



# The Institute for Adult Development

## Core Competencies Framework



## **IAD Professional Coaching & Supervision - MCO9**

This is the membership organisation for trained, professional Next Level Coaching practitioners. This organisation is only for those MCO's who have undertaken all four MCO workshop programmes.



## **IAD Organisational Next Level Coaching**

This organisation is specifically for businesses and organisations that use the Next Level Coaching framework. By expanding its influence in organisations, we will enhance the market for IAD-Credentialed coaches (MCO's) and lead the way in setting the highest standards for managers and leaders using Next Level Coaching capabilities.



## **IAD Coach Development - MCO Workshops**

This is the body that oversees and manages the accreditation and approval of Next Level Coaching workshop providers. This organisation is essentially the IAD Vertical Development Program Accreditation body in control of IAD licensing.

# IAD CORE COMPETENCIES RATING LEVELS

COMPETENCY	MCO6 Level	MCO7 Level	MCO8 Level
<p><b>1. Ethics and Standards</b></p> <p>Applicant will <b>NOT</b> pass this competency if applicant:</p> <p>Focuses primarily on telling the client what to do or how to do it (<b>consulting mode</b>).</p> <p>The conversation is based primarily in the past, particularly the emotional past (<b>therapeutic mode</b>).</p> <p>Is not clear on basic foundation exploration and evoking competencies that underlie the IAD definition of Coaching; that lack of clarity in CI Awareness will be reflected in AQ level demonstrated in some of the other competencies listed below.</p> <p>For example, if an MCO almost exclusively gives advice or indicates that a particular answer given by the MCO is what the client must do, then they fundamentally misunderstand the principles of Next-Level Coaching and a credential at any level would be denied.</p>	<p>An inherent implication in this document is that the competencies outlined in each MCO column is automatically available in the next column.</p> <p>In other words, MCO8 is capable of attaining and achieving the competencies of MCO7 and 6 at any point, from a position of Awareness and Choice.</p> <p>This is because they are a construction, and MCO8 is capable of constructing more at choice than the other stages.</p> 	 	  

## COMPETENCY

## MCO6 Level

## MCO7 Level

## MCO8 Level

### 2. Establishing the Coaching Agreement

Ability to understand what is required in the specific Next-Level Coaching interaction that is uniquely different to other methodologies as per the MCO development workshops, and to come to agreement with the prospective client about the Coaching interaction.

Initially establishing the “rules of engagement” as per the IAD framework.

Establishing the agreement for the current session. What is it the client wants to work on? Does this align with their CI imbalance?

What is the construction of their issue in relation to their construction of self?

How are they similar?

MCO6 takes what AQ5 client says they want to work on at surface level and ignores it completely.

The habituated patterns in the AQ5 client’s thinking are exposed using the IC profile and the MCO6 works from that as though it were a script.

The focus is on the top 3 imbalances.

Applicant will NOT receive a passing score if:

- MCO6 chooses the topic for the client.
- MCO6 does not dialogue around the CI combinations for growth.
- The MCO7 does not engage in some exploration of the measures of meaning for each CI balance for the client, or defines those measures on behalf of the client.

MCO7 takes what the AQ6 client says they want to work on at surface level and ignores it completely.

They explore fully what the client is missing in their construction of self with a view to moving their construction from AQ6 to AQ7.

The focus is on the top 3 CI’s with a view to incorporating the drivers in future Awareness.

Applicant will NOT receive a passing score if:

MCO7 chooses the topic(s) for the client.

MCO7 does not dialogue around the topic(s) the profile has given.

The MCO7 does not engage in some exploration of the measures of meaning for each CI balance for the client, or defines those measures on behalf of the client.

MCO7 does not engage in some exploration of underlying CI imbalance related to achievement of the Next-Level Coaching outcomes.

MCO8 explores fully what the AQ7 client wants from the interaction, establishes measures of success for the client, ensuring both are clear about the Next-Level Coaching interaction.

MCO8 checks regularly whether the direction of the interaction is continuing to serve the AQ7’s purpose and makes changes if necessary, based on developmental dialogue.

Applicant will NOT receive a passing score if:

MCO8 chooses the topic(s) for the client. This would demonstrate a fundamental misunderstanding of the Next-Level Coaching framework.

MCO8 does not dialogue around the CI issues the client is aware of.

MCO8 does not explore each imbalance with the AQ7 client to a degree that achieves clarity about the client’s unconflicted Intent and Awareness or direction.

MCO8 does not allow the client full input into the Next-Level Coaching and IACR issues relative to the AQ7 client’s stated objectives for the session.

MCO8 does not check that the client is moving toward AQ8.

COMPETENCY

MCO6 Level

MCO7 Level

MCO8 Level

### 3. Establishing Trust and Intimacy with the Client

The capacity to know that a Next-Level Coaching relationship is intrinsically safe for both the client and the MCO, with inherent trust in the Next-Level Coaching framework due to the pre-work undertaken on behalf of the client's acceptance into the IAD.

This understanding creates a strong foundation for vertical development dialogue. It sets the scene for the Next-Level Coaching approach, which is different to the starting point of all other coaching interactions.

Demonstrating integrity, confidentiality, mutual respect and developmental support.

MCO6 attends to AQ5 client's agenda, but is attached to his/her own performance and therefore trust and intimacy is not the strongest competency.

The opposite is also true: the MCO6 is too focused on trust and is incapable of seeing the ramifications of this emotional approach, which is counter to the Next-Level Coaching framework.

Applicant will NOT receive a passing score if:

- MCO6 chooses the topic for the client.
- MCO6 does not dialogue around the CI combinations for growth.

MCO7 will have a degree of trust in the AQ6 client and vice versa. Trust should be implicit at this level of interaction.

MCO7 is conIADous of presenting a positive Next-Level Coaching image, and is happy to "not know" what might emerge from the interaction.

The MCO7 understands that intimacy **can be used** as a faux-relationship connector, but with Next-Level Coaching, the focus is on the construction of self, and thus the knowledge gained of the client is as intimate as the interaction needs to be.

Applicant will NOT receive a passing score if:

- MCO7 chooses the topic(s) for the client.
- MCO7 does not dialogue around the topic(s) the profile has given.
- The MCO7 does not engage in some exploration of the measures of meaning for each CI balance with the client, or defines those measures on behalf of the client.
- MCO7 does not engage in some exploration of underlying CI imbalance related to achievement of the Next-Level Coaching outcomes.

MCO8 knows that trust is implicit in the interaction due to a mutual state of Awareness that arises in the moment out of dialogue.

MCO8 is comfortable not knowing and knows it is one of the best states within which to expand Awareness.

MCO8 is confident in self, Next-Level Coaching, and the AQ7 client as a complicit constructor in the interaction.

Sense of mutual understanding and natural flow in dialogue.

Applicant will NOT receive a passing score if:

- MCO8 chooses the topic(s) for the client. This would demonstrate a fundamental misunderstanding of the Next-Level Coaching framework.
- MCO8 does not dialogue around the CI issues the client is aware of.
- MCO8 does not explore each imbalance with the AQ7 client to a degree that achieves clarity about the client's unconIADous Intent and Awareness or direction.
- MCO8 does not allow the client full input into the Next-Level Coaching and IACR issues relative to the AQ7 client's stated objectives for the session.
- MCO8 does not check that the client is moving toward AQ8.
- The MCO8 is teaching rather than Next-Level Coaching.

## COMPETENCY

## MCO6 Level

## MCO7 Level

## MCO8 Level

### 4. MCO Presence

Ability to be fully Aware in the moment and create spontaneous interaction with the client, employing a style that is open, flexible and confident.

Being fully Aware of one's Intention and Choices resulting in Vertical Development flexibility with the client.

Guided by the Next-Level Coaching framework, being curious, trusting your CI intuition, understanding the IC profile, experimenting, using humour.

MCO6 attends to client's agenda, but is attached to his/her own performance and therefore presence is diluted by MCO's own attention to self.

MCO6 substitutes thinking and analysis for presence and responsiveness much the time.

MCO6 will choose an objective or subjective perspective, but not hold both simultaneously too often.

Applicant will NOT receive a passing score if:

MCO6 demonstrates significant interest in the their own view of the AQ5 client's construction of self rather than exploring the IC profile with the client.

MCO6 espouses an expert position over the AQ5 client rather than a mutually developmental position.

MCO6 does not seek information from the client about the client's thinking around their construction.

The attention is on the MCO6's own performance or perceived expertise.

MCO7 will explain why they ignore the client's agenda, and drive the interaction from a Next-Level Coaching perspective.

MCO7 will choose an objective or subjective perspective, and hold both simultaneously.

MCO7 will evidence need to have an awareness of the AQ6's vertical development rather than simply being in the moment with the client.

MCO7 will lead the client rather than letting the client lead the MCO7 will be aware of how much vertical development value they are adding to client's construction of self.

Applicant will NOT receive a passing score if:

MCO7 demonstrates significant interest in the their own view of the AQ5 client's construction of self rather than exploring the IC profile with the client.

MCO7 does not seek information from the client about the client's thinking around the situation or is unresponsive to that information.

The attention is on the MCO7's own performance.

MCO7, rather than being present and responsive to the client, is overly reliant on a non-C2.0 process, a specific tool, or standard Coaching questions.

The interaction is focused on vertical dialogue.

The MCO8 evidences a spirit of curiosity that is undiluted by an unconscious need to be the expert.

The MCO8 is in a fully partnered interaction with client.

The MCO8 trusts that value is inherent in the Next-Level Coaching **approach/framework** versus having any need to create value.

Applicant will NOT receive a passing score if:

MCO8 does not seek information from the AQ7 client about their thinking around their construction of self.

Attention is on the MCO8's own performance or demonstration of expertise about the topic. This is counter to the Next-Level Coaching framework.

MCO8 ignores the developmental reciprocity in the interaction.

The MCO8 is teaching rather than Next-Level Coaching.

MCO8 relies on standard Coaching formulas, tools, or questions instead of pushing the Next-Level Coaching vertical development framework.

## COMPETENCY

## MCO6 Level

## MCO7 Level

## MCO8 Level

### 5. Active Listening

Ability to focus on what the client is saying without assuming there is something they are not saying, to understand the meaning of what is said in the client's context.

Knowing that the best way to determine the client's meaning is to ask them.

Listening without an agenda, distinguish between the words, tone of voice and body language.

Understands the essence of the client's communication. Helps the client gain clarity and perspective rather than becoming engaged in their emotional trauma.

MCO6 hears what client says and responds to it, rather than from the perspective of the client's construction of self in the moment as per the IC profile.

This could be at obvious and surface level.

In general, MCO6 will evidence no attachment to "what's the problem," "how do I help fix it," and "how do I give value in fixing it."

Instead, they will focus on the AQ5 client's construction of self as the foundation for their vertical development.

**Applicant will NOT receive a passing score if:**

MCO6 does not demonstrate listening that is focused on and responding to what the client says.

MCO6's response is not related to the client's level of Awareness of their construction of self.

MCO6 appears to be listening for the place where the MCO6 can demonstrate their knowledge about the topic or tell the client what to do about the topic.

MCO7 is actively listening on a very conIADous/Aware level.

Vertical dialogue can change direction at any point in the interaction.

The MCO7 is focused on what client is saying, but more from the perspective of how they construct their thinking. Which CI's are missing from their construction language?

MCO is listening for answers, next question to ask, or looking for what to do with what they hear and will try to fit what they hear into a model they understand.

The MCO7 will respond from the Next-Level Coaching framework rather than client's level of Awareness.

MCO7 listening will include an awareness of depth, but will miss key nuances that an MCO8 would hear.

**Applicant will NOT receive a passing score if:**

MCO7's response is not related to what the client is trying to achieve once they understand the Next-Level Coaching framework.

Their hearing is limited to listening for problems or weaknesses.

MCO7 is listening for the point in the interaction where they can demonstrate their Next-Level Coaching expertise.

MCO demonstrates they only hear through their own filters.

MCO8's listening is highly Aware and attuned to the AQ7's construction of self.

MCO8 is listening for the imbalance that is out of the AQ7's awareness.

MCO8's listening is in the Present, and is also hearing the AQ7 client's Future development.

The MCO8 hears the totality of the client's Awareness, lack of Awareness and lack of Choice in their Intention as the vertical growth potential.

The MCO8's listening is cumulative from session to session, allowing them to map the unconIADous patterns in the AQ7's construction of self.

**Applicant will NOT receive a passing score if:**

MCO does not demonstrate listening that is based on the Next-Level Coaching framework.

The listening is filtered only through the MCO8's filters.

Nuances of the AQ7 client's language are not reflected in the MCO8's responses.

The MCO8 is focused on the client's perceived problems rather than limitations in their construction of self.

COMPETENCY	MCO6 Level	MCO7 Level	MCO8 Level
<p><b>6. Powerful Vertical Developmental Questioning</b></p> <p>Ability to ask questions that disruptive client.</p> <p>Clear, direct questions that lead to new insight and move the client forward within the Next-Level Coaching framework.</p> <p>Developmental questions that open the minds of the clients.</p> <p>Understanding the principle that vertical development requires disruption and thus the questions must be appropriate to the client's disequilibrium based on their CI biases.</p> <p>The client's construction of self is questioned first.</p>	<p>Questions attend to the client's construction of self, and are generally seeking information that determines the extent of their Awareness of their Intention in the moment.</p> <p>There is no correct answer to any question.</p> <p>Generally, questions are geared to exposing construction ideas that have become habituated over time.</p> <p>Moving AQ5 clients towards AQ6 is paramount and should be reflected in the direction of intention for the questioning.</p> <p>The MCO6 will deliberately tend to ask disruptive questions based on the client's CI patterns (Thinking Style).</p> <p><b>Applicant will NOT receive a passing score if:</b></p> <p>MCO6 does not focus on an inquiring versus telling methodology.</p> <p>The majority of questions contain already pre-determined answers by the MCO.</p> <p>The questions attend to an agenda or issues not set by the client, but by the MCO.</p>	<p>The MCO7 disrupts.</p> <p>Questions will use Next-Level Coaching terminology and explore the client's construction of self through the C2.0 language.</p> <p>Occasional leading questions will appear from a position of Intention and Awareness.</p> <p>The MCO7 will tend to ask disruptive questions on purpose.</p> <p><b>Applicant will NOT receive a passing score if:</b></p> <p>MCO7 asks questions that reflect only their perspective on the client's construction of self.</p> <p>The questions are leading the client in a direction chosen by the MCO7 lacking vertical dialogue.</p> <p>MCO7 is unable to move beyond standardised Coaching questions or their model of thinking and learning to the exclusion of the client's construction of self.</p>	<p>The MCO8 disrupts.</p> <p>MCO8 uses the client's construction of self and the Next-Level Coaching framework to construct appropriate vertical development questions.</p> <p>MCO8 is Aware of a Future construction and does not need to ask questions to which the AQ8 knows the answer. Not knowing is openness.</p> <p>MCO8 asks questions that help the client construct the Future rather than focus on Past or even Present dilemmas.</p> <p>MCO8 is not afraid of questions that will expose the client's disequilibrium.</p> <p><b>Applicant will NOT receive a passing score if:</b></p> <p>MCO8 does not demonstrate questions that are evocative and ask the client to think in a larger space or an experimental vertical space.</p> <p>MCO8 frequently asks informational questions or questions that keep the client in the past or in present detail of a situation rather than in forward thinking.</p> <p>The questions do not make frequent use of the client's construction of self.</p> <p>The questions reflect the MCO's view of the situation, the MCO's learning and processing style, or a preconceived answer by the MCO.</p>

## COMPETENCY

## MCO6 Level

## MCO7 Level

## MCO8 Level

### 7. Direct Communication

Ability to communicate effectively during Next-Level Coaching Interaction, and to use language that has the most appropriate impact on the client's construction of self.

Being clear, articulate and direct in question, observations and feedback.

Noticing language and the impact on the client's construction of self.

Using language that supports the client's construction of self.

Draw on their construction of self within their language for metaphor and analogy for learning.

The MCO6 is fairly direct, but usually uses too many words or feels a need to "dress up" a question or observation.

Questions and observations generally contain vocabulary from the MCO6's workshop.

Most communication occurs on a very safe level for the MCO as well as the AQ5 client.

MCO6 is aware that the imbalance in the CI's used by the AQ5 client might form a Thinking Style that does not take direct communication well. This must be tested.

**Applicant will NOT receive a passing score if:**

MCO6 does not attend to the client's agenda, changes the agenda without input from the client, or appears attached to a particular outcome or solution.

The communication frequently occurs in a convoluted, meandering or circuitous manner.

The MCO7 is usually direct, and won't feel the need to "dress up" a question or observation.

The MCO7 recognises when they treat their intuitions as the truth. This is not always useful.

The MCO7 uses their discretion to know when it is appropriate to disrupt the client's thinking.

The MCO7 may also evidence a need to soften communication for fear of being wrong.

The MCO7 tends to use some Next-Level Coaching language versus the language of the client.

**Applicant will NOT receive a passing score if:**

MCO7 significantly or dominantly relies on their own language, thinking style without use of the client's skill set in these areas.

MCO7 does not invite the client to share their construction of self.

The MCO7 is attached to a particular direction or outcome in the interaction.

Communication at MCO8 is direct and without attachment.

MCO8 trusts the client to choose the responses that are appropriate for the client's construction of self.

MCO8 creates sufficient space for the client to have equal communication time.

MCO8 notices the client's unconscious language patterns and can map them over time.

**Applicant will NOT receive a passing score if:**

MCO8 does not fully invite the client's participation in the Coaching dialogue on an equal level.

MCO8's communication reflects an agenda or directing of any kind by the MCO.

The communication does not evidence frequent use of the client's language, learning, thinking and creating styles.

The communication does not often create a place for the client to engage in deeper thinking, learning, and discovery.

MCO8's communication limits the Awareness and construction of the client's Thinking Style.

COMPETENCY	MCO6 Level	MCO7 Level	MCO8 Level
<p><b>8. Creating Awareness</b></p> <p>Creating Awareness is an unavoidable byproduct of the Identity Compass feedback process.</p> <p>By ensuring the MCO is one level above the client, there will be an ability to integrate and accurately evaluate multiple sources of information (CI's), and to offer interpretations on habituated CI use that help the client to gain Awareness of their construction of self.</p> <p>Engaging in exploration for discovery, perspective, learning and growth with the client.</p> <p>Identifying and acknowledging strengths. Noticing connections or threads between what is said and what is done, from a CI perspective.</p>	<p>Awareness generated at the level most useful for the client.</p> <p>It does not need to solve a problem or achieve a goal.</p> <p>Limited generally to Awareness of which CI's are most out of balance to the client.</p> <p><b>Applicant will NOT receive a passing score if:</b></p> <p>The MCO6 does not understand that the client's agenda isn't the agenda. Their construction of self is the problem to be addressed in the first instance. The MCO6 must not be attached to a particular outcome or solution.</p> <p>MCO6 expands the exploration of IACR significantly to multiple issues.</p> <p>MCO6 substitutes assessments or standard Coaching exercises for powerful questioning or inquiry.</p>	<p>The MCO7 helps the client to create new Awareness by engaging in a dialectical conversation.</p> <p>The majority of Awareness geared to new IACR.</p> <p>New Awareness about how the client is limited in their construction of self.</p> <p>As a result, Awareness tends to be more defined.</p> <p>The MCO7 will generally help the client integrate new awareness as it pertains to a particular context as well as expanding the understanding across contexts.</p> <p>CDT is the conduit between domain-general and domain-specific thinking. Also, the link between constructivism and constructionism. This is apparent in the conversation with the client.</p> <p><b>Applicant will NOT receive a passing score if:</b></p> <p>MCO7 does not use the client's thinking and learning tools as tools within the Coaching or does not use the client's language as a Coaching tool.</p> <p>MCO7 seems to substitute assessments or standard Coaching exercises to the exclusion of using the IC and TQ and AQ to create awareness.</p> <p>MCO7 states what awareness is without exploring with the client what the client's awareness is of their construction of self, and how it impacts their construction of the problem.</p>	<p>The MCO8 uses the AQ7's IC profile as the foundation for their construction of self, and uses the information to construct a vertical path through dialogue.</p> <p>The MCO appears as much an explorer as well as client.</p> <p>The MCO678 knows the client does not need "fixing".</p> <p>The MCO allows client to make MCO aware and the client's voice more prevalent than MCO's. There is a lovely sense of connected observation of totality of who client is and what client wants, sharing that with client, and creating space for client to share back.</p> <p>The MCO does not force awareness.</p> <p><b>Applicant will NOT receive a passing score if:</b></p> <p>MCO8 drives the client toward a preconceived solution.</p> <p>MCO8 does not fully invite and allow the client to use as Coaching tools, the client's intuition, thinking and learning.</p> <p>The dialogue of development does not provide sufficient space for the client's full participation in creating awareness.</p> <p>MCO8 communication reflects an agenda or directing of any kind by the MCO.</p> <p>MCO8 voicing of awareness does not evidence frequent use of the client's language, learning, thinking, and creating styles.</p> <p>MCO8 does not often create an easy place for the client to engage in deeper thinking, learning and discovery.</p> <p>MCO8 communication limits the thinking and learning direction for the client without specific interaction with, discussion of, and assent by the client to the limitation.</p>

## COMPETENCY

## MCO6 Level

## MCO7 Level

## MCO8 Level

### 9. Design Actions

Ability to accurately evaluate Identity Compass-based sources of desired and undesired actions derived from the constructed Thinking Style of the client.

To make interpretations that help the client to gain greater Awareness of their construction in the moment and thereby achieve vertical development.

Going beyond the immediate goal. Engaging in exploration for discovery, perspective, learning and vertical growth with the client.

Identifying and acknowledging strengths. Noticing connections between what is said and what is done.

MCO6 tends to suggest actions they think would best handle the perceived problem or achieve the AQ5 client's goal.

Actions tend to be one dimensional in nature in order to better-serve the AQ5 constructor.

Taking new actions that will most effectively lead to agreed-upon vertical development results.

The actions must reflect the Next-Level Coaching framework and methodology to grow the client's construction of self to better-understand their Intention, Awareness, Choice and Response in the moment.

**Applicant will NOT receive a passing score if:**

MCO6 insists the clients do what the MCO6 has prescribed as further work.

The suggested work does not have a clear relationship to the client's AQ5 construction of self.

The actions do not have a clear IC-based purpose to move the client towards AQ6.

Suggested actions clearly do not bear a relationship to the vertical development needs of the client.

The MCO7 engages a mutually beneficial interaction with the AQ6 client to develop Cognitive Intention based actions.

Actions are attuned to solving the construction issue the client is unaware of rather than the issue of agency or utility with which they might have presented.

Finally, the MCO7 tends not to define forward motion only in terms of physical action, but of the switch to vertical development as the position for true growth in any Next-Level Coaching interaction.

**Applicant will NOT receive a passing score if:**

There is little or no co-creation in the Next-Level Coaching process of designing CI-based actions.

The actions do not have a clear IC-based purpose to move the client towards AQ7.

Suggested actions clearly do not bear a relationship to the vertical development needs of the client.

MCO8 engages in a mutually beneficial interaction with the AQ7 client to develop Cognitive Intention based actions.

Actions are more finely attuned to solving the unconscious construction issue the AQ7 client is unaware of rather than the issue of agency or utility with which they might have presented.

MCO8 engages the client in relating designed actions to other aspects of what the client wants, thereby broadening the scope of learning and growth.

The MCO8 encourages experimentation by the AQ7 client to develop more powerful, leveraged self-construction.

**Applicant will NOT receive a passing score if:**

MCO8 does not invite full client participation in the interaction and dialogue for the design of IC-based activities.

The designed IC-based activities do not reflect a clear potential for vertical development, desired IC outcomes, or to some other learning that the AQ7 client has defined as necessary for their growth.

Designed actions and/or discussion of designed actions involves only physical activity with no attention to the construction and Thinking Style of the AQ7 client.

COMPETENCY	MCO6 Level	MCO7 Level	MCO8 Level
<p><b>10. Planning and Goal Setting</b></p> <p>Planning and goal setting are very different in the Next-Level Coaching framework.</p> <p>The understanding that a goal or process-based outcome is not the objective is paramount in how the MCO interacts with the client.</p> <p>It is also paramount that the client understands this different approach. If they have previous coaching experience, their expectations might be different and thus need to be managed from a Next-Level Coaching perspective.</p> <p>Staying aware of client's unconIADous construction of self, Thinking Style, pace and commitment to the Next-Level Coaching framework.</p>	<p>The MCO6 adopts an IC-based approach to their future-projection, which is different to goal setting.</p> <p>Planning and goal setting tend to be one dimensional in nature with the MCO sometimes substituting his/her expertise for the clients.</p> <p><b>Applicant will NOT receive a passing score if:</b></p> <p>MCO6 insists that the AQ5 client follow a prescribed plan familiar to the MCO.</p> <p>MCO6 is unable to support the AQ5 client in developing an effective vertical development plan based on their IC profile.</p> <p>The Next-Level Coaching outcome does not have a clear purpose and potential to move the client in a vertical direction.</p> <p>Non-Next-Level Coaching tools and structures that do not bear a relationship to the vertical needs of the client.</p>	<p>MCO7 engages in an interaction with the AQ6 client to develop IC and CI-based outcomes to facilitate vertical growth.</p> <p>Actions are attuned to solving the construction issue the client is unaware of rather than the issue of agency or utility with which they might have presented.</p> <p>Finally, the MCO7 tends not to define forward motion only in terms of physical action, but of the switch to vertical development as the position for true growth in any Next-Level Coaching interaction.</p> <p><b>Applicant will NOT receive a passing score if:</b></p> <p>There is little to no partnership or co-creation of the construction-based vertical growth.</p> <p>MCO7 is the most significant voice in suggesting plans and goals.</p> <p>The plan or goals do not have a clear interaction to the client's stated agenda and desired outcomes or the client's learning and creating processes.</p> <p>The plan or goals do not have a clear vertical direction.</p> <p>Suggested actions do not bear a relationship to the vertical development needs of the AQ6 client.</p> <p>MCO7 suggests standard Coaching tools or exercises whilst disregarding the Next-Level Coaching framework.</p>	<p>MCO8 works with the AQ7 client to clarify and develop IC-based vertical development outcomes that achieve more than the presenting concerns of the client.</p> <p>They work on the unconIADous elements of the client's construction of self.</p> <p>MCO8 allows the vertical development plans to include thinking, creating, and doing.</p> <p>MCO8 engages the client in relating vertical growth to other unconIADous aspects of what the client wants, thereby setting the client's vertical growth.</p> <p><b>Applicant will NOT receive a passing score if:</b></p> <p>MCO8 does not invite full client participation in planning strategies or dominated in any way the creation of vertical growth.</p> <p>Construction-based growth does not reflect a clear potential for vertical movement by the client.</p> <p>Designed plans and dialogue involves only physical activity with no attention to the construction of the AQ7 client's Thinking Style.</p>

## COMPETENCY

## MCO6 Level

## MCO7 Level

## MCO8 Level

### 11. Managing Progress and Accountability

Ability to hold attention on what is important for the client from a construction of self perspective, and to leave responsibility with the client to take action once their Cognitive Intention bias has been exposed.

Progress is not limited to a specific number of interactions, but is instead determined by the client to be when their main unaware construction has been exposed, and they no longer need the MCO for whatever reason.

This does not preclude future interactions.

The MCO6 tends to suggest forms of accountability that may feel parental or organisational in nature.

This is counter to the principles of Next-Level Coaching and thus a more vertical development frame must be adopted again.

Accountability tends to be one dimensional. The AQ5 client might not understand the premise that accountability is a two-way street.

#### Applicant will NOT receive a passing score if:

MCO6 insists that the client follow prescribed measures and structures familiar to the MCO.

MCO6 is unable to support the client in developing an effective method of managing and measuring progress.

The Next-Level Coaching outcome does not have a clear purpose and potential to move the client in a vertical direction.

Non-Next-Level Coaching tools and structures that do not bear a relationship to the vertical needs of the client.

The MCO7 in partnership with the AQ6 client, develops methods of accountability.

These methods are often reflective of or use MCO development, such as the raising of Awareness of the client's Intention in the moment.

Accountability tends to be multi-dimensional. The MCO7 understands that accountability is a two-way street and neither is actually accountable for the other.

Whilst other associations suggest the coach is responsible for the client's progress, at the IAD, we are more developed in our thinking, and recognise that vertical growth will happen when the client is ready.

#### Applicant will NOT receive a passing score if:

There is little to no partnership or co-creation of the construction-based vertical growth.

MCO7 is the most significant voice in setting accountability structures.

MCO7 is unable to support the client in developing an effective measures and accountability structure.

The measures do not have a clear interaction to the client's vertical growth.

MCO7 suggests standard Coaching tools or exercises whilst ignoring the ideas of Next-Level Coaching without discussing with the client the extent to which they might be of value to the client.

MCO8 has the AQ7 client determine their own methods of accountability and offers support to those methods.

MCO8 recognises something will emerge even from a seemingly empty interaction.

It is expected that the MCO8 will be capable of noticing this.

#### Applicant will NOT receive a passing score if:

MCO8 does not invite full client participation or does not encourage vertical development.

MCO8 is unable to support the AQ7 client in developing an effective MCO8/9 measure and accountability frame.

The methods and structures do not have a clear CI-based purpose and potential to grow the AQ7 client vertically.

MCO8 suggests standard Coaching tools or exercises