

PEARN **KANDOLA**

Coaching Toolkit

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Because all business is psychology.

OVERVIEW

- Focus on five coaching tools
 - Framework for coaching
 - Useful questions
 - Setting goals
 - Reframing problems
 - Motivating change



WHAT IS COACHING?

“Coaching is unlocking a person’s potential in order to maximise their performance. It is about helping them to learn, rather than teaching them”

- A great way to continue learning
- A challenging conversation
- A way to encourage us to see more choices
- On-going, not a ‘one-off’ event



THE BENEFITS OF COACHING?

1. Builds greater awareness
 - Focuses on relevant issues
 - Asks useful questions
 - Brings different perspectives
2. Encourages ownership
 - New options/choices
 - Highlights responsibilities
 - Motivates



GETTING STARTED...

- Opportunity to have a go
- Help your partner to identify one personal goal
- Make it meaningful and relevant
- 10 minutes (5 minutes each)



TOOL 1: GROW



The GROW Framework



The GOAL Setting Phase

Goal?

- “What do you want to achieve?”
- “How will you know that you have achieved your goal?”
- “How will you know the problem has been solved?”

The REALITY Checking Phase

- “What is the current situation?”
- “How likely are you to achieve this goal?”
- “How do you feel about the situation?”
- “What is happening now?”
- “What? Who? When? How often?”
- “What is the result of that?”



Reality?

The OPTIONS Phase

Options?

- “What are your options?”
- “What else could you do?”
- “And what else?”
- “What if this constraint were removed?”
- “What are the benefits of each option?”
- “What are the downsides of each option?”
- “How would you prioritise your options?”

The WILL Phase

- “So what will you do now, and when?”
- “What could stop you moving forward?”
- “And how will you overcome it?”
- “Will this address your goal?”
- “How likely is this option to succeed?”
- “What else will you do?”



Will?



PRACTICAL: Using GROW

- Coach in the SAME pairs
- Use GROW phases to guide discussion
 - What helps?
 - What doesn't help?
 - Which questions are most valuable?
- 5 minutes each



The GROW Framework



TOOL 2: USEFUL QUESTIONS



TYPES OF QUESTION: Broad and Specific

“So what do you most enjoy about what you’re doing?”

“How did you get started in this area?”

“How long did it take you to do that?”

“Did you expect that?”

“Is being creative a strength of yours?”

“What did it look like?”

“Who was that with?”

“When were you involved in that?”

TYPES OF QUESTION: Magic Questions

“If you could change one thing about this, what would it be?”

“If you woke up tomorrow morning and everything was just as you wanted it, what would it be like?”

“If you were perfect in this skill (a 10/10) what would you be doing?”

“If you were given one wish in relation to your goal, what would it be?”

PRACTICAL: Types of QUESTION

- Coach in different pairs
- Use different types of question
 - Which questions work well?
 - Which work less well?
- 5 minutes each

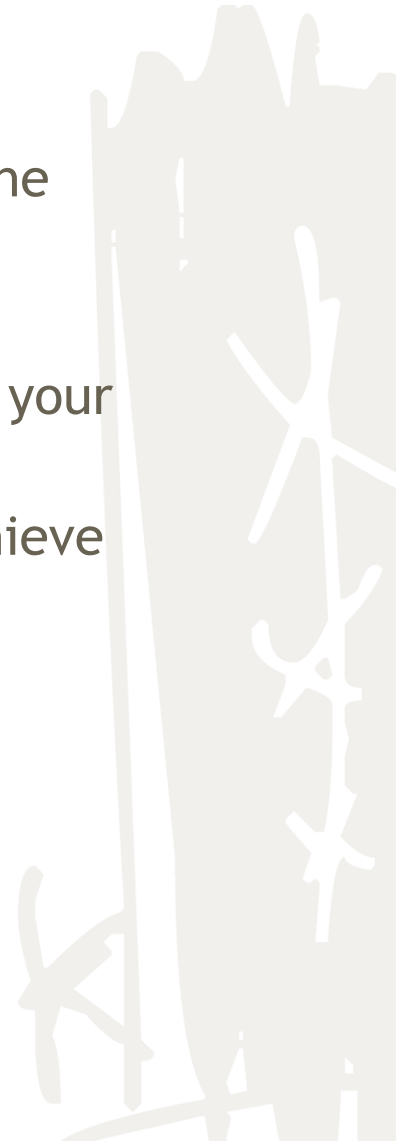


TOOL 3: SETTING GOALS



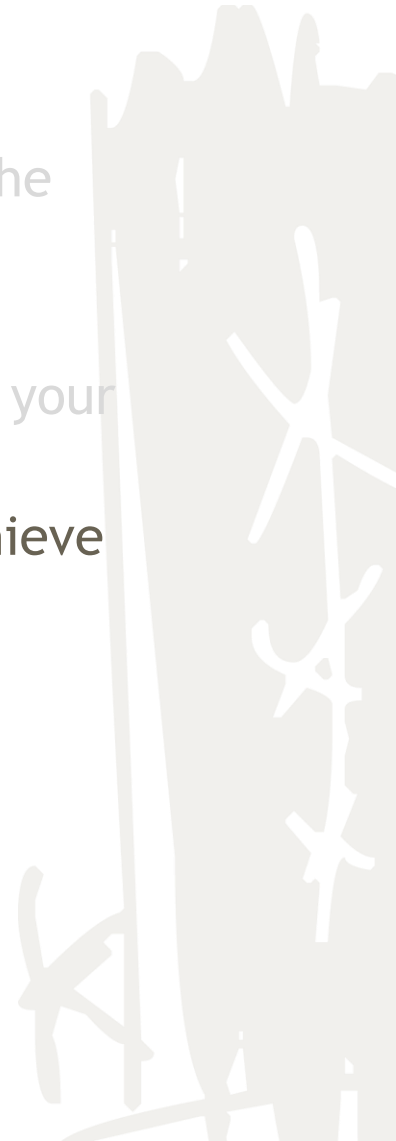
SETTING GOALS: What Works?

- Make a step by step plan.
- Motivate yourself by focusing on someone who has achieved the same goal.
- Tell other people about your goal.
- Think about bad things that will happen if you do not achieve your goal.
- Think about the positive outcomes that will happen if you achieve your goal.
- Try to suppress negative thoughts about your goal and how to achieve it.
- Reward yourself for making progress in your goal.
- Rely on personal willpower.
- Record your progress.



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Setting Goals

- Often have a ‘fuzzy’ vision
- Conditions when goal setting:
 - Greater specificity = more precise review
 - Difficult goals = higher levels of achievement
 - Support = greater commitment to deliver
 - Difficult + Specific + Support = higher performance overall

Important and
meaningful to
me?

Tough but
achievable?

Supported by
others?

PRACTICAL: Setting Goals

- Coach in the SAME pairs
- Review your goals for:
 - Clarity?
 - Measurability?
 - Stretch?
 - Benefits?
 - Support?
- Re-state goals where necessary
- 5 minutes each



TOOL 4: REFRAMING



REFRAMING



REFRAMING

...offers a new challenge?

...creates an opportunity to develop a new skill?

...gives me a great chance to learn?

...is something to be alert to in the future?

Reframing

THE PROBLEM

“I am not very creative”

“I am being prevented from travelling by the ash cloud”

“I am angry with the situation”

“I never seem to find enough time for this”

REFRAMED...

“I am a very practically minded person who is open to change”

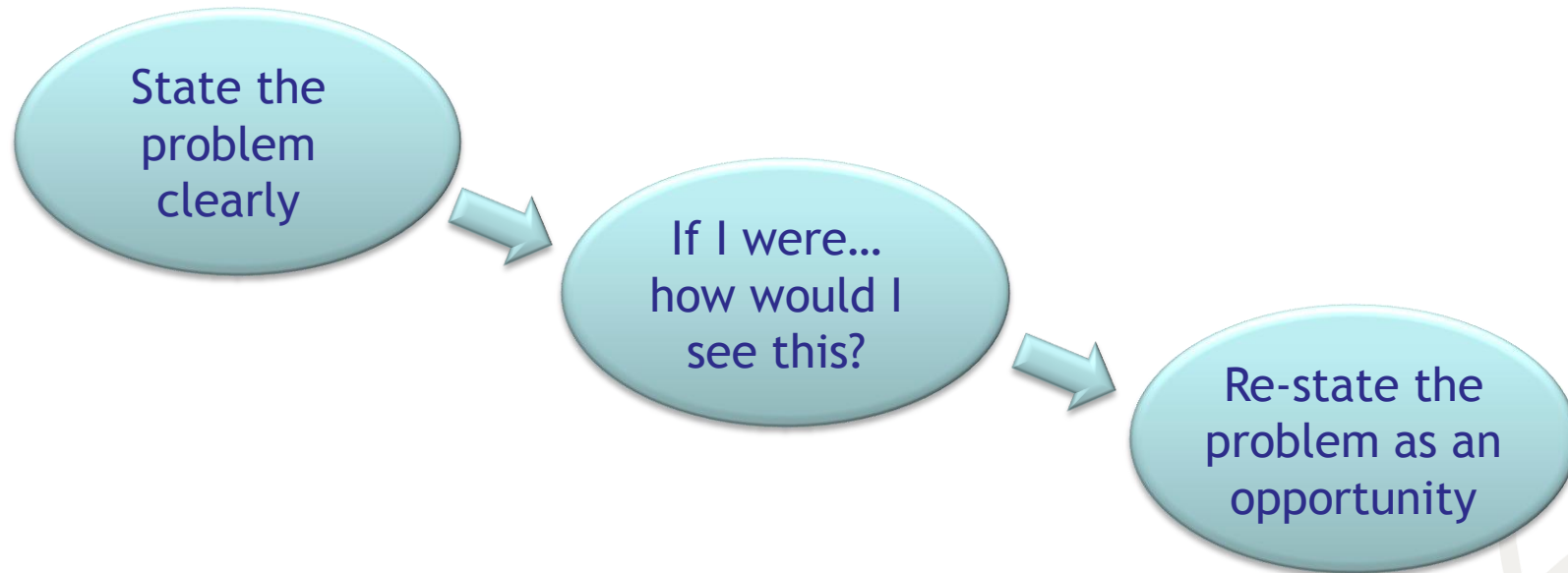
“I have an opportunity to see another part of the world and to catch up on my work”

“I care strongly about these issues”

“I am a busy and industrious person who rarely has downtime”

PRACTICAL: Steps for Reframing

- Working in SAME pairs for 10 minutes
- Identify one 'problem' or challenge
- Apply the three basic steps



TOOL 5: STAGES OF CHANGE



STAGES OF CHANGE

- Change is surprisingly difficult
- Even basic changes may require around 70 practices
- Examining our own view of change is helpful
- Coaches use a ‘Stages of Change’ matrix



STAGES OF CHANGE MATRIX

STAY THE SAME

3. What are the *upsides of staying the same*?

MAKE A CHANGE

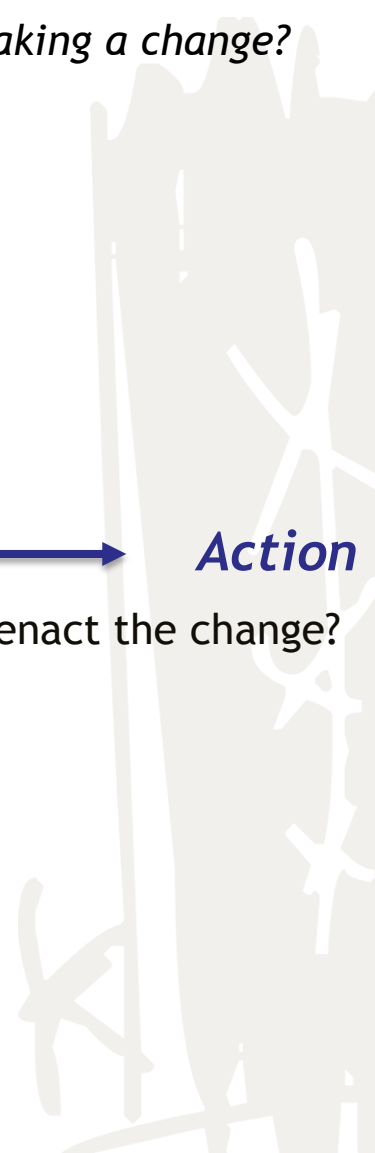
2. What are the *upsides of making a change*?

Contemplation

1. What are the *downsides of staying the same*?

Action

4. What is your *action plan* to enact the change?



PRACTICAL: Stages of Change Matrix

- Coach in the SAME pairs
- Focus on one goal
- Use the Stages of Change matrix
- Work through each stage, making notes
- Be as open as possible at each stage
 - Where are the obvious pay-offs?
 - Where are the hidden pay-offs?
- 10 minutes



STAGES OF CHANGE MATRIX

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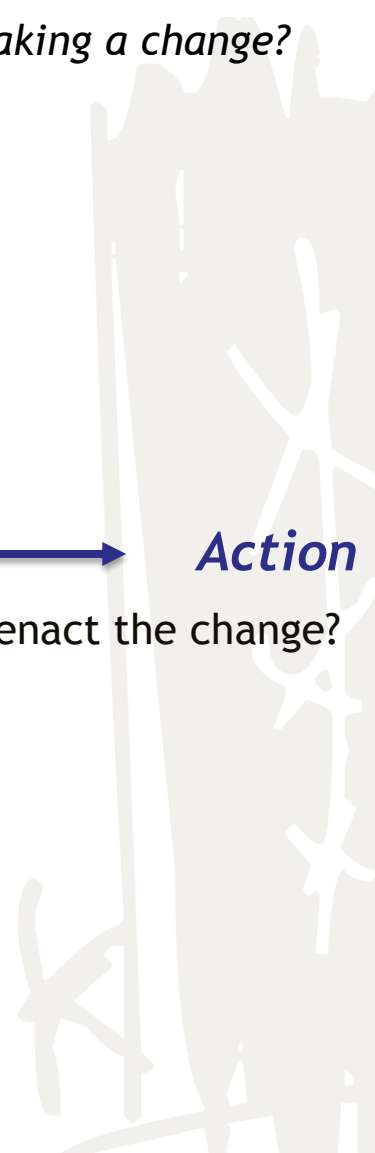
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And Finally...



ACTIVITY: Action Points

- What are you taking away from the session?
 - What will you remember?
 - What will you use?
 - What actions will you take?
- Share your thoughts in pairs
- 5 minutes



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