



France  
Charter Chapter

## MASTERCLASS

**Jean-François Cousin, MCC,  
Past Chairman of ICF Global Board**



**“Deepen your  
coaching  
presence and  
illuminate  
sessions  
with your artistry”**

Gain profound insights that  
can help you coach at your  
very best

**Come and join**

This english-speaking event  
is organized by  
ICF Paris International

**Tuesday, May 10th, 2022 8:30-17:00**

# Where are you joining from?



**How many years of coaching experience do you have?**



# MASTERCLASS - Deepen your coaching presence and illuminate your sessions with artistry

## Morning session

- 10 insights and 10 practical tips to coach at your very best
- Which insecurities and what else stand in your way of being the best coach you can be ? - 'trouble shooting' discussion
- Live coaching session demonstrating a deep, holistic coaching presence
- Exercises, tips, experience sharing and discussion about deepening your coaching presence

## Afternoon session

- Optimize the way you contract with your client at the start of a session
- Demonstration
- Practice 1-on-1 and debrief
- Expand your coachee's 'world of possibilities'
- Exercises and tips to adopt 'inspiration', 'stillness' and 'fearlessness' in your coach's way of being
- Coda: illuminate your coaching practice with artistry



# 10 INSIGHTS and 10 TIPS TO COACH AT YOUR VERY BEST

HARVERSTED OVER 12,000 COACHING HOURS

By Jean-Francois Cousin, MCC

—

# Peter Drucker: What business are you in?

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# 10

## INSIGHTS TO COACH AT YOUR VERY BEST

HARVERSTED OVER  
12,000 COACHING HOURS  
By Jean-Francois Cousin, MCC



***Coaches,*  
what business are we in?**

NEW YORK TIMES AND WALL STREET JOURNAL BESTSELLER

# TRILLION DOLLAR COACH

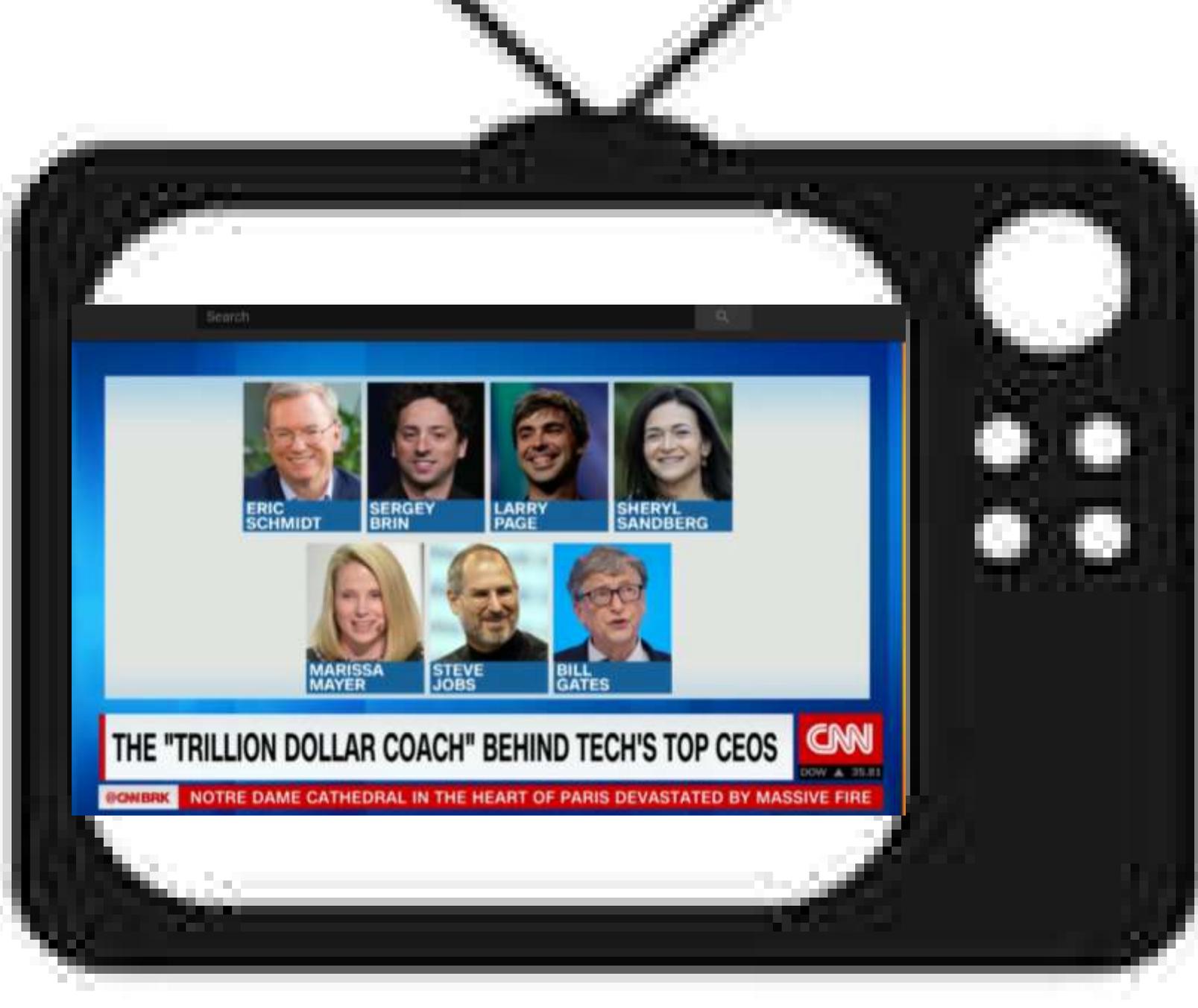
THE LEADERSHIP PLAYBOOK  
OF SILICON VALLEY'S

## BILL CAMPBELL

ERIC SCHMIDT  
JONATHAN ROSENBERG  
AND ALAN EAGLE



[Book summary](#)



INSIGHT

#1

# COACHING IS AN ACT OF UNCONDITIONAL LOVE

Choose to love your client's inner greatness... and it will emerge!

In other words, when you expect the best from your clients, they bring it on



# 10

## INSIGHTS TO COACH AT YOUR VERY BEST

HARVERSTED OVER  
12,000 COACHING HOURS  
By Jean-Francois Cousin, MCC



***Coaches,***  
**How do you *feel* in the first second  
you meet your client for a session?**



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**“BEING DEEPLY LOVED BY  
SOMEONE GIVES YOU  
STRENGTH, WHILE LOVING  
SOMEONE DEEPLY GIVES YOU  
COURAGE.”**

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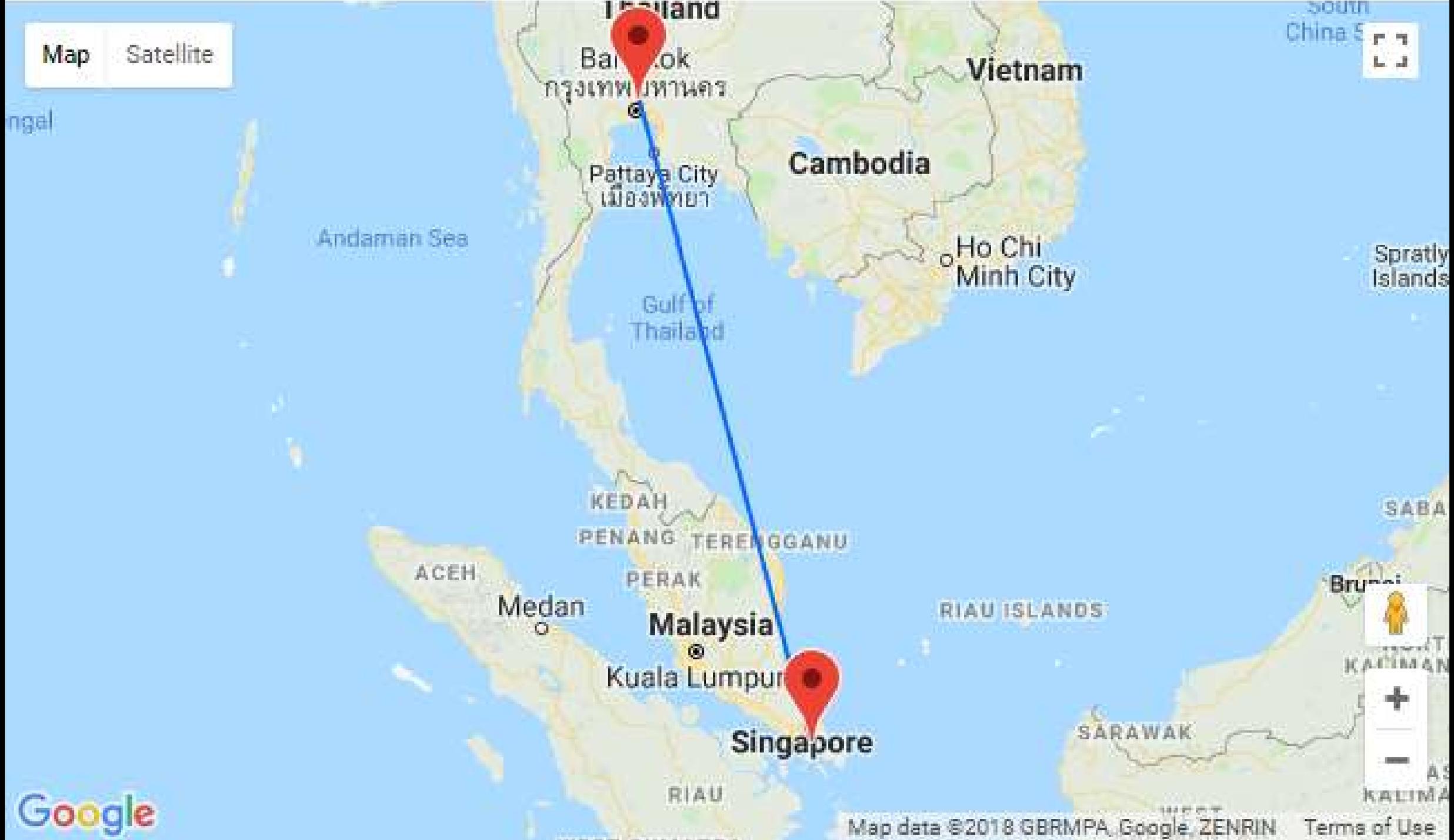
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Map Satellite





INSIGHT

# #2

## THE DEFINITION OF COACHING...

by the International  
Coaching Federation is  
just SPOT\_ON!

*“Coaching is partnering with  
clients in a thought-  
provoking and creative  
process that inspires them to  
maximize their personal and  
professional potential”*

<https://coachfederation.org/about>





INSIGHT

# #3

## BE AUTHENTIC, HUMBLE AND VULNERABLE

That gives permission to your clients to be the same, and then great coaching work can start!



INSIGHT

# #4

## GO DEEPER, SOONER

Be prompt to explore in depth what's behind the issue a client brings to the session



INSIGHT

# #5

## DANCE WITH YOUR CLIENT

Invite your client to partner with you in co-creating the next steps of the session

Ask them, “What’s the best next question for us to ponder?”





<https://www.youtube.com/watch?v=rrVtWTRkFB4> Start @ 2:00

INSIGHT

# #6

## SILENCE IS EMPOWERING

Let the silence do the heavy work.

Let your eyes ask the questions – *they* will not 'pollute' your client's thinking with extraneous words



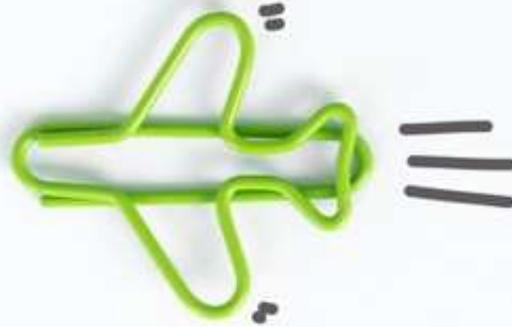
INSIGHT

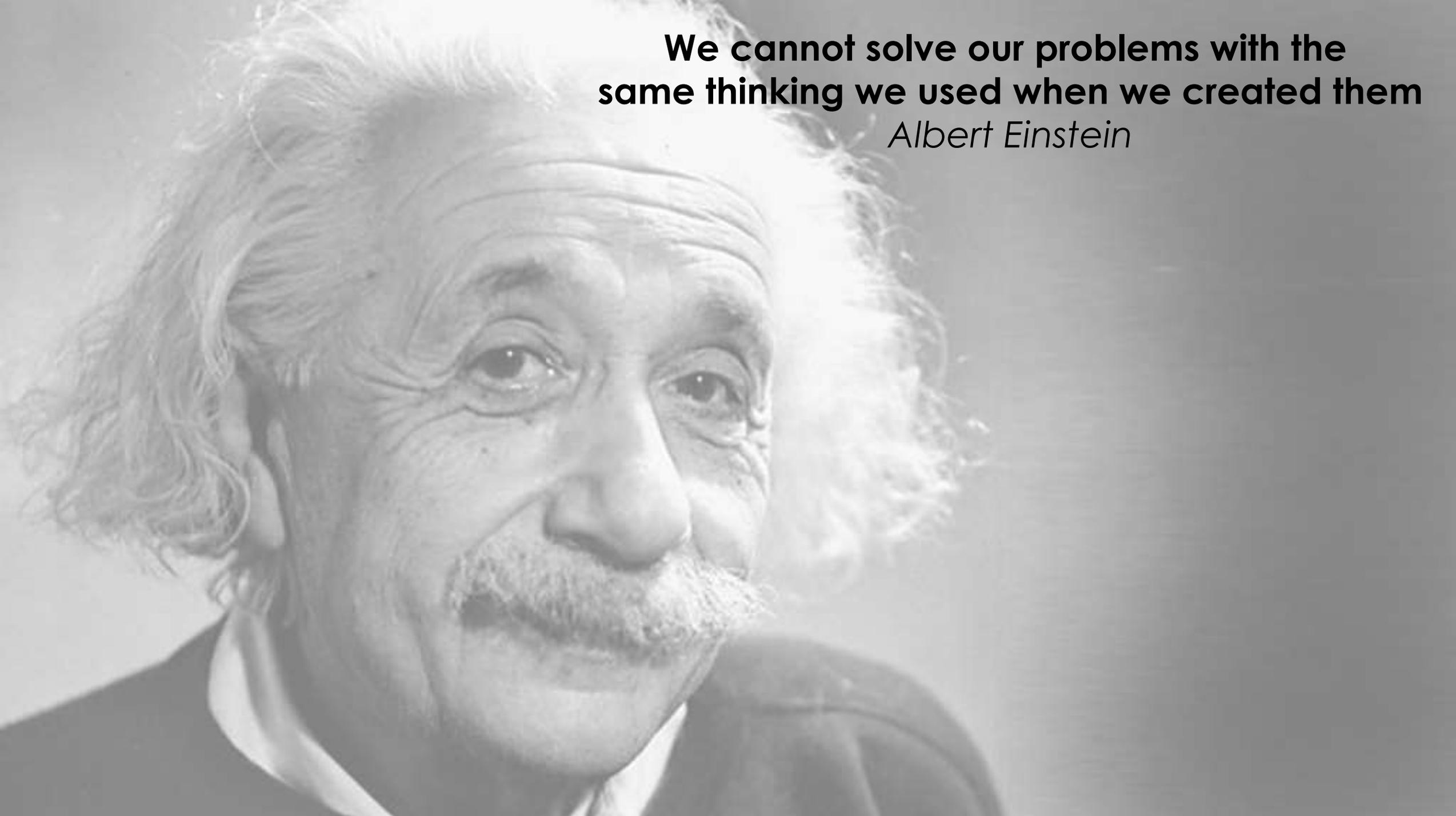
# #7

## STEP BACK ENOUGH

Notice the patterns and the discrepancies in your client's thinking, energy, emotions and behaviors

Ask for permission to share them for your client's feedback 😊





**We cannot solve our problems with the  
same thinking we used when we created them**

*Albert Einstein*

INSIGHT

# #8

## MAKE YOUR CLIENT YOUR TEACHER

Just be a curious and  
demanding 'student'!

Great coaching unfolds  
when the coach invites the  
client to 'teach' the solution  
to the problem being  
explored

Deeper dive in this podcast:  
<http://wheregeniusgrows.libsyn.com/66-magda-mook-jean-francois-cousin-letting-learners-teach-themselves>



INSIGHT

#9

GREATNESS  
LEADERSHIP COACHING

**YOUR PRESENCE  
AND YOUR  
INTENTION  
MATTER A LOT  
MORE THAN  
YOUR QUESTIONS**

As long as your intention is to help and stretch your client, s/he will do great work!



INSIGHT

# #10

THE LESS YOU  
'WORK' IN A  
SESSION, THE  
MORE YOUR  
CLIENT DOES,  
AND THAT'S WHAT  
MATTERS....

... because it is your client  
who can – and must – do  
the best work!

BE PRESENT

BE CALM

BE RELAXED

JUST BE

# 10 INSIGHTS TO COACH AT YOUR VERY BEST POLL

*Which ones of these insights is the most important to you at the moment?*

**Insight #1 - Coaching is an act of unconditional love**

**Insight #2 - Coaching is anchored in Partnership (ICF definition)**

**Insight #3 - Be authentic, humble and vulnerable**

**Insight #4 - Go deeper sooner**

**Insight #5 - Dance with your Client**

**Insight #6 - Silence is empowering**

**Insight #7 - Step back enough**

**Insight #8 - Make your Client your teacher...**

**Insight #9 - Your presence & intention matter more than your questions**

**Insight # 10 - The less you 'work' in a session, the more you Client does, and that's what matters...**



# 10 TIPS TO COACH AT YOUR VERY BEST

HARVESTED OVER

12,000 COACHING HOURS

By Jean-Francois Cousin, MCC



TIP

#1

## HELP YOUR CLIENTS BE FULLY PRESENT

At the beginning of a session, offer them a chance to relax and clear their mind so that they can concentrate on the work



TIP

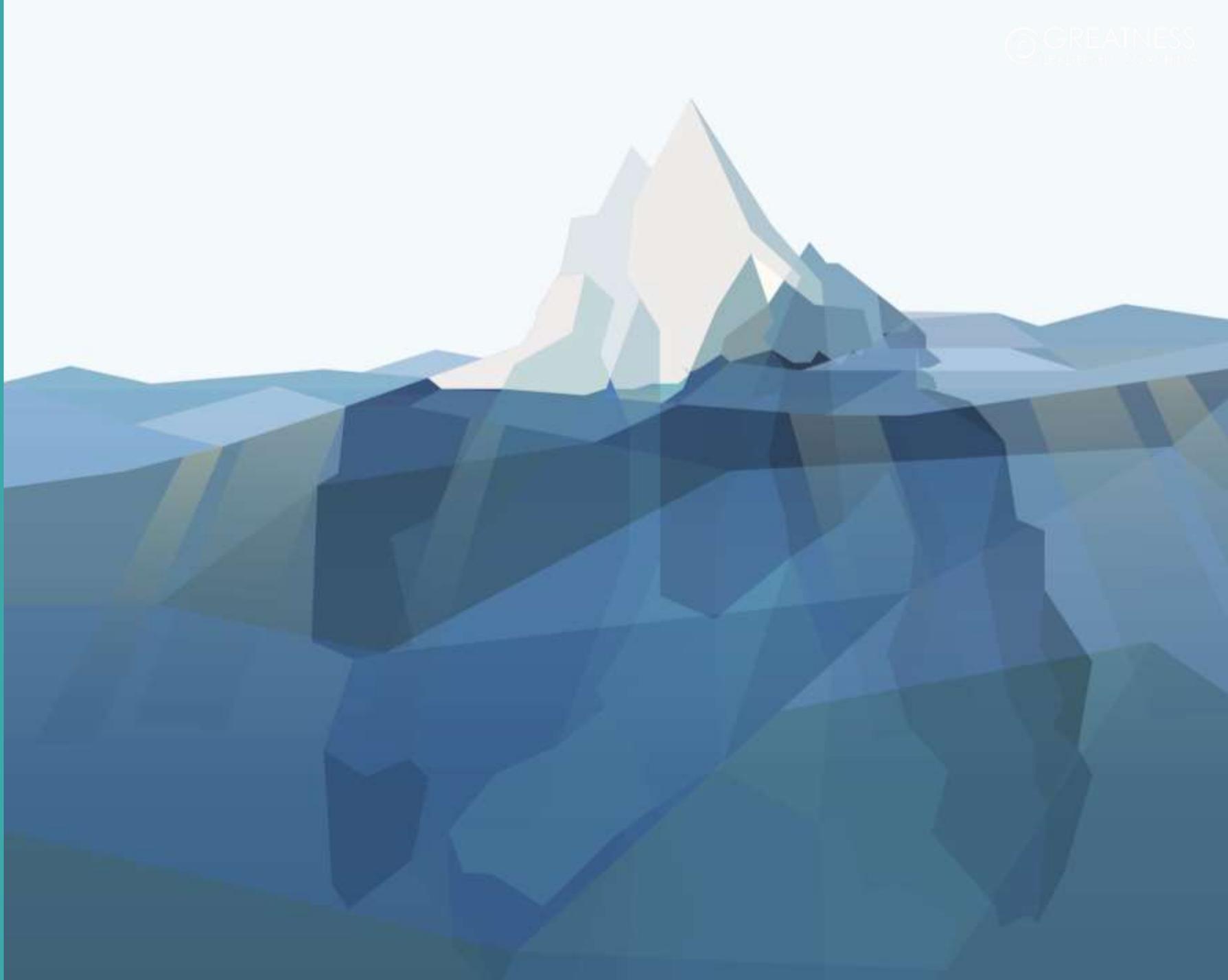
# #2

## 'CONTRACT' IN DEPTH

What clients wish to explore - at the beginning of a session - is usually the tip of the iceberg

Dig deeper and ask them 'how is this important to you?' or 'what could this be about, at a deeper level?'

That helps ensure that your contracting yields a workable objective of *real* value to your client!



TIP

# #3

**DON'T WORRY IF  
YOU DON'T FULLY  
UNDERSTAND  
YOUR CLIENT,  
NOBODY DOES**

And you never will anyway! 😊

Co-creating value with and for  
your client is your only  
responsibility



TIP

# #4

## MAKE SURE YOU ARE NEVER IN THE WAY OF YOUR CLIENT'S THINKING

Remember the ICF's stance  
always:

“Coaches honor others as  
creative, resourceful, and  
whole.”



TIP

# #5

## LET SILENCE DO THE HEAVY WORK FOR YOU!

The more you talk, the bigger the risk that you pollute the thinking of your Client.

“Young” coaches tend to speak 10-times too much.

Let go of your insecurities so that you can then listen holistically



TIP

# #6

## LET THE CONVERSATION INSPIRE YOUR NEXT QUESTION 'ORGANICALLY'

Don't work out your questions, just give them time to surface to your mind.

Trust your intuition!



TIP

# #7

## BE HUMBLE

Say “I don’t know” when you don’t know

Say “I am lost” when you are lost

Say “I don’t know which question to ask next” when you don’t.

Don’t worry when your questions don’t work, laugh about them with your client 😊 and then ask them “what’s a better question to ask you?”



TIP

# #8

## DO A MID-WAY CHECK

Half-way along your session, ask your client:

- “where s/he is vis-à-vis his/her objective”,
- “what s/he has learnt so far”, and,
- “what will be the best use of the time remaining”

If the client hasn't found value in the first-half, isn't it good to know and timely to re-contract for a great second-half? 😊



TIP

# #9

## CONCLUDE ON A HIGH NOTE

For example, ask you client:

- “what value s/he got from the session”,
- “what s/he has learnt at a deeper level – especially about her/himself”,
- “how you could serve her/him better next time”,

And let him/her know:

- “what you learnt from her/him”, and finally,
- “how s/her inspired you”



TIP

# #10

## GOOD COACHING RAISES YOUR ENERGY

If you are tired after a coaching session, it probably means that something is not optimal yet in the way you and your client work together.

Discuss this with your mentor or your supervisor.



# 10 TIPS TO COACH AT YOUR VERY BEST POLL

*Which one of these tips is the most helpful to you at the moment?*

**Tip #1 - Help your Client be fully present**

**Tip #2 - 'Contract' in depth**

**Tip #3 - Don't worry if you don't fully understand your Client, nobody does**

**Tip #4 - Make sure you are never in the way of your Client's thinking**

**Tip #5 - Let silence do the heavy work for you!**

**Tip #6 - Let the conversation inspire your next question 'naturally'**

**Tip #7 - Be humble**

**Tip #8 - Do a mid-way check**

**Tip #9 - Conclude on a high note**

**Tip # 10 - Good coaching raises your energy**



A simple exercise to help you avoid the risk or pain of the 'office syndrome', presented by Jonathan Godot



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- Coda: illuminate your coaching practice with artistry

# Which insecurities and what else stand in your way of being the best coach you can be?

- Bring up your 'tough' cases
- We will explore together what needs to happen for you to crack them
- Experience sharing and 'trouble shooting' discussion



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# Live coaching session



Picture copyright: WBECS

**RELAX**  
**Nothing is under control**



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How have you deepened  
your coaching presence  
over the years?

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MUSIC

MAESTRO

PLEASE





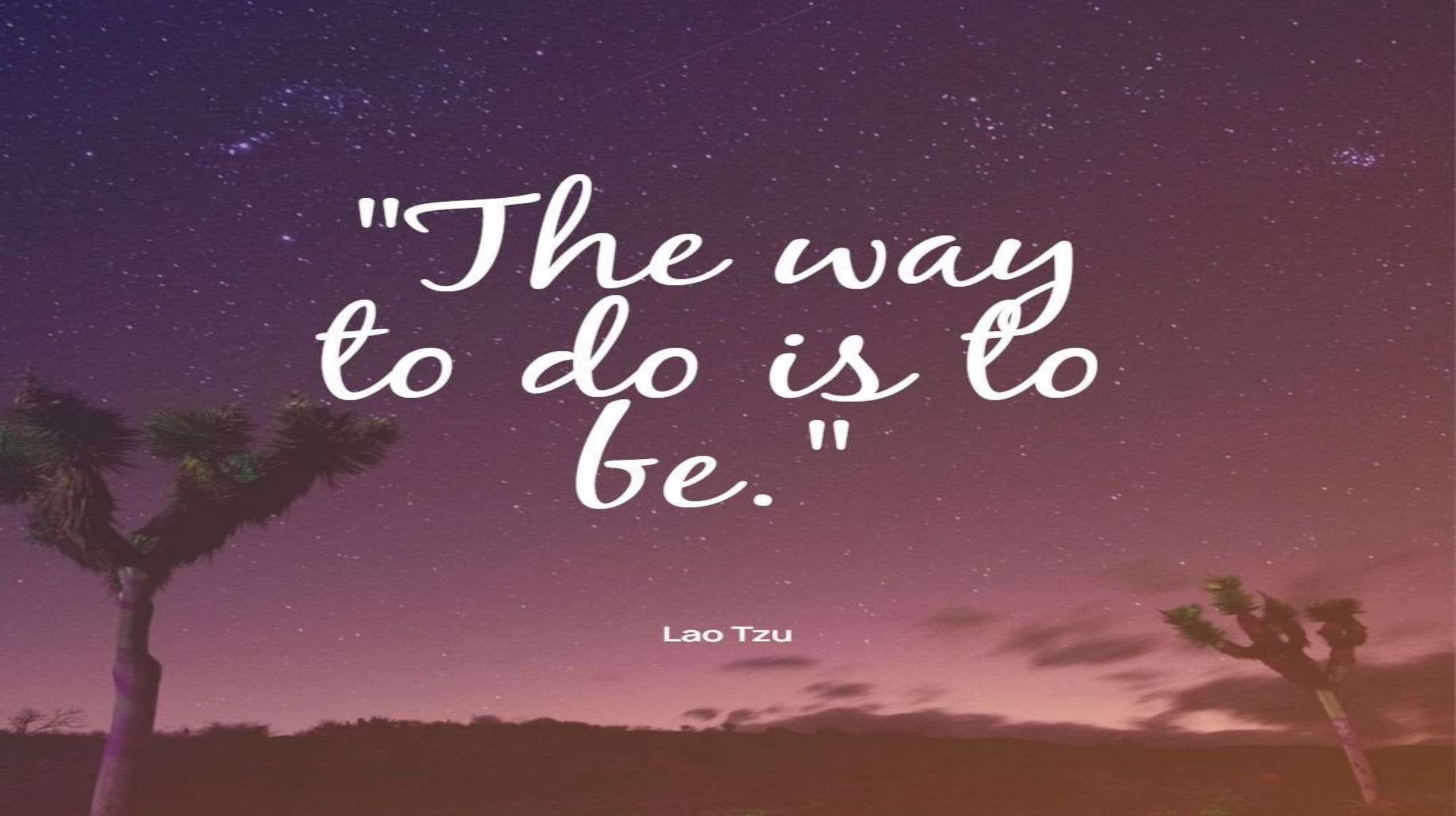
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**that are particularly important  
for the atmosphere of the piece!**









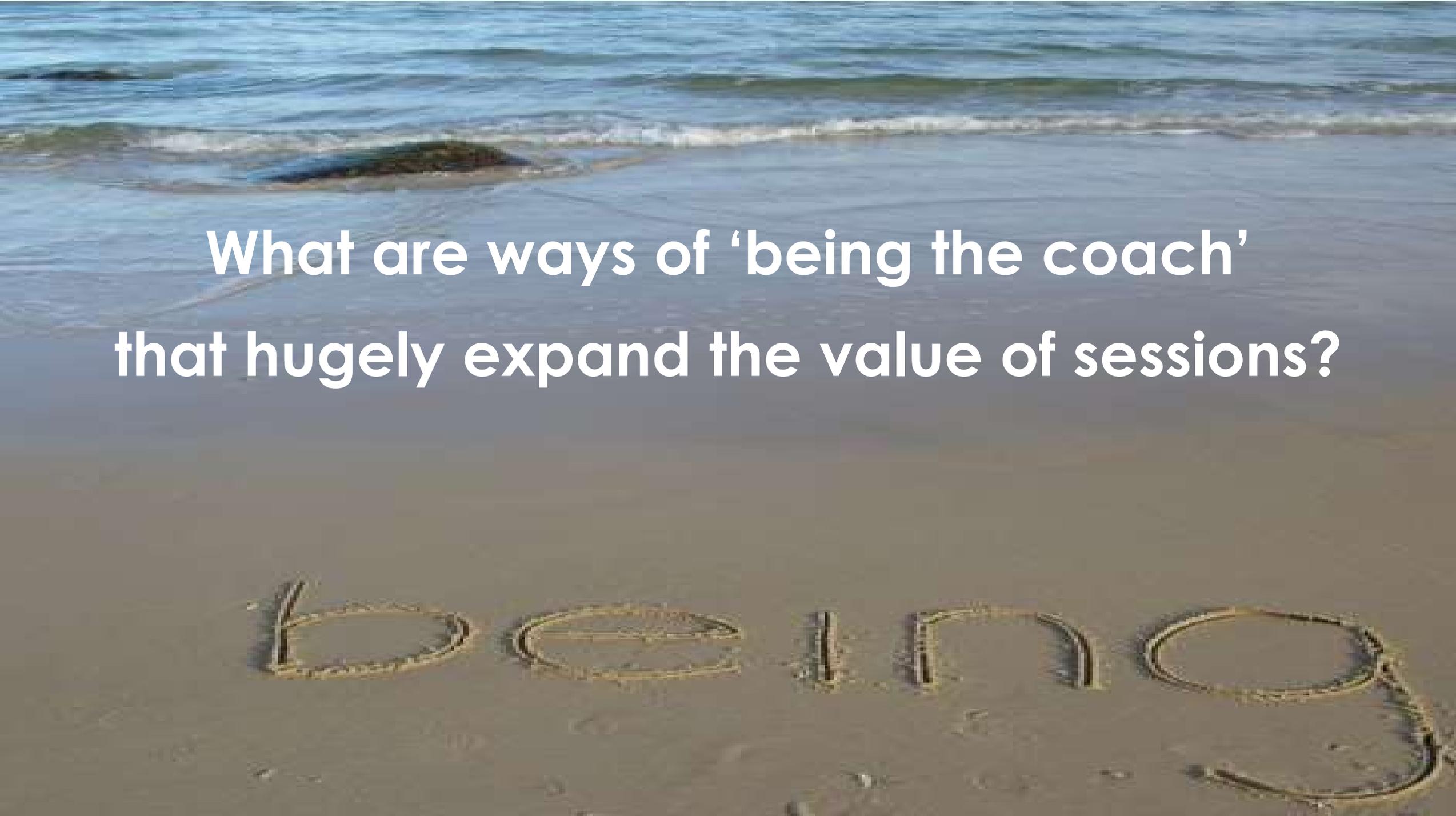
"The way  
to do is to  
be."

Lao Tzu



"Knowing  
when not to  
do anything,  
is the key to  
having  
everything  
done."

~Wu Wei



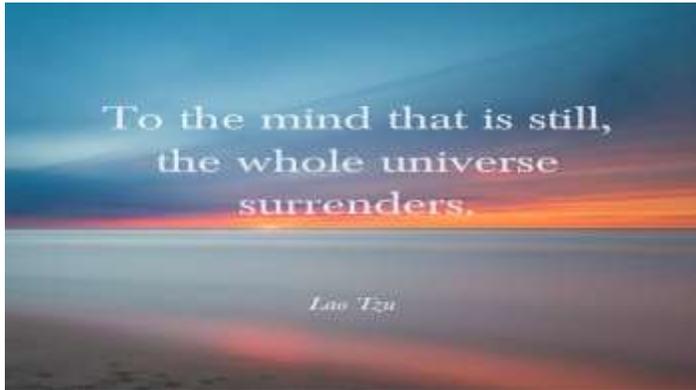
**What are ways of 'being the coach'  
that hugely expand the value of sessions?**

beginning

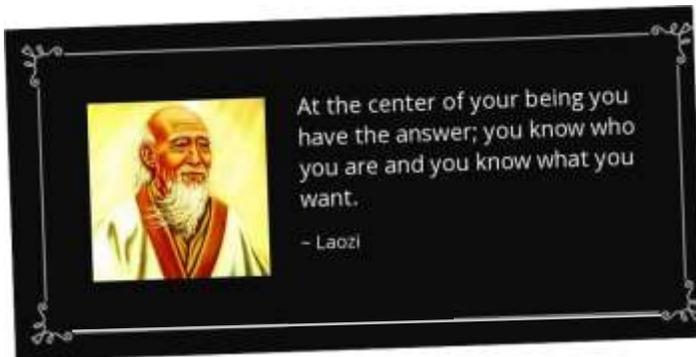
# 3 core-beliefs that will help you to enable clients to 'be' as they need to be, to create exceptional value for themselves



1. The client aspires to grow clearer and stronger



2. 'To the still mind, the whole universe surrenders'



3. 'At the center of your being, you have the answer, you know who you are, and you know what you want'

# 3 ways of 'Being the Coach' that enable clients to 'be' as they need to be, to create exceptional value for themselves



❖ Be **Inspired** by clients' potential

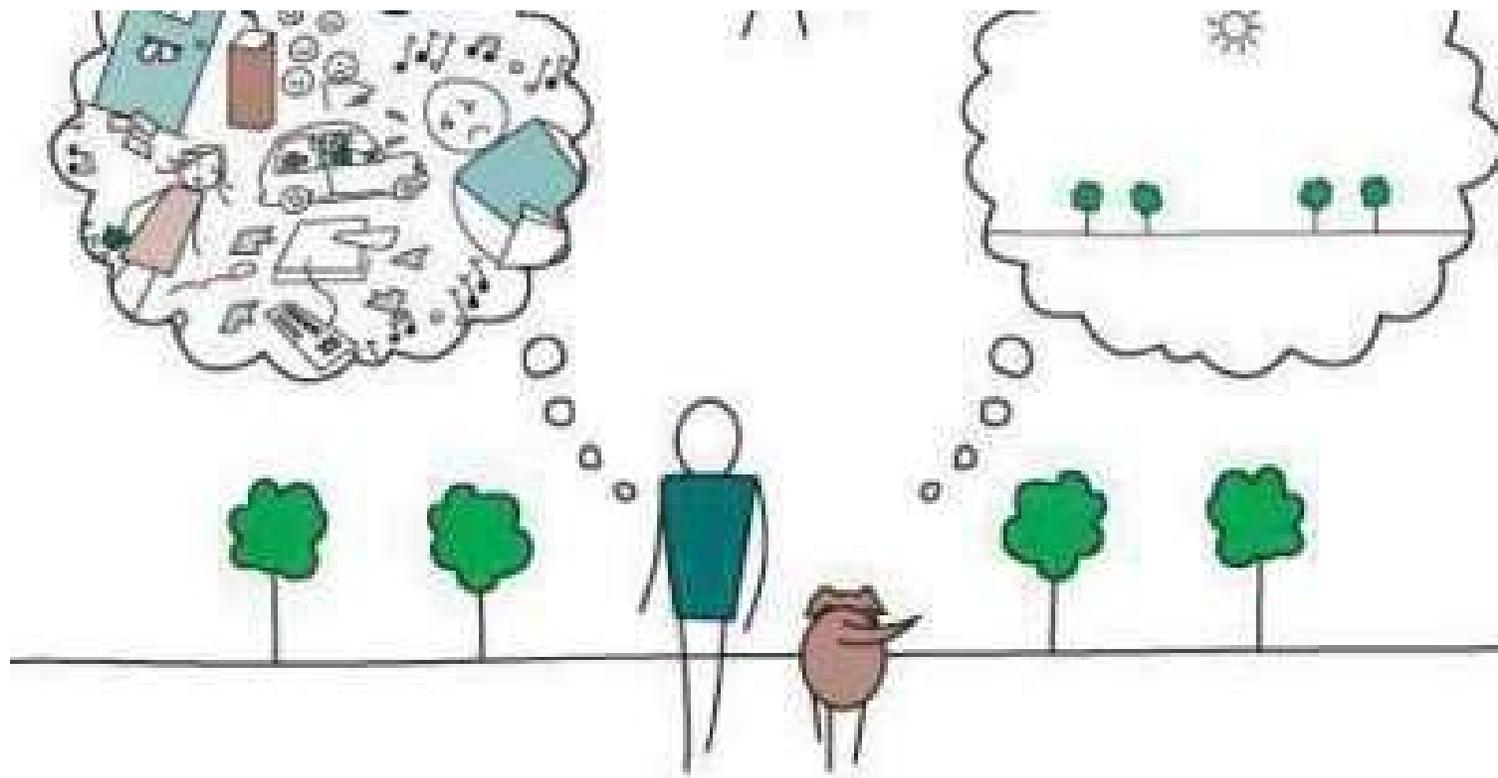


○ Be **Still**

*And then...*



✓ Be **Fearless** in stretching clients



Mind Full, or Mindful?

**How do you  
prepare to  
be, and stay,  
fully present  
in a session?**

INSIGHT

#1

# COACHING IS AN ACT OF UNCONDITIONAL LOVE

Choose to love your client's inner greatness... and it will emerge!

In other words, when you expect the best from your clients, they bring it on

*Reminder – my way to be fully present 😊*

GREATNESS  
LEADERSHIP COACHING

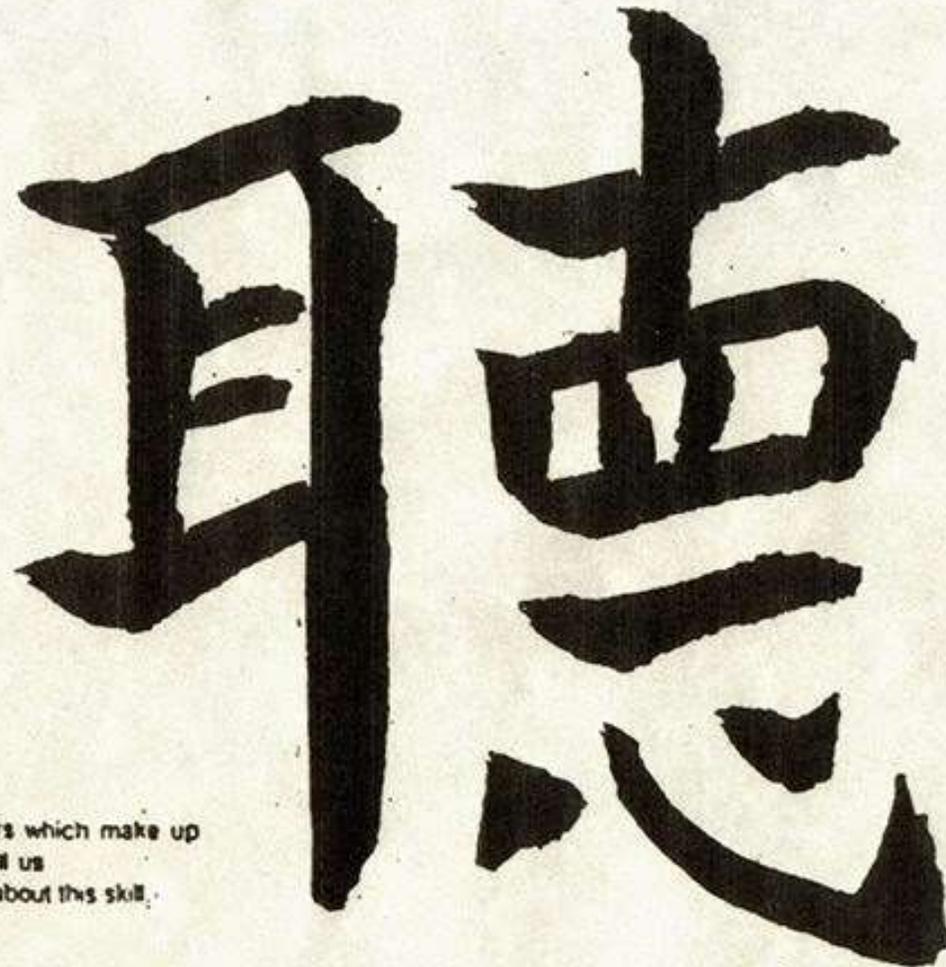


# To Listen

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EAR



YOU

EYES

UNDIVIDED  
ATTENTION

HEART

The Chinese characters which make up  
the verb "to listen" tell us  
something significant about this skill.

**We coach better  
when we don't know!**

**The key is: let go of  
your need to perform  
+ 'go with the guts'**



# A few tips helping to deepen your coaching presence

- Let go of your concerns, *prepare* to be fully present to the Client
- Silence is your Friend: give enough of it; ask “what’s happening now?”;
- Stay with the emotions and the energy
- Don’t be concerned about your own performance, it’s all about the coachee’s “performance”; don’t work hard! Instead, create a space for the Client to work well
- Be careful about sharing your experiences, as this directs the focus on you, away from the Client
- Question the “who” of the Client:
  - “tell me about that part of you that wants...”
  - “who are you being when you do...”

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LET'S PLAY  
THE INTRO  
OF A  
SESSION



**DEBRIEF ABOUT  
THE INTRO OF A SESSION**

# Examples of questions you may ask and things you may say at the start

- ‘We have XY spacious minutes ahead of us, for a completely confidential conversation.’
- ‘I wish to serve you at the best of my abilities, please feel welcome to let me know at any time along our session about how I can best support you.’
- ‘May I get your permission to take notes, to support my memory if I feel the need to?’
- ‘Before we start, is there anything weighing on your mind, that you need to clear away so that you can be fully present to our session?’
- ‘What would you like to explore today?’
- ‘How is this important to you?’
- ‘At a deeper level, what is this all about?’
- ‘With all of that in mind, what goal would you like to choose for our session today?’
- ‘What concrete, valuable outcome would you like to walk away with?’

*If the topic brought up by the coachee can not be handled in the length of the session, ask the coachee to narrow down the field of exploration*



**Practice 1-on-1 and debrief**



## Tips for closing a session on 'a high note'

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After the action plan is completed, ask

- 'What was your most important learning today?'
- 'What (else) have you learnt about yourself?'
- 'How could I help you better next time?'  
( 'something I could do more of? Less of?...' )

+ Thank and acknowledge the coachee for something you admired (courage, honesty...) or for something s/he did that inspired you



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A simple exercise to help you avoid the risk or pain of the 'office syndrome', presented by Jonathan Godot



# 3 features of 'Being the Coach' that help 10X the impact of our sessions



❖ Be **Inspired** by clients



○ Be **Still**

*And then...*



✓ Be **Fearless** in stretching clients

# 3 workouts enabling us to 'Be the Coach'



- ❑ Unleash our benevolent '*Personal Power*', to radiate love & inspiration



**The greatest piece of advice that I have ever received?  
*"If you don't have any shadows, you are not standing in the light."***



**“I encourage people to look into the darkness, into places you wouldn’t normally look, to find uniqueness and specialness, because that is where the diamonds are hiding.”**

# 3 workouts enabling us to 'Be the Coach'



□ Unleash our benevolent '*Personal Power*', to radiate love & inspiration



• Work with our 'shadows', and then work with our clients' shadows



○ Expand 'the size of our world', so that it can host our clients' world

**THE SIZE OF OUR WORLD,  
AS A COACH, NEEDS TO  
BE LARGER THAN  
THE SIZE OF THE WORLD  
CLIENTS LIVE IN ...  
FOR US TO BE THEIR COACH.**





Such a way of Being will facilitate the emergence of your 'Artistry' in Coaching

To 'Be' the Coach & make your Coaching a fine Art...

## Be a white canvas

We learn and coach at our best when we don't know



Give ALL the space to your client

“What is your inspiration for our session?”

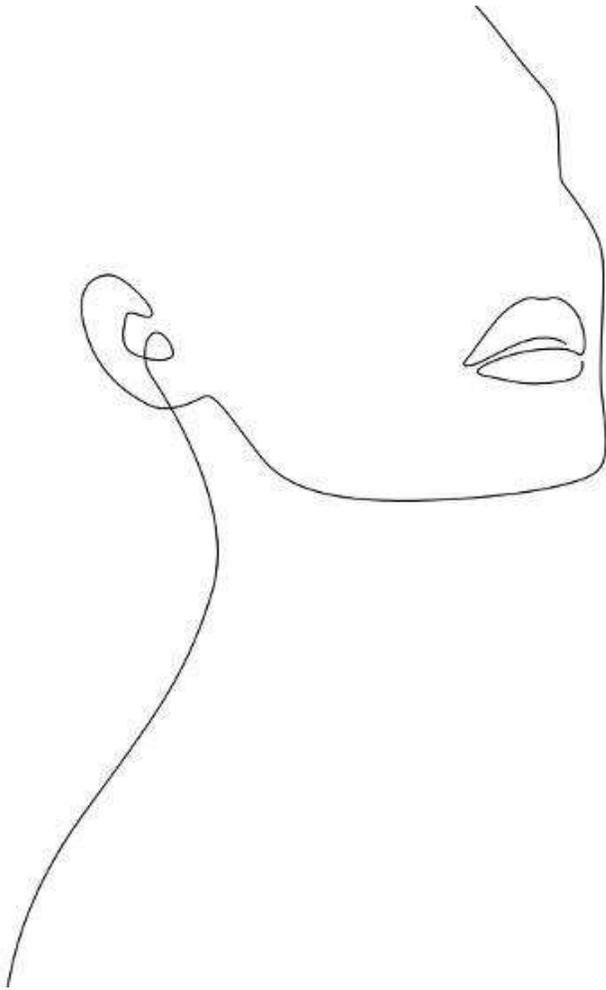
“What would you love to create today?”

Invite your client to draw *outside* ‘the canvas’ too!



To 'Be' the Coach & make your Coaching a fine Art...

## Be a minimalist



- Let your eyes ask the questions
- Ask the simplest questions you can
- Invite your client to simplify their ideas to their essence

Drawings by Pablo Picasso

To 'Be' the Coach & make your Coaching a fine Art...

## Disrespect the codes

- 
- Challenge with questions to which clients' culture, education or knowledge don't provide a ready-made answer
  - Invite clients to imagine different lenses through which to look at the topic they reflect about
  - Ask permission to provoke and do it fearlessly



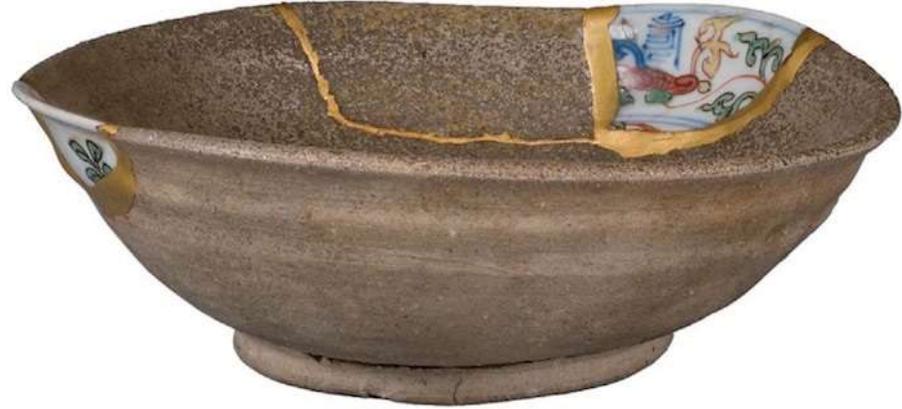
Source: Joerg Kuehn



**“There is a crack in everything...**

**...that's how the light gets in.”  
Leonard Cohen**

To 'Be' the Coach & make your Coaching a fine Art...  
Search for the 'light' behind the fine cracks



'Fine cracks' are integral to our clients' wholeness. Often, they make the whole more beautiful. Invite those cracks to teach clients what will make them even stronger.



kintsukuroi

(n.) (v. phr.) "to repair with gold"; the art of repairing pottery with gold or silver lacquer and understanding that the piece is more beautiful for having been broken



To 'Be' the Coach & make your Coaching a fine Art...  
Be loving



**Coach as if you are  
seeing your coachee  
for the last time ever**

# Effective practices empowering your clients to create exceptional value from themselves

- Be a white canvas
- Be minimalist
- Disrespect the codes
- Search for the 'light' behind the cracks
- Be loving



Be The Coach, first and foremost,  
so that your clients can fully 'Be' with you.

And you will co-create far greater value  
with your clients than they could ever imagine!

The 'doing' of coaching will take care of itself.



MEZZO

*“Twenty years from now you will be more disappointed by the things you didn’t do than by the ones you did.*

*So throw off the bowlines. Sail away from the safe harbor. Catch the trade winds in your sails.*

*Explore. Dream. Discover.” - Mark Twain*



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&

A



Website: [www.greatness.coach](http://www.greatness.coach)

**LinkedIn** Jean-Francois Cousin

**facebook** Greatness Leadership Coaching

 @JF\_Cousin

email: [jfc@1-2-win.net](mailto:jfc@1-2-win.net)



**Thank you for  
your contribution!**



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Past Chairman of ICF Global Board**



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Gain profound insights that  
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very best

**Come and join**

This english-speaking event  
is organized by  
ICF Paris International

**Tuesday, May 10th, 2022 8:30-17:00**

# To Embody Inspiration And Co-Create Greater Value, Reinvent Your Coaching Practice With Artistry



**Jean-Francois Cousin** Forbes Councils Member  
**Forbes Coaches Council** COUNCIL POST | Membership (fee-based)  
Leadership



*Jean-Francois Cousin, Global Executive Coach, Speaker and Author; Chairman of the ICF Global Board in 2019; [www.greatness.coach](http://www.greatness.coach).*



Today's troubled and uncertain times call for us to profoundly reinvent the ways we are, the ways we grow and the ways we relate with others. This will then enable humanity to shift from striving to thriving. Leaders and coaches will play a key role... *if* they reinvent their practice in the first place! Read more [here](#)

Sep 13, 2021, 08:00am EDT | 802 views

## Seven Self-Empowering Practices For Women To Bring Out More Of Their Leadership Greatness



**Jean-Francois Cousin** Forbes Councils Member  
**Forbes Coaches Council** COUNCIL POST | Membership (fee-based)  
Leadership

*Jean-Francois Cousin, Global Executive Coach, Speaker and Author; Chairman of the ICF Global Board in 2019; [www.greatness.coach](http://www.greatness.coach).*



Shall we start with a double experiment?

I invite you to set the parameters of your optimal lifestyle within the OECD's [Better Life Index](#) and discover the countries best matching it. Aren't they governed by gender-balanced groups of female and male leaders? (Please let me know otherwise!)

Next, check the [2021 Fragile States Index](#) of the most unstable nations, and you'll be reminded that the countries with the worst scores are led solely by men.

**Read more [here](#).**

## Seven Things Exceptional Leaders Do That Bolster Their Success



Jean-Francois Cousin Forbes Councils Member  
Forbes Coaches Council COUNCIL POST | Membership (Fee-Based)  
Leadership

f *Jean-Francois Cousin, Global Executive & Team Coach, Speaker and Author; Chairman of the ICF Global Board in 2019; Coaching for Greatness.*

in



What is it that exceptional leaders do to consistently succeed beyond expectations?

Exceptional leadership is underpinned by seven things they do, all captured in the acronym **LEADERS**, namely: **l**ove, **e**nable, **a**ssemble, **d**are, **e**mbolden, **r**each and **s**ustain.

[Here](#) are snapshots of why and how exceptional leaders engage with their people in that singular way.

Forbes

# Nine Reasons Leaders Are Hiring Executive Coaches, And What Happens Next



Jean-Francois Cousin Forbes Councils Member  
Forbes Coaches Council COUNCIL POST | Membership (Fee-Based)  
Leadership

*Jean-Francois Cousin, Global Executive Coach, Speaker and Author; Chairman of the ICF Global Board in 2019; Coaching for Greatness.*



The continued crisis and its fallout have also significantly evolved the reasons why high-potential leaders decide to hire executive coaches. What are the current top nine triggers of their decisions?

What do leaders typically explore and gain during their sessions?

Here are answers from the field – drawing from what colleagues and I are witnessing around the world – *plus* several resources for you to dive deeper.

Read [here](#)

Aug 23, 2025, 10:20am EDT | 128 views

## Tough Questions To Answer Before You Shape The Future Of Your Business, Your Teams And Yourself



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When was the last time you paused and asked yourself how do I need to evolve as a strategist, a leader and a person to best shape the future of my business, my teams and myself? That’s a question I often ask senior leaders the first time I meet them. And most exclaim, “too long ago!” When my eyes repeat the query, they usually add, somewhat apologetically, “before the latest crisis.” And that can’t be right... **Read more [here](#).**

**Watch a complete, 37-minute coaching [demo](#)  
(starting at 14:57)**



The screenshot shows a YouTube video player interface. The video title is "C.O.A.C.H. vs. ~~coach~~ : coaching demo & experience-sharing about coaching overwhelmed clients in a disrupted environment". The video is by "Jean-Francois Cousin, MCC". The video player shows a green background with white text. The video is 5:47 / 1:27:02 long. The video description is "Coaching demo by Jean-Francois Cousin – coaching overwhelmed clients in crisis – for WBECS Oct 2020". The video has 339 views and was uploaded on Oct 22, 2020. The video player shows 14 likes and 0 dislikes. There are buttons for SHARE, SAVE, and a menu icon.

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