

# MNGL COACH GUIDES

## CG1: USING MNGL LEARNING JOURNEYS TO COACH INDIVIDUALS AND LEADERS

### Context – The “Polycrisis”

*“If you are feeling confused and as though everything is impacting on you all at the same time, this is not a personal, private experience. This is actually a collective experience.”*  
(Adam Tooze)

And this experience has a name – “polycrisis”. It describes the interplay between a variety of global ‘Shadows’, such as the climate crisis, war (e.g. in Ukraine and Palestine) and multiple economic challenges.

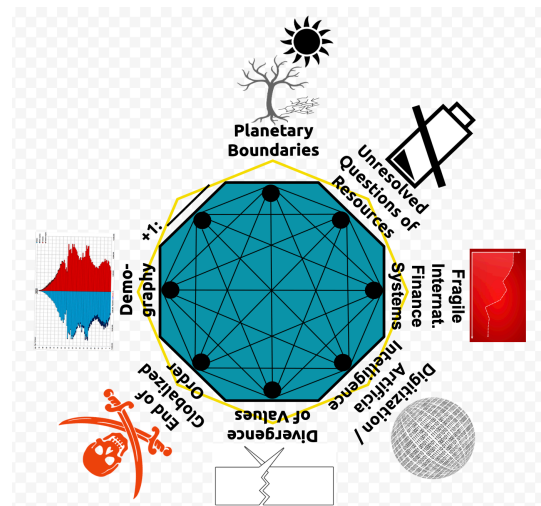
*“A time of crisis is not just a time of anxiety and worry. It gives an opportunity to choose well or badly.”*

**Desmond Tutu**

We have chosen to focus on 7 aspects, which we call the “Global Shadows”. We call them global as we believe that these are the 7 developments that are making the most impact on humanity:

- Planetary Boundaries
- Unresolved questions of resources
- Fragile international finance systems
- Digitalisation / AI
- Divergence of values
- End of globalised order
- Demography

The Global Shadows are described in more detail in the MNGL [Learning adventures](#), referenced below.



Ultimately, the Global Shadow can be linked to human beliefs and values. As Dr. Dan Siegel says<sup>1</sup>:

*“The human mind may be very much related to what’s happening on the planet. That the climate crisis, when you look at it from a deep scientific view, is actually the product of the human mind.”*

### The Impact of the Polycrisis on People


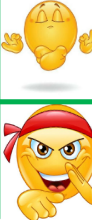


As a coach, you have already probably noticed a growing sense of anxiety, both in yourself and your clients. If not, you probably soon will.

*“The devastation of our shared planetary home has enormous and increasing impact on the mental and emotional lives of each and every one of us, for some consciously and for all unconsciously.”* [Integrative Psychotherapy \(Hawkins and Ryde 2019\)](#)

Supporting the above statement, Google recently reported that search queries in English around ‘climate anxiety’ are now 27 times higher than 5 years ago.

However, our coaching clients will be responding differently. When facing significant challenge, most of us adopt one of four typical stances:

- Despair or panic.
- Remaining deliberately unconscious (what problem?).
- Ignoring or denying (all will be well).
- Being aware and acting thoughtfully (conscious engagement).

<b>Sense of Agency &amp; Empowerment</b>	<b>Naïve Optimism</b> 	<b>Conscious, Engagement</b> 
<b>Sense of Impotence &amp; Dis-empowerment</b>	<b>Unconscious, Distracted</b> 	<b>Despair, Panic</b> 
	<b>Eyes Closed, Disconnected</b>	<b>Eyes Open, Connected</b>

None of these stances is intrinsically either good or bad. Some may represent helpful short-term strategies. However, as poet Robert Frost is quoted as saying, *“The only way out is through.”* The best way to overcome a challenge is often to face it head-on rather than trying to avoid it.

Like it or not, coaches will need to face the “polycrisis”, both in their personal lives and in their coaching practice. So, what is the role of coaching? Is the “polycrisis” even something that coaches should be engaging with?

### The Role of Coaching in the Polycrisis

Sir John Whitmore defined the purpose of coaching as raising awareness, so that people would take responsibility and ownership of their choices. He did so with his own full awareness of our impending ecological crisis, wondering whether “coaching has emerged to be a midwife for a new era.”

Coaching (both individually and in groups) can play a vital role. However, studies have shown that, whilst some coaches feel confident bringing in environmental and other global issues into their practice, many do not. In the book *Ecological and Climate-Conscious Coaching<sup>2</sup>*, Alison Whybrow states:

*“Many coaches I spoke with felt ill-equipped to work with our crisis in their work: ‘It goes against my (coaching) philosophy ... bringing something to someone’s attention that they haven’t chosen or have chosen to avoid’. ‘I’m afraid of moving from the traditional role of coach.’”*

Some coaches even seem to believe that bringing in topics not raised by their client goes against the guidance of their professional bodies. The coaching profession is beginning to address these perceptions with, for example, a revised Global Code of Ethics, underpinned by the Joint Global Statement on Climate Change 2020, signed by 11 professional coaching, mentoring, psychology and supervisions bodies. This Joint Global Statement includes the following paragraph:

*“Members should be guided by their client’s interests and at the same time raise awareness and responsibility to safeguard that these interests do not harm those of sponsors, stakeholders, wider society, or the natural environment.”*

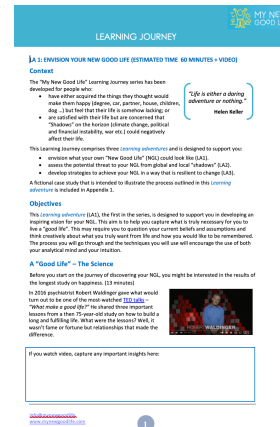
We would not recommend that coaches push or preach about the Global Shadows. However, we do believe that there is a role for coaches in picking up tensions or fears that are already present in the mind of the coachee, probing in different directions, and going deeper if there is resonance.

## The Role of the My New Good Life Community

The fundamental premise of the **My New Good Life** Community is that, although there will be challenges and our lives will be different, they can still be ‘good’, perhaps even better. And, as Fyodor Dostoevsky is quoted as saying: *“Times of crisis ... are not only predictable, but desirable. They mean growth.”* So, although the polycrisis contains threats, it also offers opportunities both for a new good life and personal and collective growth.

The role of the **My New Good Life** Community is to assist coaches in helping their clients thrive in these challenging times, by providing resources and a supportive coaching community.

One type of resource that we offer are **Learning Journeys** comprising several **Learning adventures**. Currently, there are two Learning Journeys, one is designed to support individuals, while the other is for leaders / managers.

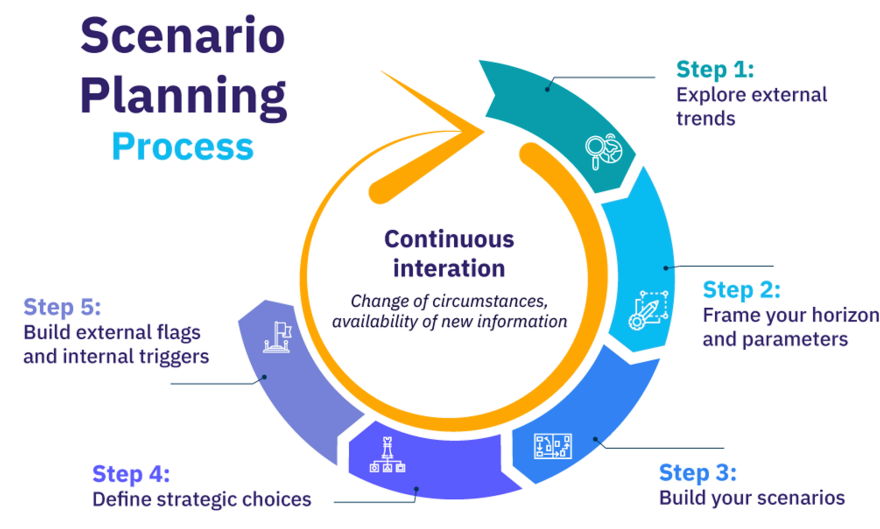


The **Learning Journey** for individuals comprises three **Learning adventures** to help coachees:

- re-imagine what their “New Good Life” (NGL) could look like **(LA1)**.
- assess the potential threat to their NGL from global and local “shadows” **(LA2)**.
- develop strategies to achieve their NGL in a way that is resilient to change **(LA3)**.

A fictional case study that is intended to illustrate the process outlined in this **Learning adventure** is included in Appendix 1 to each of the Learning adventures.

The **Learning Journey** for leaders and managers is comprised of four **Learning Adventures** that are designed to take your coachee through a Strategic Planning process and beyond into how to go about transforming their team or organisation. The following diagram of a typical Scenario that we have borrowed from [AIHR](#).



The Learning Journey for Leaders / Managers is designed to help coachees:

- explore external (Global and Local) developments. (LAo1)
- frame the planning process and exploring scenarios. (LAo2)
- explore strategies that are resilient to change. (LAo3)
- build external flags / internal triggers and transform their organisation. (LAo4)

One way to use the *Learning Journeys* is by Interlacing one *Learning adventure* with either an individual or group coaching session spread out at intervals of one or two weeks. We have found that group coaching provides many coachees with a richer experience, as they can learn from the thoughts and ideas of the other members of the group.

With group coaching it is preferable to have coachees physically together, however, the process can also work well on-line.

In addition to the Learning Journeys, the *My New Good Life* Community provides opportunities to dive deeper into the thinking behind the *Learning Journeys* and share experience in using them.

### Summary

In this Guide for Coaches, we have started to explore:

- how we are living in a time of “polycrisis” and the potential effect on our clients.
- the impact that this is having on coaching and the vital role that coaching has to play.
- the role of the *My New Good Life* Community in providing both coaching resources and a supportive community.

### Support

If you would like to speak with someone about thoughts or emotions stirred by this *Coach Guide*, or to join our community, please reach out to us at [support@mynewgoodlife.com](mailto:support@mynewgoodlife.com)

### References

Websites: [New Good Life](#)

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