



# PROFESSIONAL CHRISTIAN COACHING TODAY

Chris McCluskey & Kim Avery

*The podcast dedicated to Raising the Standard of Coaching...  
and Changing the World*

## Episode 043

### Coaching on Mindset

CHRIS: Coaching on Mindset. We're all pretty familiar with the phrase that is generally attributed to Henry Ford in which he said, "Whether you think you can or you think you can't, you're right." If that immediately called up in your mind, yeah, okay. That's right. If I think I can or I can't, I'm right. That's a mindset then you've tuned into the right podcast today because we're going to explore that kind of impact from the mindsets that we set out with all the fruit that comes from them - for good or for ill - in today's episode.

When we're talking about mindset, it's probably important to define our term and so when we use that word, it's in a very broad and general sense. Mindset or perhaps attitude works better for you. A perspective or a lens through which you view things, make decisions, experience things, and act and all. Your mindset or your attitude, your perspective, that's what's we're addressing today.

Pastor Chuck Swindoll has an often quoted statement about attitude that seems especially important to place here at the beginning of today's podcast. He says, "The longer I live, the more I realize the impact of attitude on life." Attitude – or again we say mindset – "attitude or mindset to me," he says," is more important than facts. It's more important than the past, than education, than money, than

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circumstances, than failure, than successes, than what other people think or say or do. It is much more important than appearance, giftedness, or skill. Attitude will make or break a company, a church, a home.”

He says, “The remarkable thing is we have a choice every day regarding the attitude or again mindset that we will embrace for that day. We cannot change our past. We cannot change the fact that people will act in a certain way. We cannot change the inevitable. The only thing we can do is play on the one string we have and that is our attitude or again, our mindset.” He says, “I am convinced that life is 10% what happens to me and 90% how I react to it,” and so it is with you. We are in charge of our attitudes.

Kim, I think as Christian coaches, mindset is probably one of the things that we bang into and therefore need to be aware of and working around in our coaching relationship in pretty much every single session.

KIM: Yeah, that’s exactly right. There’s another popular quote that comes to mind. It says, “We don’t see things as they are. We see things as we are.” It’s so true. Our mindset, our perspectives, it colors everything like those metaphorical rose colored glasses and we have many Scriptures that speak to this. I think of Proverbs 23:9, “As a man thinks in his heart, so is he.” Romans 12:2, “Do not conform to the pattern of this world but be transformed by the renewing of your mind.” Ephesians 4:23 urges us to be made new in the attitude of our minds.

So that’s what we’re going to talk about today, not just for ourselves but especially for our work with clients - understanding mindset where it comes from and why it really does matter in our work with them. The hidden problem with mindset that kind of sabotages our success with our clients and then we’re going to leave everybody, which is always good news, something to do different, a simple five-part framework for coaches when they are addressing these mindset issues. Let’s dive right in.

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Mindset, why does it matter? Susan Whitcomb, a dear friend, someone who used to serve on faculty with us here at PCCI and founder of The Academies, brilliantly talks about this in this way. She said in every coaching conversation, there are two things going on at the same time and it's easily remembered when you think about the candy, the M&Ms, which I love to eat. In every coaching conversation, there are two Ms going on. The first M, the more obvious M is the mechanics. I think about it like the top of an iceberg, that top 1/3 or whatever it is that shows above the waterline.

The mechanics are easy and the client sees them and we see them. So we're tempted to dive right in, "You could do this. Here are five steps to do that, four ways to treat that." It's just all about doing, doing, doing, which of course our clients do want to do things differently when they leave the coaching session. But the problem is if we just deal with the top of that iceberg without ever dealing with that stuff that's underneath, the changes they make are going to be short lived and they are going to be back three weeks from now saying, "Well, I tried this and such and it didn't work." That's because below the waterline, that second M is that mindset piece. If our mindset does not support our mechanics, we're not going to help our clients create sustainable change.

CHRIS: I absolutely love that constant emphasis on attending to those M&Ms in every single session. There's the mechanics of it and what the clients says they want to do and we could go right into goal setting and operationalizing and putting it on a timeline and everything else. That might look and sound like really great coaching and the client might be very tickled and go right along on the ride with us, but boy if we are not listening for that mindset and then calling out whether or not that mindset is in line with the goals they state they are wanting to pursue, if it's going to enable and facilitate them or if it's going to trip them up and sabotage them.

If it's going to keep them from even beginning the process, then really actually, we've done very poor service and we've set them up for a huge disappointment which they will translate as being a disappointment in self. "What's wrong with

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me? Why didn't I follow through on x, y, and z?" But if we instead would have tuned into that mindset, as you say that's underneath the surface but boy, is it the bulk a lot of times of what's actually present and needs to be attended to.

How many times have we all heard, even ourselves, but certainly our clients also say, "You know, that's not me talking right now. That's my mom or that's my father talking," or "I think that's my boss talking right now" or "You know what that is, that's my financial situation right now talking" or "that's my cultural upbringing there. That's my addiction talking, that's my trauma, that's my illness, that's my lack of sleep last night, that's my fear."

We can speak and it's still coming out of our mouths but it can come from so many different places and it can have so many different representations of what's actually truth. We begin to just operate as if it is true and we move within it around setting goals, boy, we can wind up way off track from where we really truly want to be because our coach missed picking up on the mindset that we were in.

KIM: And we all have mindsets about everything. It comes with our personality. We tend to look at things through a certain lens, a people lens or a numbers bottom line lens or whatever it is that comes with us. Our home environment certainly shapes our mindset about important things about other people, about God, about money, about gender roles in the world. The list goes on and on. Our culture and then our habitual ways of thinking and so we can have even a false mindset about something but neuroscience says when we keep thinking the same thought again and again, it's kind of like the groove in the old fashioned records people used to have, it just gets so deeply ingrained. We don't even think of it as a thought. It just is the lens through which we see the world.

Harkening back to early psychologist in the field, Albert Ellis, he explained this issue from an ABC framework. A – there's an activating event, something happens. B – and this is kind of invisible. Most of us don't notice it but we have a

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belief about what just happened. C – there are consequences. We react or act in a certain way. I think this is very simplistic but it's a fun way to remember it. I use this example when we're teaching in our classes.

Suppose for a minute that the doorbell rings and I open the door. It's my husband, Ron, and he is standing there with a dozen roses. I look at him and I put the roses down and I rush him into bed and stick a thermometer into his mouth or supposed he rings the doorbell and I open the door and I see the dozen roses and I slap him across the face, or the same thing could happen with the roses and I could give him a big hug. All he did was ring the doorbell, right, and hold the roses, but somewhere in those three instances, I may have had different beliefs. The first one, he had that doctor's appointment last week. Maybe he got bad news and this is his way of breaking the news to me and so I need to take care of him.

The second instance when I slapped him, I think, he hired that young thing for a secretary and dog gone it, it has gone bad. Here he is with these roses and I'm mad at him. In the third instance, I just assumed he loves me and he's bringing me roses because he loves me. But here's the weird part about that example is he hasn't done anything different. In either of those examples that I have radically different consequences and it's a result of my belief about the situation.

CHRIS: Well, that's a pretty funny demonstration. I wasn't sure where you were going with that but I like it. That's a kick and it does really point out that yeah, the activating event there was the same in all three situations. The results radically different simply because of what was going on inside of the recipient or if we're in a coaching session, we're looking for certain actions that our client is going to pursue. They are one and the same. The actions that they state they want are coming from inside of them but the mindset that they are operating in may not be conducive to that. It might take them in a different direction.

This is one of the many things that we address in our training here at Professional Christian Coaching Institute but one of the more prominent models of psychosocial

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development pertaining to this comes up in our Essentials of Life Coaching course. It's from the writings of a transpersonal psychologist named Ken Wilber. Back in the early 2000s or so, he published a four-quadrant model in which he breaks the self down into four different parts. In fact, he lays them out on an X and Y axis. If you can picture it in your mind here very briefly, across the X axis, he has the interior self and the exterior self. Down the Y axis, he has the individual self and the collective self, the self that's societal.

It doesn't matter that you retain those words as you think about this four-paned graph, but imagine that what you've got here with those four different parts of self is a four-paned window and he suggests then that any one of those four window panes in that model can be the self or the mindset, the attitude, the space within ourselves from which we are acting, thinking, feeling, choosing, stepping back and not choosing, whatever. He's going to say that all four of those selves or mindsets have truth in them. I mean, we're not like suddenly possessed or taken over by some alien mindset. They are inside of us. They are in there and they have truth to them, but they are all four incomplete. They are pieces and parts of self.

So the greatest challenge to all of us is to increase our self awareness over time so that we can stop, and when we hear ourselves saying, "Wait a minute, I don't think that's me saying that. That's my [\_\_\_]," whatever we fill in the blank, this four-quadrant model kind of gives a filter through which to try to assess, well, where am I coming from here? So again, you don't have to necessarily retain these terms but picture in your mind those four panes. The first one, the interior individual self, you can roughly think of that as our soulish self. It's our current emotional state, our perceptions, or our sense of things, our intuition, our sensations, the things that our five senses are telling us but also the things that are sixth sense or the spirit is telling us. Our levels of trust in a situation, persons, or ourselves, the values that we hold, all that mushy stuff. Our beliefs, our moods, all those things are our interior individual self.

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So you could say, well, that's maybe your purest self. Again, the others are not untrue but it's perhaps your purest but boy, that can be the toughest place in which to discern things, in which sometimes to hear very clearly. It gets very muddled very quickly. He says, "Well, we can think, speak, and act from the second quadrant there." That would be our exterior individual self. Now don't get thrown by the terms. That's basically yourself in the body, the exterior being, your body. I mean, our spirit is encased in a body, right? We're a human being. That's spirit and body and so that exterior individual self, that's going to be the part of us that includes in our mindsets our physical state.

Like I was talking about a moment ago whether or not we're sick or if we slept well last night, or how our neurological functioning is right now. Do I need a cup of coffee or am I under a lot of stress right now, am I medicated right now, or some other kinds of things? Behavioral habits that I have gotten stuck in that take me to a very bad place because my body is just routinized to a certain way of being. That's the exterior individual self. We can have mindsets that we can get very stuck in when we're speaking and acting and thinking out of that self.

Well, hang with me here and move to the third quadrant out of which we could be speaking and therefore our coach needs to be listening, that would be our interior collective self. Now that's basically it's still you inside of yourself but it's all the cultural background that made you who you are today - the shaping from your past that's why it has got that collective piece in there. So it's the community that you grew up in and childhood family dynamics, maybe your country of origin. It could be rules and expectations that you had in the family system you grew up in. See, all those voices are still in our heads. Like we said, "Oh, that's my dad talking or that's my mom talking or that's my teacher, that's my coach from Little League or my abuser" or whomever. All those interior collective parts of self are in there and sometimes, their messages come right out of our mouth and they drive our actions.

Kim, I always think here about a female Asian client that one of the coaches I was mentoring was working with. The coach I was mentoring brought her case to me,

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to staff with me because they had decided together that one of the things that the client wanted to do for some home works, some exercises between sessions was some journaling around dreams, like visions. Trying to just dare to dream, get outside your box, what's possible here. She was coming back to her sessions not having done any journaling. So looking at the M&Ms again, you're thinking mechanics. She's not invested. She's not following through. She's not doing the assignment. She's just getting herself going through the motions. What can I do differently as a coach?

You listen to the mindset and this client very articulately nailed it when she said to her coach, "Chinese girls are not allowed to dream." There's that interior collective self and that's the mindset she was stuck in. As soon as they could name it and then explored the other parts of self that she could begin to speak out of and explore, by golly, the cork was out of the bottle and we got a whole different response here. We could get back to the mechanics because we caught a mindset and we were able to shift to a different mindset.

So let's wrap this portion up here but if you're tracking it all with this, there is a fourth quadrant of self and that would be the exterior collective self. That's again going to be our body but it's our body in our current collective environment, not the past. This is the influences of society that we currently live in. So there's any number of social influences that can skew our mindsets like our spouse, our boss, our financial pressures, our pastor, our church, the media, the movie we saw last night, the book we're reading right now, that powerful sermon on Sunday morning, that conflict that we just got.

Those things can skew us so much that we hear ourselves parroting a mindset that is not one we've necessarily embraced to ourselves, it's just one we're operating on. How important when a coach meets the client in the questions of exploring where is that thought coming from? How is that mindset helping you? Is it possible that mindset is harming you? Where will it take you? What other mindset, perspective, or attitude could you adapt here? Good and rich stuff.

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KIM: So, so true and there's so many common mindsets I think that we can be aware of and listen to as we think about dealing with this issue. There's the fear of success, there's that impostor syndrome, right? They say over 80% of people report feeling an impostor syndrome at some time in their life like, "If everybody really knew who I was, I would never be in this position or they wouldn't be coming to me as a coach." There's the people pleasing type of mindset, the perfectionism. There's one I struggle with, Chris, is control. "If it's going to be, it's up to me." Sometimes, my underlying default mindset that I might take into a situation and on and on it goes.

But here's the difficulty with mindset for ourselves and I think for our clients when they are not working with a coach is that mindset is almost always invisible to the person who holds it. I don't think, for example in that situation, "If it's going to be, it's up to me. Oh, I'm adapting that mindset." I just think that's the way the world is at the moment. Another quick example, I was working with one of my clients on going to networking venues one time and they were like, "Yeah, I could do that. I should do that. Yeah, I supposed that's a place I need to be," and we'll talk about how to spot a mindset in a minute but that one is not very sneaky. That's pretty clear.

Here's the reality. If they had every networking technique in the world, if they knew the right words and what people to talk to and how to work the room, you and I can just envision them in that networking event. Their heads are going to be down. They are going to be shuffling. They are going to be kind of hiding in the corner because their belief, this person's at least, was kind of, "I don't have anything interesting to add to the conversation. Who would want to talk to me?" While they have that mindset, all the networking techniques are not going to be successful because the hidden part that mindset doesn't support what's going on with them.

So this is what we can really do as coaches when we're listening for those M&Ms is not just pay attention to the mechanics but things like their word choice – the

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should have, could have, would have – almost always indicate something is going on. Either they are reluctant or could be someone else’s agenda, they may even think it’s your preference for them as a coach which basically we don’t have preferences for them as a coach but we want to hear those words when they come out. We want to listen for their assumptions in a situation. Things they assume are going to go a certain way without really ever knowing. Their energy, you can really track somebody getting excited and passionate and that indicates the mindset they have towards it versus that reluctant. “Yeah, I’ll go ahead and do that this week.” Okay, what’s that about? I would want to know.

Their actions sometimes indicate conflicting mindsets. For example, I’ve had clients who said, “I want to spend more time with my family. I’m committed to being home at 6 PM every night with the kids,” and then two weeks later, they are taking on another committee assignment. What hidden mindset is driving the fact that their one goal is this but their body, as you said, is operating in a different way saying yes to other people? Which one is their truest self? Which one do they really want? They just need someone to point out very nonjudgmentally the conflict in what they are doing.

So we’re going to start with a simple five-part framework to help coaches as they think about addressing mindset issues. Back to what I just said, that first one, we just raise awareness. That example of the client who says they want to spend more time with their family but they are taking on another committee assignment. It’s not my job to judge or to choose for them, but it is my job to point it out. “Oh, that’s interesting. You sound excited about that committee. I do remember you saying a couple of weeks ago you wanted to spend more time with the kids, how are those two going to work together?”

They are welcome to take the committee assignment, they are welcome to come home early and spend time with the kids. They need to see that and almost inevitably, the client’s response will be, “Oh, yeah. Ouch. Okay. I really need to

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rethink this because I did want to.” So just bringing it up and raising their awareness helps.

CHRIS: Kim, let me underscore that because what we’ll often hear as coaches instead when we, as you say, in a nonjudgmental fashion just help them to hear the things they have stated before, the things they are stating now, and that there might possibly be some incongruence between those two. The response that we get often back is something like, “Oh my gosh. You’re right.” In other words, they are hearing an external voice – us – now as if we’re telling them, “Wait a minute, you’re out of sync with your values.” Well, that’s not what we do. We’re not trying to be right. That’s not our job to call them on the carpet about the thinkers. “Hey you said this and now you’re going to do this. That’s not...”

Their accountability is not to us. It is not our responsibility to hold any particular thing. They can change 10 times. It’s perfectly fine but the experience I think still particularly for new clients in coaching who are getting used to what it’s like to have a truly nonjudgmental person coming alongside of them and just helping them to hear self and God better through themselves. They will think that by us bringing that up that we’re trying to, I don’t know, rub their nose in something and I think very important for the coach to be aware that’s not what we’re doing. We are listening for congruence. We are listening for conflict and if we feel that we hear either of those, we’re looking to simply reflect back to the client what we think we are hearing and is that the case and how will that work for good or for ill. That’s just our role, to be that reflective mirror not to pass judgment.

KIM: Thank you for that because that’s really point #2. The first thing we’re going to do is just raise their awareness. The second is name it. Naming is powerful. It almost objectifies things. So it is neutral. It can be put on the table, moved around, looked at a 360-degree angle, now things can happen when something has a name. So simply saying, “Wow, lots of reluctance around that particular thing” or “Hmm, it’s just different than what you said last time. Say more about that” or whatever it is, we’re just helping them give this topic a name so it can be discussed

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and looked at. That leads to point 3, it gives the client a choice, right? Now they can decide. Maybe I'm doing the committee assignment out of people pleasing. Is this a helpful mindset? Will it help me live out my values or is it not a helpful mindset?

I think about the individual I was working with about networking. "It sounds like you feel you don't have much to add to the conversation at an event. Talk about that," and then at some point, "So is that belief system helping you reach your goal?" They can decide to keep it or not.

CHRIS: So raise their awareness and then secondly, you said just name it. Call it out into the conversation so that the two of you can talk around that thing. It doesn't remain some kind of a vague general awareness. It has got specificity about it.

KIM: Right, which led to point #3, so now they have a choice of what it is they want to do and then at some point in the conversation, we do get to the mechanics piece. We ask about action. "Now that you have that awareness, what would you like to do about that?" They have chosen a mindset they think is going to be supportive of their goals. So what are they going to do now that they understand that? But the fifth step is the one I think sometimes gets overlooked, Chris, and that is to build in a reminder system. The reason this is important I think in a coaching session, our clients can have really big insights, that their values aren't congruent or that their perfectionism is working against them or whatever it is, and we're so excited and they are that they have had an "aha" moment. It seems like that insight will last forever.

CHRIS: Oh if only, right?

KIM: If only and David Rock, one of my favorite researchers when it comes to brain science said, "If somebody doesn't really clearly state an insight and start to act on it within an hour, it's almost as if they've never had it." People have had these mindsets. I have 50 years of practice with this mindset. One insight is probably not going to shift me into new habit patterns for the rest of my life.

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A reminder system helps us with that invisible task, as it were action, strategy of changing the mindset. It can be as simple and obviously, let the client choose their own reminder system, a trigger but I've had clients wear their watch on the other hand when they go to that networking event so every time, it kind of startles into their awareness. They think, "That's right. I'm going to believe that God created me to be unique and to have something to offer the world." It can be lighting a candle. It can be a post-it note - my favorite reminder system for everything - on the computer screen. Whatever it is so that throughout the week and the weeks to come as the client seeks to adapt and really take ownership of that new mindset, they are reminded to reflect back on it and to live it out until it becomes their default mindset.

CHRIS: I love that and boy is that important. I hope our listeners are catching that as we help the client become more aware of a mindset they are operating on, name it, help them explore it a little bit more consciously and make choices to what they want to act on inside of that mindset, if they want to adapt a different mindset to take them to a different direction, then this building in of a reminder system, Kim, I'm thinking about back when Rachel and I released our book on marital sexual intimacy, *When Two Become One*, and I would go out and speak to large audiences. On a topic like that, you can imagine, it's pretty anxiety producing. You're going to talk to a room full of hundreds or maybe thousands of people about sexuality. You start kind of becoming self conscious.

I began a reminder practice for myself each time before I would go up onstage of bending down and unlacing and taking off my shoes before I would go up onstage. It was the result of a prayer that Rachel had been praying for us that the ground upon which we'd be standing would be holy ground. By doing that little reminder there, it really helped me to shift out of any awareness of self at that moment and anxiety and nervousness about the discomfort of this topic and instead remember this is holy ground and I am here as the Lord's ambassador. In that mindset then I

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believe He was able to flow much more freely and to communicate the things that needed to actually be spoken.

All of us have little mantras that we rehearse, Scripture verses that we call to mind in a moment's notice, some kind of a cue like that and I think it can be so helpful for us as coaches to listen for our client's mantras. Those little beliefs that they rehearse over and over in their minds because those do create rituals, habits, and they can be very good mindsets that they put them in or those could be very limiting mindsets. You mentioned one earlier, "If it's going to be, it's up to me." How many times do we hear our clients or ourselves perhaps say, "Well, if you're going to do something, do it right or don't do it at all." That's somebody's voice in our head probably from the past.

But as a coach, if we hear that kind of a rehearsal and the mindset that goes with it, if the coach can say, "Are you willing to try on a different mantra for a moment? What happens if your rehearsal becomes instead, "If something is worth doing, it's worth doing poorly." I love that one from G. K. Chesterton because it's such an upside down flip of that other mindset. If something is worth doing, it's worth doing poorly. It doesn't mean you set out to do it poorly of course, but when a client is handed a different possible rehearsal, possible cue. It can sometimes be the key that will shift that mindset if they want to embrace it.

You hear a client saying something to themselves over and over like "Oh, I'm such a failure" or "this is such a crisis" and the coach can simply post the question, "What happens if this is an opportunity? What does that make possible? Now you're not shaming them for their rehearsal. You're hearing their rehearsal. You're calling it forth and you are offering a possible alternative cue that they could begin to operate on. What if this what they call a failure or a crisis is instead an opportunity. "It's all such a constant battle. I feel like I'm in a war". Hmm. What happens if it's a contest? What happens if it becomes a game? We're not saying that it should or shouldn't. We're saying there are different mindsets from which the client could experience and explore the challenges they are facing, the

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vision and desire that they are pursuing, and boy, it can make all the difference in the world.

How many of us have heard persons who have experience horrible abuses and traumas in their past move from a victim mindset, “Oh, I’m just a victim” and going around and claiming that victim status if that becomes their new definition of the self, instead they get some healing and they begin to say, “You know what, I’m not a victim anymore. I’m a survivor.” Mmm, there’s a different mindset. What happens if you’re a conqueror? That’s a different mindset yet, isn’t it? Even from being a survivor to being a conqueror. Wait a minute, Scripture talks about us being more than conquerors, right, in Christ Jesus, more than over comers. All of these are illustrations, examples of the ways that we can explore mindset with our clients and then stepping back into the mechanics of what they say they want to do in a coaching session suddenly everything, again, that metaphor of like the cork is out of the bottle, everything flows differently and more powerfully if they are in a mindset that’s much more conducive to what they really desire, what their truest self really longs for.

KIM: Yes, it’s so true and I think truest self is a good word for that because of course the only mindsets that are ultimately going to be helpful are the ones that are true and are based on truth. We’re not talking about helping our clients believe something that isn’t true, that is impossible, and that’s going to come about, but instead, correcting our mindsets that are only looking at part of the situation or are a little bit off and lining them up with God’s truth. We know that with God, all things are possible and so we can always hope in Him.

God encourages us in the Psalms. I was thinking of Psalm 139:23-24 to always bring our hearts, thoughts, and our mindsets before Him for the shining light of truth and there, Psalm says, “Search me, God, and know my heart. Try me and know my anxious thoughts. See if there be any hurtful way in me and lead me in the way everlasting,” and that’s what we want to do with our own hearts and we want to offer our clients when the timing is right and the situation is appropriate,

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that opportunity to just hold those hidden mindsets up to the light of truth so that they can adapt God's truth as they go forward.

For people who might be interested today, Chris, there's some great reading out there on this mindset issue. I think of the Mindset book by Carol Dweck, Learned Optimism by Martin Seligman, Drive by Daniel Pink.

CHRIS: I think I'm almost always reading something that challenges my mindset. I just picked up a really kind of exciting new book by Gabriele Oettingen. She's one of the foremost researchers in the positive psychology movement, kind of like Martin Seligman there that you mentioned with Learned Optimism. Her new book is called Rethinking Positive Thinking. She looks at fascinating examples of not only how important it is for us to have positive thinking as we move forward but how sometimes if we don't operationalize our positive thinking, the little neurochemical hits that we get from dreaming about all that could be, actually dreamers are oftentimes not doers because we feel good just by positive thinking and we don't act. Oh, mindset trips us up left and right even when we're doing good thinking sometimes.

So if you're challenged by this material that we covered today on mindset and integrating in a much more intentional exploration of it in your coaching clients or in your own life, you may want to pursue formal training in coaching with us here at the institute. You know we would welcome that and we do cover some of what we explored today in our introductory course at the institute, the Essentials of Life Coaching. There are new classes starting here every single month. In fact, we have one starting again next week. If you're interested in that at all, you can visit the institute on the web at [ProfessionalChristianCoaching.com](http://ProfessionalChristianCoaching.com). Again, that's not the podcast site, [ProfessionalChristianCoachingToday.com](http://ProfessionalChristianCoachingToday.com) but just [ProfessionalChristianCoaching.com](http://ProfessionalChristianCoaching.com) and you can ask to speak with one of our academic advisers. They will be happy to help you explore training possibilities.

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Until next time gang, keep raising the standard of coaching and changing the world.

KIM: God's richest blessings to you.