

The Coach's Master Operating Manual & Script

Synthesizing BreakthroughCareerCoaching.com Ethos with Internal Google Coaching & Psychological Frameworks

BreakthroughCareerCoaching.com

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Purpose of This Manual: Keep this PDF open on your second monitor during every 1-on-1 coaching call. It provides your word-for-word scripts, diagnostic decision trees, psychological decoding keys (Conscious Persona vs. Unconscious Shadow), and exact instructions on when to assign each post-session worksheet from the *Client Resource Pack (PDF #2)*.

1. Theoretical Foundation: Google Coaching Gold Standards + Deep Psychology

A. Google Sales & Executive Coaching Pillar (Moma Calibrated)

- The Adapted 'tGROW' Sales Model:** Every session moves strictly through **Topic** (5m) → **Goal** (10m) → **Reality Diagnosis** (15m) → **Options/AI Leverage** (20m) → **Will/Accountability Contract** (10m).
- Google's 3 Levels of Listening:** Never stay at *Level 1* (waiting to give advice). Operate at *Level 2* (laser focus on exact words) and *Level 3* (noticing energy shifts, sighs, vocal hesitation, and **what is NOT being said**).
- Open Questioning Rule ('WHAT' & 'HOW' vs. 'WHY'):** Per Google's Coaching for Business Results curriculum, avoid asking "*Why did you do that?*" (triggers defensiveness). Ask "*What was the impact of that choice?*" or "*How did the CFO react?*"
- Dr. David Rock's 'SCARF' Neuro-Diagnostic:** Career plateaus trigger brain threat responses across **Status, Certainty, Autonomy, Relatedness, or Fairness**. Diagnose which SCARF domain is threatened before pushing behavioral change.

B. Conscious Persona vs. Unconscious Shadow (External Psychology)

- Jungian Persona vs. Shadow in High Performers:** The *Conscious Persona* is the polished social mask the coachee built to succeed in years 1–3 (e.g. "The Tireless Hustler"). The *Unconscious Shadow* is the disowned fear driving their plateau.
- Kegan & Lahey's 'Immunity to Change' (Harvard):** When a coachee says they want a goal (e.g. "Delegate to AI" or "Challenge C-suite buyers") but consistently fails to execute, they have an **Unconscious Competing Commitment** protecting them from a deeper fear.
- Positive Intelligence (PQ) Saboteurs:** High performers are hijacked by four primary internal Saboteurs: **Hyper-Achiever, Pleaser, Controller/Avoider, and Hyper-Rational**.
- The 4-Pillar Website Ethos Integration:** High Empathy/Zero Fluff + Actionable Systems + Unfair AI Advantage + Individual Persona Mapping.

2. Master Package Delivery Matrix (How to Structure Coaching Across Tiers)

WEBSITE PACKAGE TIER	SESSION ARCHITECTURE	COACH'S PRIMARY SCRIPT FOCUS	CLIENT HANDOUTS TO SEND POST-CALL (FROM PDF #2)
Tier 1: Tactical Breakthrough (Single 60m Intensive · €295)	1x 60-Min High-Velocity Call. Pre-call intake audit + 24hr follow-up summary.	Skip multi-month theory. Spend 15 mins on root diagnosis ('tGROW') and 45 mins solving the immediate deal, AI workflow, or external interview.	• Handout 01 (Persona Summary) • 1 Specific Track Handout (03, 04, 05, or 06)
Tier 2: The 90-Day Catalyst (3x Monthly Sessions · €795) <i>*Flagship Core Program*</i>	3x 60-Min Calls (Day 1, Day 30, Day 60) + Async WhatsApp/Email SOS checkpoints.	Call 1: Deep Persona & Unconscious Shadow Audit + 90-Day Plan. Call 2: Core Skill/AI Agent Build. Call 3: Executive Authority & Promo Pitch.	• Call 1: Handouts 01 & 02 (90-Day Plan) • Call 2: Handout 04 (AI Agent Guide) + Track Handout • Call 3: Full Resource Pack
Tier 3: Annual Accelerator (12-Mo Retainer · €249/mo)	12x Monthly 60m Strategy Calls + Priority 48hr Async Deal/Deck/Interview SOS.	Quarterly rotation: Q1 (Personal Operating System & AI Mastery), Q2 (Enterprise Deal/JBP Architecture), Q3 (Leading Without Authority), Q4 (Promo/Comp Negotiation).	All 6 Handouts deployed progressively across Q1–Q4 + bespoke quarterly board/JBP templates.

 **MANDATORY PRE-CALL COMPLIANCE SCRIPT (READ VERBATIM AT MINUTE 01:00 OF CALL #1)**

"Before we dive in, [Client Name], one quick housekeeping note for complete transparency: While I work full-time as Senior Product Lead for AI Solutions at Google EMEA, BreakthroughCareerCoaching.com is my strictly independent personal coaching practice operated outside my working hours. Nothing we discuss represents Google, we never touch internal Google data or accounts, and per employee policy, I don't provide interview coaching or referrals for roles at Google. Everything we build here is 100% focused on your personal commercial operating system and external career growth. Sound good?"

Call #1 Master Script: Intake & Deep Discovery (60 Mins)

tGROW + Level 3 Listening
Live Session Walkthrough

Follow This Minute-by-Minute Script to Move From Surface Goals to Subconscious Breakthrough

MINUTES 00–05: SETTING THE PEER EXECUTIVE FRAME & PSYCHOLOGICAL SAFETY

SAY THIS TO OPEN THE CALL:

"Welcome [Name]. I've reviewed your pre-session intake and your 12-question persona responses. Today is zero fluff. My role isn't to give you generic motivational advice—it's to act as a mirror and strategic partner so we diagnose the exact commercial and psychological bottleneck keeping you plateaued, and build your 90-day execution plan. To make this maximally valuable, I'm going to challenge your assumptions directly when I hear a blind spot. Do I have your permission to be 100% candid with you today?"

Coach Action: Wait for their explicit "Yes." Getting permission up front eliminates SCARF Status threat when you challenge their excuses in Minute 25.

MINUTES 05–20: SURFACE GOAL AUDIT & THE ENERGY-TO-OUTPUT GAP (tGROW: GOAL & REALITY)

ASK THESE 3 DIAGNOSTIC QUESTIONS IN SEQUENCE:

- The 90-Day North Star:** "Imagine we are sitting here 90 days from today and you've completely broken through this plateau. What concrete, measurable metrics have changed in your deal pipeline, your daily calendar, or your role title?"
- The Linear Effort Trap Check:** "On a scale of 1 to 10, how hard are you working right now in terms of hours and mental energy? ... And on a scale of 1 to 10, how satisfied are you with the career velocity and compensation that effort is producing?"
- The Unfiltered Bottleneck:** "What have you already tried over the last 6 months to fix that gap—and why do you think those attempts didn't stick?"

Level 3 Listening Cue: Listen for the *Locus of Control*. If they blame their territory, macroeconomy, or manager, note it silently—you will address it in the Persona Reveal.

MINUTES 20–38: REVEALING THEIR CONSCIOUS PERSONA VS. UNCONSCIOUS SHADOW

TRANSITION INTO THE PSYCHOLOGICAL MIRROR:

"Here is what makes your career plateau fascinating, [Name]. Most people try to solve a year-5 plateau using year-2 habits—working longer hours or tweaking their CV font. Based on your 12-question assessment and how you just described your week, let me share what I see happening on two levels: your **Conscious Persona** (how you show up on the surface) versus your **Unconscious Driver** (the hidden competing commitment holding you back)..."

[👉 TURN TO PAGE 3 OF THIS MANUAL AND READ THEIR ARCHETYPE DECODING SCRIPT VERBATIM]

Follow-Up Probe: "When you hear that distinction between your surface habit and that hidden fear of [control / conflict / ambiguity / imperfection], where does that show up most painfully in your work right now?"

Coaching Golden Rule: Hold complete silence for 7 full seconds after asking this question. Whoever speaks first loses the breakthrough. Let them process the emotional truth.

MINUTES 38–52: CO-DESIGNING THE FIRST SPRINT & AI MULTIPLICATION (tGROW: OPTIONS)

PIVOT FROM INSIGHT TO IMMEDIATE SYSTEMIC ACTION:

"Self-awareness without a system is just therapy—and we are here for commercial results. To break this plateau over the next 30 days, we need two immediate upgrades:

Upgrade 1 (Behavioral Unlearning): We are replacing [Old Habit, e.g., reactive feature pitching / manual slide building] with [New Framework from Option 01/03].

Upgrade 2 (Unfair AI Advantage): We are taking the #1 repetitive administrative grind on your calendar—[Task Name]—and outsourcing it to a custom AI Agent using the C-R-I-S-P framework so you reclaim 5 hours next week."

MINUTES 52–60: THE ACCOUNTABILITY CONTRACT & ASSIGNING CLIENT RESOURCES (tGROW: WILL)

Ask Verbatim: "On a scale of 1 to 10, how committed are you to executing these 2 deliverables before our next checkpoint? (If under 8, ask: 'What needs to change to make it a 9 or 10?')"

Post-Call Coach Action: Within 24 hours, email the coachee their personalized **Client Resource Pack (PDF #2)** highlighting their assigned worksheets.

Persona Decoding Guide: Conscious vs. Unconscious Drivers

How to Read Between the Lines of the 12-Question Assessment (Jungian Shadow & Kegan Competing Commitments)

External Psychology
 Synthesis
 Jung · Kegan/Lahey · PQ
 Saboteurs

How to Score the Coachee's Questionnaire: Count their A, B, C, and D choices across Questions 1–12. Notice any split between Questions 1–6 (**Conscious Persona / Social Mask**) and Questions 7–12 (**Unconscious Shadow / Fear Driver**). Below is your diagnostic decoding key and verbatim coaching script for each archetype:

ARCHETYPE A (MOSTLY A's): THE HEROIC OVER-ACHIEVER (Linear Hustler)

- Conscious Persona (Surface Mask):** High-capacity workhorse, responsive at 11 PM, takes pride in brute-force hustle and hitting quota via sheer activity volume.
- Unconscious Shadow & Saboteur (Hyper-Achiever / Controller):** Deep subconscious belief that *"My human worth equals my output volume."* **Kegan Competing Commitment:** Secretly committed to staying overworked because if they slow down or delegate to AI/peers, they lose their heroic identity and fear being seen as ordinary.
- SCARF Neuro-Threat:** *Autonomy & Status* (Fears losing personal control over every detail).

VERBATIM REFRAME SCRIPT FOR ARCHETYPE A:

"[Name], your greatest strength in years 1 to 3—your relentless work ethic—has officially become your career ceiling. Right now, your subconscious is equating exhaustion with safety. You're afraid that if you stop doing 100% of the heavy lifting yourself, things will drop. But senior directors and enterprise buyers don't promote heroic grinders; they promote architects who build scalable systems. Our goal isn't to make you work harder—it's to fire you from 10 hours of manual hustle using AI agents so you can operate as a strategic executive."

ARCHETYPE B (MOSTLY B's): THE DIPLOMATIC HARMONIZER (Polite Vendor)

- Conscious Persona (Surface Mask):** High-EQ relationship builder, warm, collaborative, beloved by clients for being "helpful and responsive."
- Unconscious Shadow & Saboteur (The Pleaser / Conflict-Avoider):** Deep subconscious fear of commercial tension or disapproval. **Kegan Competing Commitment:** Secretly committed to keeping meetings harmonious, which causes them to fold on price, give away free consulting, and avoid challenging C-suite buyers on hard financial truths.
- SCARF Neuro-Threat:** *Relatedness* (Equates commercial challenge with personal rejection).

VERBATIM REFRAME SCRIPT FOR ARCHETYPE B:

"[Name], you have world-class empathy, but right now your subconscious need to be liked is costing you deal margin and executive authority. When a CFO pushes back, your instinct is to smooth the tension by offering a discount or concession. Here is the truth: C-suite executives don't trust agreeable vendors—they trust Challenger Advisors who care enough about their business to tell them hard truths. We are going to rewire your comfort with silence and constructive commercial tension."

ARCHETYPE C (MOSTLY C's): THE RELIABLE EXECUTOR (Quarter-to-Quarter Tactician)

- Conscious Persona (Surface Mask):** Dependable tactical operator who hits short-term quarterly checklists and stays strictly inside their defined lane.
- Unconscious Shadow & Saboteur (Avoider / Security-Seeker):** Deep subconscious fear of ambiguity and public failure. **Kegan Competing Commitment:** Secretly prefers clearly defined quarterly sales targets because stepping into multi-year GTM Strategy or Leading Without Authority means operating without a safety net.
- SCARF Neuro-Threat:** *Certainty* (Paralyzed when there is no step-by-step checklist).

VERBATIM REFRAME SCRIPT FOR ARCHETYPE C:

"[Name], you are a 10/10 executor when someone hands you a clear quarterly playbook. But the reason you feel stuck moving into GTM Strategy or leadership is that your subconscious craves certainty. You're waiting for permission or a formal title before you act like a strategist. In Big Tech and high-growth SaaS, you never get the title first—you earn the title by Leading Without Authority across Product, Marketing, and Ops while still in your current seat."

ARCHETYPE D (MOSTLY D's): THE PURIST ARTISAN (Manual Perfectionist)

- Conscious Persona (Surface Mask):** Intellectual, analytical craftsman who writes bespoke emails, builds custom spreadsheets, and prides themselves on flawless precision.
- Unconscious Shadow & Saboteur (Hyper-Rational / Perfectionist):** Subconscious intellectual arrogance and fear of exposure. **Kegan Competing Commitment:** Secretly resists AI workflows and delegation because they believe *"AI is generic slop and only my manual craft is good enough"*—leaving them slow and overwhelmed.
- SCARF Neuro-Threat:** *Status* (Identifies self-worth with intellectual superiority and manual perfection).

VERBATIM REFRAME SCRIPT FOR ARCHETYPE D:

"[Name], your analytical rigor is top 1%, but your perfectionism has become an anchor. You're treating AI like a threat to your craft instead of an amplifier. The reason AI outputs have felt generic to you is that you haven't trained an agent on your exact C-R-I-S-P quality rubric. Once we codify your standards into a custom Gemini Gem or Claude Project, you'll produce 95%-grade work in 3 minutes instead of 3 hours."

Live Call Question Routing & Decision Matrix

Real-Time Call Navigation
Coach Decision Tree

If Coachee Says X → Diagnose Root Blocker Y → Ask Probing Question Z → Assign Client Handout W

Use this real-time decision matrix during your live coaching calls. Whenever a coachee gives one of the common surface answers in Column 1, follow across the row to deploy the exact probing question and post-session handout.

1. COACHEE SURFACE STATEMENT / SYMPTOM	2. UNCONSCIOUS ROOT BLOCKER (WHAT'S REALLY HAPPENING)	3. EXACT PROBING QUESTION TO ASK LIVE ON CALL ("WHAT" / "HOW")	4. CLIENT HANDOUT TO SEND POST-CALL (FROM PDF #2)
"Prospects love our demo, but deals go dark when we send pricing / proposal."	Pitching product features to mid-level champions without quantifying CFO Cost of Inaction (Archetype A/B).	"What specific financial metric on the CFO's P&L did your champion agree would break if they don't sign this quarter—and how did you verify that with the economic buyer?"	Client Handout 03: Consultative Enterprise Selling & 3-Layer COI Tree.
"Buyers keep demanding 20-30% discounts at the finish line to close."	Pleaser Saboteur (Archetype B); giving away price concessions without demanding asymmetric value.	"When the buyer asked for a 20% discount, what commercial trade-off (e.g. 24-month lock-in, Upfront Payment, C-Suite Case Study) did you demand in return?"	Client Handout 03: Asymmetric Concession Trading Matrix & MAP.
"I'm working 55+ hours a week buried in account research, emails, and CRM admin."	Heroic Grinder / Perfectionist (Archetype A/D); failing to codify workflows into persistent AI Agents.	"If we recorded your screen for 4 hours tomorrow, what are the top 3 repetitive writing or analysis tasks you do manually that follow a predictable pattern?"	Client Handout 04: Executive AI Literacy, C-R-I-S-P & Custom Gem Builder.
"I've tried ChatGPT/Gemini, but the outputs sound robotic and generic."	Zero-shot prompting without defining a Quality Rubric or uploading few-shot examples (Archetype D).	"Have you ever given the AI a written 5-point Quality Rubric defining what a 10/10 executive email looks like, along with 3 examples of your best writing?"	Client Handout 04: Quality Rubric Design & Master System Prompt.
"I hit 115% sales quota every year, but I keep getting passed over for GTM / Strategy roles."	Siloed Tactician (Archetype C); perceived by leadership as a pure IC coin-operated rep, not a business architect.	"Over the last 6 months, what cross-functional problem across Product, Marketing, or Sales Ops have you solved that benefited 50+ reps outside your own territory?"	Client Handout 05: Sales-to-GTM Transition & Leading Without Authority.
"I want to move into GTM/Management, but my manager hasn't opened a headcount."	Passive permission-seeking (Archetype B/C); waiting for formal authority rather than building cross-functional pull.	"Which VP or Director in GTM Strategy currently knows your name and has seen a 1-page strategic proposal from you on how to accelerate their 2026 roadmap?"	Client Handout 05: Executive Sponsor Mapping & Coffee Chat Script.
"I'm applying to senior external tech roles, but I'm not getting past the hiring manager screen."	CV and verbal stories read like a chronological list of sales quotas rather than strategic STAR+L impact.	"When you answer 'Tell me about a complex deal/project,' what percentage of your 2 minutes is spent on backstory vs. cross-functional leadership and scalable organizational learning?"	Client Handout 06: External Tech & GTM Interview Mastery (STAR+L + AI Prompts).

💡 **Coach's Golden Rule on Assigning Post-Session Handouts (Preventing Client Overwhelm)**

Never dump all 6 handouts on a coachee after Call #1 unless they specifically request the full vault. For maximum behavioral compliance, send **Handout 01 + Handout 02 (The 90-Day Plan)** after Call #1, and unlock ****one** specific technical handout (03, 04, 05, or 06)** matched to their immediate 30-day sprint focus.

Session Delivery Scripts: Options 01 & 02

Live Execution Playbooks
Sales & AI Enablement

Step-by-Step Coaching Protocols for Consultative Selling (Option 01) & Applied AI Workflows (Option 02)

OPTION 01 SCRIPT: BECOME A BETTER CONSULTATIVE SELLER

Exercise 1 (Min 10–25): The 'Vendor vs. Peer Executive' Tone Audit

Have the coachee read aloud the last email they sent to a stalled enterprise prospect or replay their discovery intro. Audit against these 3 rules:

- **Eliminate Submissive Openers:** Ban phrases like "Just checking in," "Touching base," "Hoping to get 15 mins," or "We'd love to show you."
- **Install the Peer Hypothesis Opener (Coach Script to Model):** "Model this exact phrasing for them: '[Buyer Name], in our work with 3 peer EMEA CFOs this quarter, we've seen [Industry Shift X] quietly eroding 12–15% of gross margin. Based on your Q2 earnings call, we mapped 2 areas where this is likely impacting your team. Are you open to a 15-minute diagnostic review on Thursday?'"

Exercise 2 (Min 25–45): Building the 3-Layer Cost of Inaction (COI) Question Tree

Coach the seller to stop asking superficial checklist questions (BANT) and drill down 3 layers on live deals:

- **Layer 1 (Operational Symptom):** "How is your team currently handling [workflow/campaign bottleneck]?"
- **Layer 2 (Financial Cost of Inaction — The CFO Layer):** "When that bottleneck delays launches by 3 weeks, what does that translate to in lost quarterly revenue or wasted headcount hours?"
- **Layer 3 (Executive Personal Stake — The Emotional Hook):** "If this metric stays flat through Q4, how does that impact your VP's board commitments for 2026?"

Exercise 3 (Min 45–55): Live Roleplay — Asymmetric Concession Trading

Roleplay Setup: Stephen acts as a tough Procurement VP demanding a 20% discount. Coachee must hold firm using the **Give-Get Formula**: "I can unlock an additional 8% commercial investment from my leadership team **ONLY IF** we execute a 24-month Joint Business Plan signed by Friday the 28th and co-author an EMEA executive case study."

OPTION 02 SCRIPT: USE AI EFFECTIVELY IN YOUR CAREER

Exercise 1 (Min 10–25): The 4-Bucket AI Delegation Calendar Purge

Share screen and open the coachee's calendar from last week. Force every recurring block into 4 buckets:

- **Bucket 1 (Automate 90% via AI Gem/Project):** Pre-call account research, earnings call synthesis, follow-up recap emails, CRM notes, first-draft JBP decks.
- **Bucket 2 (AI Co-Pilot Stress-Testing):** CFO business case auditing, interview prep, stakeholder objection handling.
- **Bucket 3 (Pure Human High-Leverage):** Live C-suite discovery, negotiation tension, cross-functional coffee chats.

Exercise 2 (Min 25–50): Live Screen-Share Build — Creating Their First Custom AI Agent

🔗 COACH LIVE WALKTHROUGH SCRIPT:

"Share your screen right now and open Google Gemini (or Claude). We aren't leaving this call with a theoretical plan—we are building your custom **Executive Account & Deal Strategist Gem** live in the next 15 minutes. Open Handout 04 from your Client Resource Pack, copy the Master System Prompt on Page 4, paste it into the System Instructions box, and let's customize Rule #2 with your exact product KPIs..."

Session Delivery Scripts: Options 03 & 04

Step-by-Step Coaching Protocols for Sales-to-GTM Transition (Option 03) & External Tech Pivots (Option 04)

Live Execution Playbooks
GTM Strategy & Interviews

OPTION 03 SCRIPT: MOVE FROM SALES INTO GTM OR STRATEGY/OPS ROLES

Exercise 1 (Min 10–25): Rewiring the Mental Horizon (IC Quota vs. GTM Ecosystem)

Audit how the coachee speaks about their work. Coach them to replace *IC Sales Language* with *GTM Architect Language*:

QUOTA-CARRYING IC MINDSET (WHAT KEEPS THEM STUCK)	GTM STRATEGY & OPS MINDSET (WHAT GETS THEM HIRED/PROMOTED)
"I closed €1.8M across my 12 assigned accounts in Q3."	"I identified a repeatable adoption bottleneck across our mid-market segment and piloted a GTM playbook that lifted pod conversion by 22%."
"Product hasn't built feature X, so deals are stalling."	"I quantified €4.2M in pipeline blocked by gap X, co-authored a 1-page business case with Product Management, and aligned Q4 roadmap prioritization."

Exercise 2 (Min 25–45): Designing the 'Leading Without Authority' Capstone Project

Coach Script: "To land a GTM Strategy or Ops role, you need a proof point showing you can lead cross-functional peers without formal authority. Let's pick 1 systemic friction point in your org right now (e.g. AI enablement, competitive win-loss, onboarding ramp). Over the next 30 days, you will host a 3-person working group with 1 Product/Marketing peer and publish a 2-page executive recommendation to your Director."

OPTION 04 SCRIPT: LAND A JOB IN TECH OR MAKE A CAREER PIVOT (EXTERNAL ONLY*)

Exercise 1 (Min 10–25): The CV 'Pivot Bridge' & Competency Translation

Review top 1/3 of coachee's CV. Strip out internal company jargon/acronyms. Rewrite their Executive Summary using the **3-Part Pivot Bridge Formula**: "[X]-Year Commercial Strategist & Enterprise GTM Leader with a track record of scaling €[X]M revenue pipelines, driving cross-functional product/AI adoption across [X]+ stakeholders, and leading high-velocity commercial transformations."

Exercise 2 (Min 25–55): Live Bar-Raiser Mock Interview & Rubric Calibration (200+ Interview Standard)

Conduct a live 20-minute simulated interview loop (strictly for external tech/SaaS roles). Ask 2 questions and grade their live answers from 1.0 to 5.0 using your 4 Bar-Raiser Rubrics:

- Rubric 1: Structure & Brevity (The 2-Min Rule):** Did they state Situation/Task in ≤20 seconds, or ramble for 2 minutes of backstory?
- Rubric 2: Personal Agency ("I" vs. "We"):** Did they articulate their distinct strategic decisions and how they influenced skeptical stakeholders?
- Rubric 3: Commercial Quantification:** Did they anchor the Result in hard revenue, margin, efficiency %, or comparative rank?
- Rubric 4: The '+L' Scalability Multiplier:** Did they end by showing how their framework scaled across the broader team/org?

***Mandatory Policy Reminder:** Never conduct mock interviews for Google roles or share internal Google interview questions.