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Jack and the Scripts for Rock & Roll Coaching

8.1 Introduction

The focus in this chapter is on Jack, the head coach of Rock & Roll Coaching, and the poetic material that emerged from interviews/workshops and interactions with him. Jack is given a separate chapter as many of the poetic motifs emanated from discussions about his perceptions and motivations in dealing with R & R Coaching. Considerable poetic themes emerged from conversations in the interviews and workshops in relationship to music, and these discussions revolved around Jack’s passion for rock music. Another significant area covered is the creation of the Foundational and Innovation Scripts and stories about the early development of the business plan for R & R Coaching. The focus here is on exploring how these passions and activities connect to Jack’s ‘style’ of coaching and influence R & R Coaching. This chapter elucidates in more detail some of the themes that emerged in previous chapters and relates them to the poeticized organization by showing the infusion of poetics.

8.2 Jack and poeticizing organization

Jack was different from the other coaches. Not only was he the head coach but also his coaching style and ideas formed the basis of the R & R Coaching organization. The aspect that distinguished him from the other coaches was his extreme passion for rock music. Jack had an open way of thinking and a number of poetic themes
emerged from the interview sessions that relate to the performative characteristics of business. What was displayed was a strong motif expressing the significance of rock music in all areas of Jack’s life and the underlying poetic drive in the way in which R & R Coaching was organized and perceived.

**Poetic fragments:** analogy as shortcut and bringing the audience along

It emerged fairly early in the interview that Jack used *analogies as shortcuts* and also as a way of inspiring and making an audience receptive and enthusiastic. For Jack, this was integral to being a performer on a metaphoric stage. The issue about an audience’s energy emerged a number of times throughout the interviews with coaches when it came to discussion of Jack and his love of rock music. The idea tied in with the concept of the *energy between audience and performer*. There was also significant discussion around the principle of ‘forced creativity’ and that a client’s imagination was something the coach could manage and influence. The other significant factor related to the coach taking up the position of the ‘writer’ of the business process for the client, and that this process critically depended on a level of aptitude to capture the client’s imagination.

**Jack:** I guess a long time ago, I discovered that in communication, analogies were profoundly important in communicating and a huge shortcut...In my own communication, even at school as a debater, I would always look for the analogy as a way to *bring the audience along* and help [them] understand where my thinking’s at...the stories that I tell, they’re always inspired by the issue that a client might have. I don’t have a standard library. I rely on my memory to serve me up with the right story at the right time, and I use stories in different ways. I use stories to speed up a client’s understanding; I use stories to make a point that would be otherwise offensive, possibly offensive to the client or confronting.

I use stories to lighten up a difficult moment, I use stories – because a lot of our coaching uniquely to [R & R Coaching] is ‘one on many’ instead of ‘one on one’...stories are a great way to move a group of people with different communication styles a long way in a short space of time. If they can hook into the story, you don’t have to worry about the language necessarily to match each of the people, because they will interpret the story in their own language, so they will reverse-engineer it, and however they describe it to themselves is going to work for you.