

COACHING SESSION

USEFUL MODELS

1. COACHING SESSION STRUCTURE

Coaching sessions involve structured conversations. The coach is responsible for managing these. When coaching, ask relevant questions from each of the four stages.

STAGE	The 'Grow' Model	The 'Coach' Model	The 'ILpOA' Model
1) Relationship & Contract	<p><u>G</u>oals</p> <p>What would you like to have by the end of this coaching session? (a)</p> <p>So your goal at work would be what..?</p>	<p><u>C</u>ompetency</p> <p>How can I help you?</p> <p>Would you prefer guidance or reassurance?</p> <p>What have you tried?</p> <p>Can you summarise the problem in one single sentence?</p> <p>So what you're saying is...</p> <p>Share useful How-to's</p>	<p><u>I</u>ssues</p> <p>What are you putting up with? (b)</p> <p>How much time would you like for the session?</p> <p>What progress have you made since we last met?</p>
	<p><u>R</u>eality</p> <p>How much of this situation is within your control? (c)</p> <p>What else bothers you? And what else?</p>		<p><u>L</u>earning <u>P</u>oints</p> <p>What have you learned?</p> <p>Could there be a different way you could react to this?</p>
3) Option Generating	<p><u>O</u>ptions</p> <p>What options do you have for changing things? (d)</p> <p>What would be the benefits? What would you lose?</p>	<p><u>O</u>utcomes</p> <p>What is your timescale?</p> <p>What will success look like?</p> <p>SMART goals are crucial</p>	<p><u>O</u>ptions</p> <p>What else could you try?</p> <p>If we <i>had</i> to do it differently, what could we do?</p> <p>What advice would you give to someone else in the same situation? (e)</p>
	<p><u>W</u>ill</p> <p>What are you willing to try?</p> <p>What will you do?</p> <p>When will you do this?</p> <p>How will you measure success?</p> <p>What will stop you from doing this? (f)</p>		<p><u>A</u>ctions</p> <p>Which action will bring you the most results?</p> <p>What is your reason for wanting to tackle it this way?</p> <p><u>C</u>hecking</p> <p>What is the most difficult question you will face?</p> <p>Rehearse them or challenge their thinking</p>
4) Actions & Next Steps			

2. SESSION QUESTION NOTES

There are some key coaching questions which are very helpful:

- (a) **What would you like to have by the end of this session?**
Start with a clear view of the coachee's needs and their 'destination'.
- (b) **What are you putting up with?**
A good way to understand a coachee's needs is to ask them to name their frustrations. This is an easier question to answer than "what do you want?"
- (c) **How much of this situation is within your control?**
Coaching involves the coachee taking responsibility for their situation. The coach may need to remind the coachee that they are always able to influence their own situation.
- (d) **What options do you have for changing things?**
The coach will need to encourage the coachee to think for themselves.
- (e) **What advice would you give to someone else in the same situation?**
People often find it easy to provide others with advice. This question enables a coach to reflect a coachee's advice back to themselves!
- (f) **What will stop you from doing this?**
This question is a useful check on reality and commitment. If someone has an issue with an agreed action then the coach can spend time rehearsing or practicing with the coachee.

3. TYPES OF MOOD

There are six types of negative mood, which may be encountered during the coaching process. The table below shows how to spot them and what to do.

Behaviour	Language	Solution
1. A sceptic says	"I doubt"	and needs to see evidence
2. A cynic says	"It's all rubbish"	and needs complete honesty
3. A resigned person says	"Nothing new is possible for me"	and needs reassurance
4. A frustrated person says	"I must do it, but I cannot"	and needs reflection
5. A resentful person says	"Something unfair has been done to me"	and needs consultation
6. A guilty person says	"I have done something and can never make up for it"	and needs absolution and a reality check

4. DOMAINS OF COMPETENCE

When coaching begins it can be helpful to think about which 'domain' the coachee needs support with. People need to be competent in all three domains starting with the 'I domain'. Ask: **which area am I coaching in?**

Finally move into **Task** = The It domain
 Then master **Others** = The We domain
 Start with **Self** = The I domain



facts and events / technical boffins
relationships with others / mutually productive
self management / reliability

Take away message: *Structured questioning models make for thorough coaching.*

Ref: Coaching: Evoking Excellence, Flaherty, 1999 / Coaching for Performance, Whitmore, 1999 / The Coaching Pocketbook, Fleming & Taylor, 2002