infinitum LEADERSHIP

The Becoming Method

The Infinitum Coaching Methodology — Client Edition

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1. A short orientation

The role you hold has outgrown the repertoire that earned it. The problems reaching your desk are wider, faster, and more entangled with other people than the ones you were promoted for solving. Working harder inside the same patterns yields diminishing returns, and everyone around you can feel the ceiling before you can name it.

Executive coaching exists for exactly this passage. Done well, it gives you a confidential thinking partnership with one purpose: to grow the leader the role now requires. The question worth asking any coach is simple — what is your coaching built on?

This document is Infinitum's answer. The Becoming Method is the coaching methodology behind every Infinitum engagement, and it begins, on the page after this one, as a single picture: the whole model at a glance. The pages after the picture walk through it element by element — the stages, the cycle, the spheres, and how a leader grows through all three — before setting out the foundations the method stands on. A companion white paper argues the same model in scholarly detail, with its evidence graded and its limits stated.

One promise runs through everything below: this practice will always tell you what its work rests on.

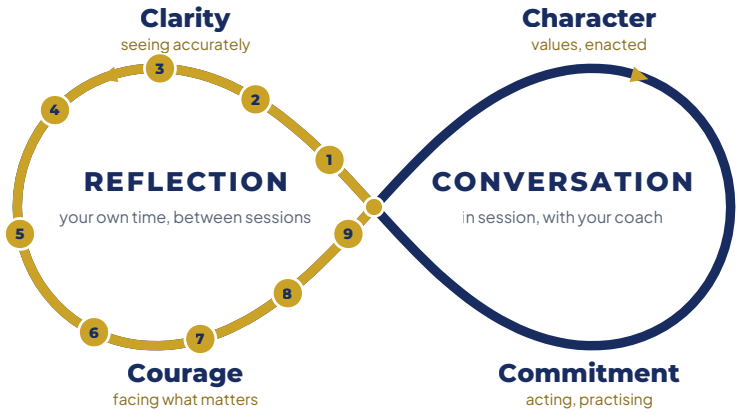
The framework

The framework graphic is the Infinitum infinity mark, read literally. The mark has two lobes turning through one centre, and so does the work: one lobe is **Conversation**, the current in which you and your coach surface what matters; the other is **Reflection**, the current in which what surfaced settles, deepens, and becomes yours. Four movements ride the loop — Clarity, Courage, Commitment, Character. The assessments sit on the reflection arc, completed in your own time, and open up on the conversation arc, debriefed in session. Three spheres frame the whole: the Individual, the Team, and the System the loop serves.

Meet the picture first. The explanation follows it, element by element.

INDIVIDUAL | **TEAM** | **SYSTEM**

The three spheres — the levels the loop serves, framed around the whole model.



Two currents, turning through one centre — the leader's becoming.

The gold arc is Reflection; the navy arc is Conversation. Numbered mirrors sit on the reflection arc.

On the reflection arc — the mirrors

1. **The Birkman Method** — your wiring: interests, needs, stress behaviour.
2. **LEADS 2026** — leadership behaviour across the twenty capabilities.
3. **The Ad Infinitum Loop** — your team as its members experience it (team engagements).
4. **Quarterly Snapshot** — twelve areas of life and leadership, quarterly.
5. **The Becoming Plan** — goals, rhythms, and review points in one living plan.
6. **The Weekly Check-In** — a short weekly rhythm of reflection.
7. **The Mindsets in Your Way** — ten protective patterns, named to be examined.
8. **Write Your Story** — your leadership story, re-authored; private to you.
9. **The Value Review** — the phase-closing review of what changed capability is worth in role.

Opened on the conversation arc: each mirror is debriefed and worked with in session, where it becomes material for the movements.

IN SESSION

Conversation with your coach; reflection guided live, in the room.

BETWEEN SESSIONS

Your own reflection practice — check-ins, journaling, story work — feeding the next conversation.

3. The stages: four movements

Clarity

Every leader steers by a picture: of the situation, of the story they are living inside, and of how their behaviour lands on other people. Clarity work corrects that picture. In practice it draws on your own narrative — the story you tell about who you are and what people like you do — on assessment evidence, and on disciplined reflective conversation in which you hear your own thinking played back accurately enough to examine it. Clarity arrives when you can state your situation, and your part in it, in terms that survive contact with evidence.

Courage

Insight alone rarely moves a pattern, because most patterns are doing protective work. The habit of avoiding a hard conversation guards against humiliation; the habit of over-functioning guards against irrelevance. Courage work names the protection respectfully and tests it in small, designed experiments: the conversation held this week, in a form you can observe and learn from. The coach's part includes backbone — saying plainly what the coach sees, in the coach's own voice, offered for your correction. Challenge is sequenced after safety, always. A room you trust is a room where the real material can come out.

Commitment

Commitment converts direction into delivery. Goals here follow five decades of goal-setting research: specific, challenging, owned by you, and accompanied by feedback. Environments are designed deliberately — cues, rhythms, and review points that make the new behaviour the path of least resistance — and the key conversations the commitment requires are rehearsed, so the body has practised what the mind has decided. Every commitment is paired: an action forwarded, and a learning deepened. Within this movement, familiar goal tools such as GROW earn their place as grammar for bounded execution — a stuck deliverable, a deadline, a decision — inside a larger developmental arc.

Character

Character is what the other three movements consolidate into. It names the values you actually enact under pressure, the ethical quality of your decisions as experienced by others, and the coherence between what you profess and what you practise. Character grows substantially from verified strength: capability identified through assessment and through the eyes of the people around you, deployed deliberately. It is also the most public of the movements. Communities attribute character on the evidence of behaviour over time, which is why this work takes the long view from the first session.

4. The cycle: how the loop turns

The four movements form a loop, and the loop is the method's engine. Reflection and conversation alternate: conversation surfaces the story you are living inside, reflection consolidates what the conversation revealed, and the next conversation tests the consolidation against your real field. A consolidation reached in Character reopens Clarity at a deeper level — the leader who acts differently begins to see differently, and the circuit turns again.

The loop turns at two rhythms. **In session**, conversation with your coach does the surfacing, and reflection is guided live: you hear your own thinking played back, accurately and correctably, while your coach is in the room. Sessions run fortnightly or monthly, and they follow the movements as your material requires.

Between sessions, the turning belongs to you. This second rhythm is a headline of the method, because leadership happens in your week, in the middle of real work. Your reflection practice — the Weekly Check-In, the Quarterly Snapshot, journaling and story work — gathers the material the next conversation works with. Experiments agreed in session live here too: the conversation conducted differently, the decision process redesigned, the practice repeated until it holds.

The assessments feed both rhythms. They sit on the reflection arc: you complete them between sessions, in your own time and at your own pace, each one structuring a piece of reflection you would otherwise have to improvise. They open up on the conversation arc: debriefed and worked with in session, where their evidence becomes material for Clarity, tests for Courage, and design input for Commitment. A mirror gathered alone becomes a conversation held together.

There is no terminal state in this design, and no graduation ceremony at the end of becoming. Each pass through the loop runs at greater scope or depth than the last, for as long as you lead. The Infinitum mark depicts exactly that: growth as a continuous turn.

5. The three spheres

Capability means demonstrated capacity: what you can actually do, in context, attested by consequences and by the people who work with you. The same movement asks something different at each sphere, and the Method works all three.

Individual

At the individual sphere, the work is you: your story, your patterns under pressure, your goals and the beliefs that govern whether you persist at them. **Clarity** here is accurate self-knowledge — your story, your patterns, and your assessment evidence held in one view. **Courage** is facing defended material and acting while anxiety is present. **Commitment** is owned goals, designed environments, and practised behaviour between sessions. **Character** is values enacted under pressure, in conduct coherent with what you profess. The evidence for coaching is strongest at this sphere, and it is where every engagement begins.

Team

A team is its own client, with its own purpose, dynamics, and learning curve. **Clarity** at this sphere is a shared, evidence-based picture of the team's purpose, conditions, and dynamics. **Courage** is creating and sustaining the conditions in which candour, dissent, and admitted error can happen in the room — the psychological safety that research links to learning and performance. **Commitment** is collective agreement on direction and working practices, held to a review rhythm the team owns. **Character** is a team culture in which ethical conduct is normal, witnessed, and correctable.

One discipline governs this sphere: conditions before conversations. Research on team effectiveness locates most of the variance in design — a real team, a compelling direction, an enabling structure, a supportive context — so Infinitum assesses a team's conditions before coaching its behaviour. Coaching a poorly designed team harder is money spent at the wrong level.

System

Beyond the team sits the system: stakeholders, governance, incentives, culture, and the communities your decisions touch. **Clarity** here is reading the system — its stakeholder, incentive, and cultural forces named and mapped. **Courage** is challenging the arrangements that produce harm or waste, including your own part in them. **Commitment** is making commitments in full view of stakeholders and holding them against the value created for those stakeholders. **Character** is ethical judgement exercised over governance, equity, and long-horizon consequences, in public view.

Honesty matters at this sphere: coaching's evidence is strongest for the leader, promising for the team, and still developing for whole-organisation outcomes. Infinitum contracts system work against stakeholder value you can observe, and evaluates it with you on the system's own cycles.

6. Levelling up: how a leader grows

Development in this method has a visible shape: the loop, turned repeatedly, with each turn levelling the leader up.

The early turns work close in. Clarity corrects the picture you steer by; Courage tests the protections that kept the old picture in place; Commitment builds the first new behaviours until they hold under ordinary pressure; Character begins to consolidate as the people around you register the change. All of this happens inside your current way of making meaning, at its growing edge — the pattern you have always seen *through* becomes a pattern you can see, examine, and choose about.

Then the scope widens, and widening is the levelling. Capability earned at the individual sphere becomes the platform for team work: the leader who can hold a hard conversation can build a team where hard conversations are normal. Team capability becomes the platform for system work: the leader whose team runs on candour and clear agreements can read a whole organisation's incentives, challenge arrangements that produce waste, and hold commitments in full stakeholder view. Each sphere re-runs the same four movements at a larger scale — Clarity grows from an accurate self-picture to a mapped system; Courage grows from one difficult conversation to challenging the arrangements themselves.

This widening is also how coaching reaches organisational results. Organisations change when leaders act on the conditions around them: team design, decision rights, incentives, review structures, culture. A leader levelling up through the spheres is doing precisely that work, in widening circles, with each turn evaluated. The research record supports the chain at its strongest links — independent reviews find coaching demonstrably supports leader performance, well-being, and goal attainment, and team-level evidence is growing — while the organisational tier is the youngest part of the record. Infinitum therefore contracts system-level work against stakeholder-value indicators agreed with you at the outset, and reviews them openly at each phase. You will find no guaranteed-results promise in this practice. You will find a mechanism you can inspect, capability you can demonstrate, and results evaluated in the open.

Growth of this kind is measured in turns, and turns take time: engagements typically run six to twelve months, with the loop continuing through the review rhythms long after. The leader who keeps turning keeps levelling.

7. Built on solid ground

The Becoming Method integrates nine foundations. Each one governs a specific part of the work, and each one is stated here with its limits attached, because a method that hides its seams deserves your suspicion.

ICF values, ethics, and core competencies

The International Coaching Federation (ICF) is the profession's global standards body. Its definition of coaching — partnering with clients in a thought-provoking and creative process that inspires them to maximise their personal and professional potential — frames every Infinitum engagement. Your coach works to the ICF Core Competencies (updated 2025) and is bound by the ICF Code of Ethics (2025), with its standards for confidentiality, conflicts of interest, and agreements with clients and sponsors. The ICF's four core values — professionalism, collaboration, humanity, and equity — are the floor the Method stands on. Where any model and the Code could ever pull in different directions, the Code governs.

Human development

Adults keep developing long after their education ends. Developmental psychology shows that the way a person makes meaning — what they can examine about themselves, and what still runs them from behind the scenes — grows through identifiable stages across a lifespan. Coaching in this tradition meets you at your growing edge: the pattern you have always seen *through* becomes something you can see, test, and choose about. One well-known application maps the hidden commitments that keep a sincere goal permanently out of reach, and tests the assumptions underneath them in small, safe experiments. Development of this kind is slow, and the Method claims it at the pace the evidence supports: patterns taken as objects of work, one at a time.

Neuroscience

Brain science earns a careful place here. Stress physiology is real leadership terrain: sustained, uncontrollable pressure measurably degrades the prefrontal capacities — working memory, flexible thinking, judgement — that senior roles exist to supply, while strengthening habitual, automatic responding. Social threat commands attention in the same circuitry that flags physical threat, which is one reason exclusion and humiliation land so hard in organisational life. And habits consolidate into cue-driven automaticity, which is why Commitment work redesigns environments instead of relying on willpower. The Method uses neuroscience the way a careful clinician uses an anatomy atlas: to understand the terrain. It never uses brain language to sell you change, and you will hear no promises about rewiring anything.

Coaching psychology

Beneath the practice sits a discipline: coaching psychology, with its own handbooks, journals, and standards for what counts as a claim. Its contribution to your engagement is rigour. Constructs are defined before they are used, methods are described clearly enough for another practitioner to follow, and outcomes are evaluated against designs proportionate to the claim. The discipline's verdict on coaching itself is encouraging and measured: independent research reviews find that coaching produces moderate, genuine improvements in performance, skills, well-being, and goal attainment — with the most tightly controlled studies at the modest end of that range. Infinitum prints that verdict whole, because a practice confident in its work can afford its real numbers.

Emotional intelligence

Emotional intelligence names the capacities to perceive emotions accurately — your own and other people's — to understand what they signal, and to manage them in service of the work. In leadership it shows up as reading a room, regulating a reaction before it becomes a decision, and delivering hard truth in a form people can hear. The Method treats emotional intelligence as trainable material for Clarity and Courage: your assessment evidence shows how your emotional patterns land on others, and the loop gives you practised alternatives.

Narrative coaching

Each leader leads from inside a story: about who they are, what their organisation is, and what people like them do. Behaviour follows the story, which is why behaviour-only change so often snaps back. Narrative coaching works at the level of the story itself. Across an engagement, your story is situated, searched, shifted, and sustained — re-authored in live conversation until the new account can carry new behaviour. A private writing module, Write Your Story, gives the work a home between sessions; its content remains yours alone, and your coach sees only that the writing is happening.

Systemic team coaching

Teams fail systemically more often than they fail personally. Systemic team coaching treats the team as a living system inside a larger one: its mandate from stakeholders, its internal climate, its connections outward, and its capacity to learn. Infinitum's team work follows the field's established disciplines — commissioning against stakeholder expectations, clarifying purpose, co-creating new working practices, connecting the team to its wider system, and harvesting the learning — with the team's real conditions assessed first, as the spheres section describes. The team itself is the client, and its growth is the deliverable.

Systemic constellations

Some dynamics in a team or organisation stay invisible to org charts and interviews: the excluded predecessor whose shadow still shapes a role, the loyalty that quietly outranks the strategy, the exchange that has fallen out of balance. Systemic constellations offer a way of seeing such patterns. Elements of the system are mapped spatially — represented in the room — and the configuration is read phenomenologically, as a source of hypotheses you can test in action. The Method uses constellations as a lens within Clarity work at the Team and System spheres, and presents them exactly that way: a respected practice tradition for surfacing hidden dynamics. The controlled evidence for constellation methods comes largely from family settings outside coaching, and the Method claims for them a practitioner's usefulness, held to the same test as everything else here — the hypothesis must survive contact with your real system.

Cognitive behavioural coaching

Between a trigger and your behaviour sits an interpretation, and interpretations can be tested. Cognitive behavioural coaching examines the thoughts that drive leadership behaviour — the prediction that a challenge will end your credibility, the rule that a good leader never shows uncertainty — and treats them as hypotheses awaiting evidence. Small behavioural experiments then gather the evidence your current thinking cannot supply on its own. This tradition contributes the Method's respect for the testable: where a belief can be checked against the world, the world gets a vote.

8. Mirrors: the assessments

Self-awareness grows through feedback that is structured, honest, and kind. Infinitum's assessments act as mirrors at successive depths, each one opening a conversation the loop then works with. Used developmentally, they inform growth; they are never used to judge, select, or label. As the cycle section describes, they are completed on the reflection arc, in your own time, and opened up on the conversation arc, in session.

- **The Birkman Method** — your wiring: interests, needs, and how you behave under stress, debriefed at the opening of an engagement.
- **The Infinitum Leadership Capabilities Assessment (LEADS)** — your leadership behaviour across the twenty capabilities of the refreshed LEADS framework (2026), in self-report and 360-degree form.
- **The Ad Infinitum Loop Team Assessment** — your team as its members experience it: eleven scales reading the team's conditions and behaviour as a system.
- **Quarterly Snapshot** — a structured self-review across twelve areas of life and leadership, repeated quarterly to keep self-awareness current.
- **The Becoming Plan** — your goals, rhythms, and review points, set down in a living plan the coaching holds you to.
- **The Weekly Check-In** — a short weekly rhythm of reflection that keeps commitments warm between sessions.
- **The Mindsets in Your Way** — ten protective patterns, named so they can be examined: the defences that route around anxiety and quietly govern behaviour.
- **Write Your Story** — your leadership story, written and re-authored across the engagement, in a module whose content stays private to you.
- **The Value Review** — the phase-closing review: movement against the capability framework, the evidence of changed behaviour, and your own account of what the change is worth in role.

9. How an engagement runs

Discovery. Everything begins with a conversation: your situation, your ambitions for the work, and whether this practice is the right fit. There is no obligation attached to the call, and a honest "look elsewhere" is a possible outcome of it.

Assessment. Early engagements open with the Birkman, debriefed one to one: a first, evidence-based picture of your wiring. Where the work is behavioural or team-facing, the LEADS assessment or the Loop assessment follows, so the coaching aims at evidence from the start.

The loop in session. Sessions run fortnightly or monthly across six to twelve months for executive work, following the four movements as your material requires, with the reflection arc carrying the work between meetings — the rhythm the cycle section sets out in full.

Review. The Value Review closes each phase: movement against the capability framework, your own account and your stakeholders' evidence of changed behaviour, and your assessment of what the changed capability is worth in role. Clients describe that value in their own words, and Infinitum reports it as their testimony, gladly — while keeping it distinct from measured outcome, because you deserve a practice that knows the difference.

Throughout, the ethical architecture holds: a written agreement covering purpose, confidentiality and its limits, and review points; sponsors receive structure and participation information, while your assessment content, session content, and story remain yours.

10. About Jonathan

Jonathan Evans is the founder of Infinitum Leadership and the author of the Becoming Method. He holds an MA from Royal Roads University, where his thesis designed a peer-led narrative coaching program for Indigenous students, and he practises to the standards of the International Coaching Federation as a Professional Certified Coach (PCC) and a Mentor Coach Specialization holder (MCS). He is a Certified Executive Coach and a Birkman Signature Consultant, and he serves as President of ICF British Columbia and President of the Rotary Club of Vancouver Waterfront.

His coaching library and research program — synthesised in the companion white paper — span coaching psychology, narrative practice, adult development, team and systemic coaching, and the neuroscience of stress and habit. The Method in these pages is that synthesis made practical: one integrated way of working, accountable to the evidence, in service of the leader you are becoming.

11. Begin

If the role has outgrown the repertoire that earned it, the next step is a conversation. Book a discovery call at infinitumleadership.com, and bring the leadership challenge you are actually facing. The loop starts there.

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The Becoming Method's full scholarly apparatus appears in the companion white paper. The works below are the principal sources behind this client edition, selected from that paper's reference list, with the two foundational works on emotional intelligence added.

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