

# Coaching Approach - Rodrigo Jazinski

A personal statement of coaching philosophy, practice, and ethics

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## Preface

This document articulates my personal coaching approach: how I think, how I work, and how I hold responsibility as a coach. It is not a marketing brochure, nor a prescriptive methodology. It is a statement of practice.

Coaching, as I understand it, is a serious intervention in how people see themselves, make decisions, and exercise agency within complex systems. For that reason, my approach is deliberately reflective, theoretically grounded, and ethically explicit. I do not offer techniques in isolation; I offer a way of working that integrates presence, structure, inquiry, and accountability.

This paper brings together the influences that shape my work—humanistic psychology, systems thinking, psychodynamic observation, adult development theory, and reflective practice—while remaining anchored in lived coaching experience. It describes not only *what* I do, but *how* and *why* I do it.

The concept that runs through the work is **clarity-making**: the disciplined creation of conditions in which clients can see more accurately, relate more honestly to themselves and their context, and act with greater alignment. Clarity, in this sense, is not simplification. It is the capacity to hold complexity without distortion, avoidance, or premature resolution.

This document is intended for leaders, organisations, and collaborators who want to understand the orientation behind my coaching work. It sets expectations about depth, pace, and responsibility. It also reflects a commitment to transparency: how I contract, how I work with power and boundaries, and how I continue to evolve through supervision and reflective learning.

What follows is not a claim to completeness, but a clear articulation of the practice I stand behind.

## Who I Work With

I work primarily with senior leaders, founders, executives, and professionals operating in environments marked by complexity, responsibility, and ambiguity. Many of my clients are navigating moments of transition—role changes, organisational growth, strategic inflection points, or shifts in identity and direction.

Typically, the people I work with are highly capable, thoughtful, and under sustained pressure. They are often successful by external measures, yet experience internal friction: competing values, unresolved decisions, loss of clarity, or a sense that familiar strategies no longer fit the context they are in.

I am particularly well suited to clients who value depth alongside rigour—those who want more than performance optimisation, and who are willing to engage with questions of identity, meaning, and systemic influence as part of their leadership practice. This includes leaders working across technology, healthcare, public service, and complex organisational systems.

My coaching is not designed for quick fixes or formulaic solutions. It is most effective for clients who are willing to slow down sufficiently to think clearly, examine assumptions, and take responsibility for the choices they make. In return, the work offers precision, containment, and a disciplined space for insight to translate into action.

## 1. Personal Coaching Approach

My coaching approach is a **living practice**—a dynamic process of learning and adaptation, shaped by **reflective presence**, **structural clarity**—tools for goal-setting and decision-making, and a belief in **human self-authorship**—the capacity to define one's values and choices.

I coach to create meaningful space—space to pause, inquire, and meet oneself more clearly. Working with leaders across multiple sectors, I've learned that change emerges not from pushing answers, but from witnessing **what wants to be seen**—practices like reflective journaling or somatic awareness that uncover unconscious patterns.

My coaching is **identity-oriented** (exploring core beliefs and values), **systems-informed** (mapping workplace dynamics or organisational culture), and grounded in **deep listening**.

## 2. Who I Am as a Coach

I coach because I believe **clarity transforms**—not as an abstract ideal, but as a catalyst for decisive action. My presence invites leaders to slow down, locate themselves, and choose intentionally.

I am calm, analytical, and relational. My coaching holds paradox: **I think in structures and feel in metaphors**. My analytical lens is a strength—but I balance it with presence, silence, and careful timing. I meet my clients not only with frameworks, but with real curiosity about what it means to be them (e.g., I often ask, *“What version of yourself feels most alive in this situation?”* to explore identity and values). This curiosity shapes the tone of my sessions—it invites openness, slows assumptions, and leads me to ask questions that explore not just what is happening, but how it feels, what it symbolises, and what meaning the client makes of it.

My coaching begins with intention and alignment. I contract openly—co-creating goals, values, boundaries, and pace. This contract is dynamic: we review it midway and revisit it in the final session to consolidate learning and ensure closure aligns with the client's aspirations. I honour the coachee's autonomy above all. I don't fix—I reflect, reframe, and sometimes challenge. Clients regularly describe my presence as grounding—a quality that enables them to confront complex decisions with calm agency, my questions as clarifying, and my feedback as timely and thought-provoking.

I believe coaching creates space for the emergence of what was previously invisible. My core assumptions are that clients hold **innate wisdom**, that **reflection generates sustainable action**, and that **insight precedes transformation**.

### 3. Outcomes and Impact

My strengths include **analytical synthesis**, **emotional presence**, and the ability to move between **system-level vision and individual narrative**—when exploring individual challenges, I often map how organisational dynamics or cultural norms might be influencing the client's context. I define coaching as a reflective partnership that enables deeper awareness, ownership, and self-leadership.

In a world that often prioritises speed over depth, I help leaders create space for reflection—not to dwell, but to act with clarity that lasts.

Coachee feedback highlights strong emotional safety, clarity of thinking, and increased strategic alignment. Clients frequently describe improved confidence, regained agency, and sharper leadership decision-making.

One coachee described it as “*getting back in the driver's seat*” of both their career and life, while another reflected that our sessions gave them “*the clarity I didn't know I needed*”. Many have reframed limiting beliefs, realigned with values, and transitioned into new leadership roles or challenges. Over 90% of clients have reported achieving their coaching goals **across recent engagements**.

Several clients requested tools like visual planning aids (e.g., **Eisenhower matrices**) and reflection prompts rooted in **Kolb's experiential learning cycle**—which I now integrate more regularly.

What matters most to me is **resonance**: the sense that something essential has landed, that insights align with a client's core values and context—is my measure of impact. That the client walks away with clearer sightlines, renewed energy, or deeper self-trust. Coaching is not performance. It is **clarity-making** for performance.

Clarity-making involves untangling self-imposed narratives and systemic blind spots to reveal aligned action—not just ticking off goals.

### 4. Processes and Tools

My coaching integrates models adapted to each client's needs:

- **Reflective Inquiry** (Reynolds, 2020): Open-ended questions like “*What feels unresolved here?*” deepen awareness of unspoken tensions.
- **Time to Think** (Kline, 1999): Strategic silences create space for clients to process complex emotions without interruption.
- **Identity-Based Coaching** (Cox et al., 2014): In leadership transitions, we explore how core values align (or clash) with organisational expectations using tools like values cards.
- **GROW & Inner Game** (Whitmore, 2011; Gallwey, 2000): GROW structures goal-setting, while the Inner Game addresses internal barriers like imposter syndrome.
- **Systems Thinking** (Whittington, 2012): Mapping team hierarchies or cultural norms reveals hidden dynamics affecting decision-making.

Sessions follow four phases:

- **Contracting**: Co-creating goals and boundaries, informed by O'Neill's (2007) emphasis on “backbone and heart.”
- **Exploration**: Narrative inquiry and reflective dialogue (Reynolds, 2020) to surface limiting beliefs.
- **Action**: Experiments like role-playing new leadership behaviours, tracked via visual goal matrices (Whitmore, 2011).
- **Closure**: Reviewing progress and consolidating learning through insight journaling (Kolb, 1984).

Post-feedback, I've added tools like **executive presence checklists**—rooted in **psychodynamic observation** (Sandler, 2011) and **systemic mapping exercises** (Whittington, 2012) to balance introspection with practical action.

## 5. Ethics, Boundaries, and Professionalism

I uphold the **Global Code of Ethics**, emphasising integrity, confidentiality, and professional competence. Clear contracts co-created during onboarding outline roles, goals, and boundaries, revisited periodically to ensure alignment. Confidentiality is safeguarded through encrypted documentation and explicit agreements.

To maintain scope, I conduct preliminary assessments and collaborate with licensed therapists for clients needing therapeutic support. Regular supervision with an ICF-accredited supervisor helps me address biases, countertransference, and complex cases, ensuring I “*show up cleanly*”—free from personal agendas and solely focused on client growth.

## 6. Clarity-Making as a Living Practice

My coaching is evolving. It is not a perfected method but a **practiced art of being-with**—a dynamic interplay of presence, theory, and client-led discovery. I do not seek to be a neutral mirror—I seek to be a **discerning one**, highlighting patterns and possibilities through psychodynamic observation and reflective inquiry. The version of me that shows up in coaching is precise, curious, and anchored.

I meet the client at the **edge of their insight** and invite them to see differently. That moment of seeing—that shift—is where coaching lives. It's the crystallisation of clarity, the very essence of what I aim to evoke through every reflective pause, reframed insight, or silence held just long enough.

This, to me, is **clarity-making in motion**: a process that has empowered leaders to reclaim agency, align actions with values, and navigate complexity.

## 7. Theoretical and Professional Foundations

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