

Session 9: Introduction to different coaching models

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Today we are exploring

- ✓ Introduction to models of coaching that can support coaching:
- ✓GROW
- ✓Appreciative
- ✓CLEAN
- ✓Coactive coaching
- ✓How we integrate them in this course

TGROW

Created by Sir John Whitmore with colleagues in the late 1980's, and published in his famous book 'Coaching for Performance' first published in 1992.

- ✓**Target** – what do you want to be different by the end of these coaching sessions?
- ✓**Goal** – what would you like to be different by the end of our time together today?
- ✓**Reality** – what is the current situation?
- ✓**Opportunities** – what could you do if anything was possible?
- ✓**Will do** – what one small action will you take between now and our next session?

TGROW

Positives:

- ✓Simple
- ✓Easy to come back to
- ✓Focuses on the coachee's agenda
- ✓Relies on a clear and definable goal that is the client wants to work towards

Challenges:

- ✓Not always helpful if someone is stuck
- ✓Can be a bit too simplistic at times
- ✓Can become a challenge if it is the only approach used
- ✓Realistic goal or not?

Appreciative coaching model

- ✓Appreciative Coaching (AC): developed by management professor Sara Orem, who co-authored a 2007 book of the same name
- ✓Roots in Appreciative Inquiry, which looks at organizational **change through the lens of what's working** rather than what isn't.
- ✓Prof Orem found that people are **more productive and effective when they focus on their strengths**, rather than on their weaknesses.

Appreciative coaching model

Four stages

- ✓**Discovery**: build positivity and self-esteem, explore best parts of life, reframe negatives, what excites, what is important, what proud of
- ✓**Dream**: create an exciting vision for the future, building on accomplishments
- ✓**Design**: experiment with different objectives, identify key priorities
- ✓**Destiny**: recognising and celebrating achievements

Appreciative coaching

Positives:

✓Focuses on strengths

✓Builds on previous positive experiences

✓Flexible in how to move forward

✓Feminine approach?

Challenges:

✓Criticised for being fluffy

✓Relies on the person already connecting with positive aspects of past and present

✓Not suitable for all coaching requirements

https://www.mindtools.com/amndzpd/appreciative-coaching

CLEAN Coaching

- ✓Psychotherapist David Grove developed Clean Language in the 1980s. He realized that **many therapists subtly influenced what their clients said during their sessions** – and noticed that this was particularly true when both parties were using metaphors.
- ✓To combat this, Grove created Clean Language. The approach is simple: **the questioner keeps their own thoughts, assumptions and metaphors out of the conversation** as far as possible.
- ✓And, if the **speaker uses a metaphor to describe something**, the questioner uses a series of follow-up questions to make sure that they understand the speaker's meaning clearly.

CLEAN LANGUAGE

Examples of metaphors:

- ✓ He has a stormy disposition.
- ✓ I'm over the moon about my promotion.
- ✓ Sam is the heart of his team.
- ✓ Efficiency is the driving force for our department.
- ✓ The competition changed, but we buried our heads in the sand.
- ✓ I can't digest what you're telling me.

Examples of questions:

- ✓ And is there anything else about …?
- ✓ And what kind of … is that …?
- ✓ And where is …?

https://www.mindtools.com/akxyryo/david-groves-clean-language

CLEAN Coaching

Positives:

- ✓Gives an opportunity to talk about things without going into specific detail – such as examining ‘the storm’ rather than the specific difficulty
- ✓Uses the coachee’s words and meaning
- ✓Can be very validating and good for rapport

Challenges:

- ✓Can take practice to use clean language including the questions
- ✓Sometimes feels a little stilted until it has been practiced

Coactive Coaching Model

The client is naturally creative, resourceful, and whole.



Co-Active Coaching addresses the client's whole life.

The agenda comes from the client.

The coach dances in the moment with the client.

Coactive Coaching Model

Positives:

- ✓Flexible for coach and coachee
- ✓Intuitive – feminine based
- ✓Holistic

Challenges:

- ✓Coach and coachee may sit with more uncertainty
- ✓Takes more practice to work with the principles

How we integrate these models into the course

- ✓Spend a session on each of these so we can go into more detail
- ✓Try out a different models during your practice coaching sessions
- ✓Look to see if you can identify which coaching model might be used as we explore other materials
- ✓There are crossovers, so some approaches might be similar to two or more models
- ✓Notice in your day to day life if there are similarities with different models