a client to create an OPEN WAVE space into which they may continue to emerge. At this stage I need to be clear that I am talking about the space in which the clients own unique next stage of development may emerge – an experiential process more akin to working with resonance, coherence and alignment than present-state/desired-state change. Today I recognise that this might be the creation of a ‘T-space’ where ‘T’ stands for Transformative.

Secondly: when consciously aware of the principles of stage and level development, there exists the basis of a more informed practice – where the place of observation is FROM the sweet spot of integral. Experiencing, witnessing, engaging, responding from as close to the Life-Pulse as possible, a place of BEING.

2. The six conditions for change in thinking (MindFORM Change) towards greater complexity.

The six conditions for deep MindFORM change towards greater complexity, from Graves (Cowan, 2005) and Beck and Cowan (1996), fit perfectly as a set of guiding criteria across all aspects on Intentional-Coaching-Practise including contracting. These are the following conditions which together offer a useful framework

1. Potential in the Mind for Change in complexity of thinking – understanding that not everyone is equal in this domain. Genetic, psychological trauma and other factors can inhibit the potential. There needs to be access to the neuro-biological resources necessary.
2. Solutions to problems in the present conditions are successful.
3. **Insights**, models, and methods, provide new ways of engaging the life conditions. (Integral Theory being one of the dominant Insights of the present time)

4. **Dissonance** - There is an energy for and a need to change.

5. **Barriers** to change are overcome - which could include any of the other five conditions if they are lacking.

6. Any changes are supported and consolidated over time. One does not go to bed and wake up the next morning with a new stage of development!

**3. Working with aspects of being.**

Emerging from more than 20 years of personal and professional experience as a coach, I have stabilised on a template that I find useful and functional. I call these 'Aspects of Being.' When used as part of an integral frame these aspects provide an integrating focus that support an Intentional-Coaching-Practise and the contracting for such a practice.

In essence both coach and client should

- Maintain a resourceful state thus allowing the potential for optimum openness’ flexibility and resilience in a given situation
- Maintain a future focus - as part of an evolutionary process.
- Develop and maintain functional relationships.
- Develop awareness of self, others and all aspects of life conditions (Home, Work, Society, Planet and Kosmos.)
- Maintain self-directed flexibility
- Take intentional action.

**4. Working with ‘If-You’ postulates as vectors of intentional practise. During the time of my Intentional-Coaching-Practice.**

During the time of my Intentional-Coaching-Practice, I have applied Integral Theory and found myself adopting new practises and approaches that have ultimately served well both clients and myself. At the time of initial use it was not always clear that the new practise or approach would work. So what emerged for me was the practice of working with postulates, or that which when applied may hold true over the long term. Postulates act as vectors, carriers of new code, new intelligence, and offer a creative edge across all aspects of The Intentional Practice. For this article I offer the following series of IF-You postulates of intentional practise.

**IF-you:**

- **Seek the principles and practise of integral seed minds.** There are minds, seed-like minds that start to scout ahead into the Open Wave. Seed minds that I relate to include Sri Aurobindo, Arthur Young, Jean Gebser, and Buckminster Fuller. I also include Clare W. Graves and Dr. Don Beck, who was mentored by Graves for over 12 years. I advocate that as the Intentional Coach you draw upon the wisdom available from these and other seed minds.
• Seek and create new language, metaphor, and ritual. As described earlier by my reference to Joel Primack and Nancy Abrams. I invite the Intentional Coach to describe the new with open mind and fresh definition. Beware the “second best” conversation about the new when we try to explain the new using existing and by necessity historic constructs, thus constraining the creative space.

• Use, with full integral awareness, tools, methods and practises, that align with the principles of the Life-in-Total, and should then work in any context, any where. Always be ready to explain, from an integral perspective, the why, what, how and with what consequences. Be open to observing, practising and generalising what is not on the map – seek stuff that works in the space in between.

• Live life on the edge - Being Me, Being You. Be proactive with your own unique ‘Open Wave’ practise (I call my own ‘Walk about with Purpose’). Recognise that, like you, everyone is an expression of their active MindFORM. Engage all with openness to the deeper dynamics and patterns of your MindFORM and theirs. Navigate situations using your higher faculties – reason and intuition. Watch the thinker, feel the watcher. Be true to yourself, client and Kosmos.

• Adopt a homeopathic-like practise. Diagnose, sense, and experience. Choose to do less. As you sense the natural process of change,

• Become aware of BIG MIND 2. Every man-made object, systems, structure, process, carries a snapshot of the MindFORM that created it. I call this BigMIND 2. Choose and manage your personal BIG MIND 2, your life conditions, to nurture your own emergence.
Table 1. The 4 domains of principle-based practice

<table>
<thead>
<tr>
<th>Description</th>
<th>Origin</th>
<th>Utilisation by Intentional Coach</th>
</tr>
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<tbody>
<tr>
<td><strong>Principles of Stage Development</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Open Wave</td>
<td>Not known</td>
<td>Creating an Open Wave Space and if appropriate Client Education</td>
</tr>
<tr>
<td>Principles of Life-in-Total</td>
<td>Spiral Dynamics Integral</td>
<td></td>
</tr>
<tr>
<td>Conditions for Change</td>
<td>Spiral Dynamics</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ken Wilber</td>
<td></td>
</tr>
<tr>
<td><strong>Aspects of Being</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resourceful State</td>
<td>The 3 legs of NLP</td>
<td>For the focusing of all Human Intentional Practise and if appropriate Client Education</td>
</tr>
<tr>
<td>Functional Relationships</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Awareness of Self/Others/Kosmos</td>
<td></td>
<td></td>
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<tr>
<td>Self Directed Flexibility;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intentional Action</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>If-you postulates of Intentional Practise</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Seek the principles and practise of integral seed minds.</td>
<td>Christopher Cooke</td>
<td>Experiential Being</td>
</tr>
<tr>
<td>Seek and create emergent language metaphor and ritual</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use Intentionally Chosen and Created Tools, Methods and Practises</td>
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<tr>
<td>Live life on the edge - Being Me, Being You</td>
<td></td>
<td></td>
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<tr>
<td>Adopt a Homeopathic like practise</td>
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<td></td>
</tr>
<tr>
<td>Become aware of BIG MIND 2</td>
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</table>
Since 2003, I have been exploring such INTENTIONAL Practise application with a wide range of clients across many sectors. This experience has not only led to valued insights and tangible outcomes, but it has also led to the co-creation of new practise and a trail of client-led models. Only by coaching individuals, using the above framework, were they able to open more fully into their new awareness and grow their own Integral reframe. This enabled more conscious application today, whilst simultaneously preparing for their tomorrow.

**What then is the nature of an intentional coaching contract?**

Integral Psychology (Wilber, 2000) teaches us that as we evolve in stage conception towards greater capacities to cope with complexity, we transcend what has gone before and include what is still relevant to progress – a mechanism of transcending and including. It seems fitting then to explore the transcendence and inclusion that leads from Coaching Contract to an Intentional Coaching Contract.

Simply put, a contract is an agreement that creates an obligation between the parties involved. Considerations include such factors as mutual agreement, clarity of expectations, means and form of reciprocity/exchange (which may or may not be purely financial – other possible forms being local exchange of services, complimentary currency, etc.), the capacity to deliver, and general conformance to the requirements of society. The bulk of social transactions, including coaching, are informed by such agreements - either formal/explicit or informal/implicit.

Let us then explore the nature of the Intentional Coaching Contract that requires us to act from the space of an Integral-MindFORM. What emerges then is an appreciation that the fundamental shifts in coaching reflect comparable shifts in the coaching contract towards a life-in-total, Integral, and Intentional form.

We can also use ‘Integral-Theory’ to guide us, by drawing upon the multiple bottom lines of the higher stages of development as defined by Spiral Dynamics. This ensures that, in our contracting, we consider and measure the corresponding bottom lines as Principles, Profit, People, Purpose and Planet. If we add Trust and Respect, essential qualities of an Integral-MindFORM, we derive a robust template. Taking each of the above as criteria, I have crafted a sample template as a basis for an INTENTIONAL Coaching Contract (see Table 2 below).
### Table 2. Template for an ‘intentional coaching contract’

<table>
<thead>
<tr>
<th>Self (Coach)</th>
<th>Client</th>
<th>Kosmos</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Planet (Globalview)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>One - Planet Intent</td>
<td>“Leapfrog” Sustainability</td>
<td>The Only Planet of Choice</td>
</tr>
<tr>
<td>How do you contribute to a viable Earth?</td>
<td>Imagine solutions that move beyond the present paradigm.</td>
<td>Our planet and its life-forms are truly unique.</td>
</tr>
<tr>
<td><strong>Purpose (FlexFlow)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enabling Emergence</td>
<td>Evolution of Consciousness</td>
<td>Undefined Potential</td>
</tr>
<tr>
<td>What would it be like to hold an evolutionary purpose?</td>
<td>What multiple bottom lines will you support?</td>
<td>Always offering the possibility of ‘new life’!</td>
</tr>
<tr>
<td><strong>People</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human as a HOLON</td>
<td>Values: Spirituality, Integrity, Nurturance, Continuous Learning, Courage</td>
<td>Viable Species</td>
</tr>
<tr>
<td>Emergence into (and through) Communion</td>
<td>Engaging the ‘Mystery of the we’.</td>
<td>A human species that can sustain itself and all life.</td>
</tr>
<tr>
<td><strong>Profit</strong></td>
<td></td>
<td></td>
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<tr>
<td>Reciprocity ensures viability and a regenerative existence?</td>
<td>Essential for Future Development</td>
<td>Regenerative, Renewal</td>
</tr>
<tr>
<td>How do you sustain progressive, open, service to others?</td>
<td></td>
<td>Appropriate Emergence</td>
</tr>
<tr>
<td><strong>Principles</strong></td>
<td></td>
<td></td>
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<tr>
<td>Live and be guided by ‘Life-in total’ Principles, Conditions and Postulates. Create the life conditions for client that allow their continued emergence</td>
<td>We are 24/7 on the inside and it’s time to recognise this on the outside.</td>
<td>Human Free Will</td>
</tr>
<tr>
<td>What do you need to believe to live and work in an endless flow?</td>
<td></td>
<td>Everything you do is an ‘I choose to’!</td>
</tr>
<tr>
<td><strong>Postulates</strong></td>
<td></td>
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<tr>
<td>Acting AS-IF ‘Integral’ will be beneficial</td>
<td>Energy work will contribute to evolution of consciousness</td>
<td>The experience of consciousness in such dense physical form will be universally beneficial.</td>
</tr>
<tr>
<td>Keeping an open mind to what is possible.</td>
<td>What new senses are awakening within you?</td>
<td>Why do we exist?</td>
</tr>
<tr>
<td><strong>Trust and Respect</strong></td>
<td>Essential to trust and act on intuition</td>
<td></td>
</tr>
<tr>
<td>Essential and Required to sustain Emergence</td>
<td>Choose carefully where and with whom you engage.</td>
<td></td>
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</table>
How will I know when I am contracting successfully? I believe today that successful contracting leads to the enabling of emergence and that real contractual success is when the coach is no longer needed. Here then is the fundamental difference between contracting and contracting from a life-in-total, integral perspective – the primary client is the Life-PULSE. The contract with the actual client is the means by which a mutually viable engagement may be legitimised and in which the MindFORM of the coach becomes the enabling life-conditions for the client.

From this perspective the ‘integral contract’ becomes a living dynamic exploration of what is possible until the previously unknown, yet sought, insights, lead to self sustaining success. With many clients, for example, I have simply witnessed their expression ‘Thank God - I’m not going mad!’ or as one memorable client intoned ‘It was like having a veil lifted from my eyes’. Beyond their insight they were then able to engage and develop their own unique interpretation of their own emergence.

From the Coach’s perspective successful Life-In–Total contracting means nothing more than continuing to attract and engage those who are ready and receptive to the coaches own Integral MindFORM as a stepping stone on their journey of emergence.

Any contractual metrics, be they subjective or objective, will need to be flexible, as success criteria adopted today may be different tomorrow. Such is the paradox embedded in an Intentional Approach. The Intentional Coach may choose to use, for example, any of the previously mentioned four domains of ‘principle based practice’ or ‘bottom lines’ as a basis for metrics for contractual success.

If one seeks to measure emergence, then subjective Yesterday is rapidly becoming objective Today. Systems such as onlinePeopleSCAN (www.onlinepeoplescan.net) offer a full suite of Individual and cultural assessments to bring new metrics that are designed to contribute to a life-in-total, emergent perspective.

**Will clients ever work with me again?**

The good news is yes they will. What is important to realise here is that the form of coaching expression that I am describing is being sought by many millions who currently do not have access to a coach whose Integral MindFORM becomes part of the necessary Life Conditions for the client’s own emergence. Many potential clients are waiting and seeking a ‘Life in Total’ practise.

One of the fascinating discoveries that I often describe in this Life-In Total’ space is that the language of work starts to carry less meaning. (I deleted work and retirement from my repertoire about 10 years ago!) So whilst the initial contact with the client may be described as work, over time I observe the emergence of friendship and in many cases joint collaboration to address today’s issues is a more cause related, flow-like, fashion.
CONCLUSION

We have explored the reason Intentional Coaching exists. It is to create local life conditions for individuals on their own unique pathway, both for the coach and client. “Best practise” today is naturally changing to a real-time, future focus, using an Integral Theory as a FRAME to enhance ‘the pathway’ between client and coach, to one of mutual ‘Life–in-Total’ progression. When one adds in the transition into the new paradigm from human-doing to human-being (Cowan, 2005), you may get a sense of the scale of this transition in which coach and client are involved.

As we bring our conversation to a close, what makes for a successful coaching relationship in today’s challenging life conditions is not a repackaging of what has been successful before. Rather, it is the realisation that what we are facing demands a total reframe of what we have known before. It is a major leap in our thinking, in our doing, and indeed in our being.

A significant reframe in the nature of the coaching contract being that successful contracting takes on an evolutionary perspective where the primary client is ‘Life-In-Total’ and ultimate success is where the client assumes their mastery of their own evolutionary journey.

And finally we heard some good news that, if one chooses to examine the increasingly complex life conditions many millions of potential clients are waiting for this Life-in Total support service. Remember, the ‘Integral Age’ is here. We are just learning to grow into it!
**Table 3. Glossary of terms**

**Best-of-present knowledge appreciation:** Native cultures carry a concept that they can only engage a situation to the best of their present knowledge. This delightful concept recognises that what was true yesterday, or even in that last moment, may not be true now.

**Gaia:** The term Gaia used by James Lovelock (Lovelock, 1979) to describes the earth as a complex adaptive self-regenerative system.

**Holon:** A holon (Greek: *holos*, "whole") is something that is simultaneously a whole and a part. The word was used by Arthur Koestler (1967, p. 48). Koestler defines a holarchy as a hierarchy of self-regulating holons. Today I consider each stage of human development, as a holon, part of a holarchy.

**Integral FRAME:** A frame offers a specific focus, meaning, or context for enquiry. An Integral FRAME specifies the nature of the intelligence that informs the FRAME – namely ‘Integral’.

**Integral Theory:** Integral Theory, an examination of the whole, entire complete, nature of Human Evolution has been popularised largely by Ken Wilber. The term integral has also become adopted to describe a specific stage of development in which capacities to engage complexity are much greater than at any time in our species history.

**Kosmos:** The entire known Universe that has existed since the big-bang. The ‘K’ reflects the Greek spelling as they did not have a ‘c’ in their alphabet.

**Leap-Frog Sustainability:** To jump or leap over the present paradigm for sustainability to take a life-in-total, integral perspective. A fundamental reframe for many of the current conversations on sustainability.

**Life Conditions:** The place, circumstances, conditions, and capacities that exist at a particular point in time.

**Life-Pulse, Prime Directive; Evolutionary Impulse:** Terms used to describe the core dynamics and eternal mystery of an expanding universe that seems to possess a pulse-like characteristic that catalyses, and leaves behind the conditions for life to emerge.

**MindFORMS, ThoughtFORMS, Integral MindFORMS:** Over the years I have wrestled with the various terms used by stage development theorists. MindFORM then relates to the schema, the deep structures if the MIND, that lead to the thema, the ThoughtFORMS, that include the value systems that inspire our natural motivational flows and perceptions. Integral MindFORMS are the schema, or deep structures that provide enhanced, post-post conventional capacities that Graves described (Cowan, 2005) as ‘a major leap for mankind’.

**Open-Wave:** I use the term Open Wave to describe the leading edge in an emergent process.

**vMEME:** A deep psychological structure (Beck & Cowan, 1996) or MindFORM.

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'The use of notation in my writing. I wish to clearly differentiate that the terms used today are based upon the experience and conditions associated in 2009. This attempts to bring a current and shared appreciation to a given subject. For example, ‘INTENTIONAL COACHING PRACTISE2009 is very different from the Intentional Coaching Practise that was offered in 1995, prior to my knowledge of Spiral Dynamics. Equally, a Lifestyle in a 1st world country in 2009 is very different to the experience of a 1st World Country in 1999. I use a variant of Korzybskian notation after Alfréd Habdank Skarbek Korzybski, a Polish-American philosopher and scientist. The date identifies the named approach, or concept, as the version valid at that time. Later versions would carry new date, or variation, information as superscript or subscript notations.
REFERENCES


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Christopher is an international senior manager, consultant, coach, confidante, counsellor, trainer and qualified engineer, with over 25 years experience in pioneering and supporting personal and organizational change. Christopher’s curiosity about what is truly possible for individuals, teams, organizations, communities and countries provides him with a passionate capacity to engage the core issues using elegantly simple ‘Integral’ approaches that are aligned with the continued emergence of all life.

With a progressive specialism in ‘Intentional Practice’ (a combination of Evolutionary Cosmology, Spiral Dynamics Integral and Integral Theory & Practice) and his penchant for informed action, Christopher is highly appreciated by clients across a wide range of public, private, commercial and voluntary sectors. He has become widely recognized for his interest and ability to support innovation in thought, effective decision-making, and the development of practical approaches to complex large-scale organizational and societal change. He believes that he is in the business of discovering how to co-create ‘learning habitats’ in which individuals, organisations, communities, and nations can make better quality decisions.
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