

STRUCTURING THE CONVERSATION

Coaching Essentials

COACHING CONVERSATIONS



“ As coaches, we are accustomed to using models and diagrams to understand and configure our clients’ worlds and psychological processes. We use them both during our professional training and in our practice with clients to understand their thinking and processing.

J. Bird & S. Gornall, 2016

GROW COACHING MODEL

Developed by Whitmore (2002), GROW is an acronym for Goal, Reality, Options, Way Forward, and is a popular coaching model with which to frame questions and structure coaching sessions. GROW is primarily a problem-solving and goal-setting model that focuses on performance and outcome. Starting with the ‘Goal’ phase (Where are you going?), the coaching manager and team member team member work together to identify problems and generate possible solutions until the team member has established and committed to a ‘Way Forward.’

One reason for the popularity of the GROW model is that the coaching manager does not need to be an expert in the team member’s context; the model provides a framework that uses general questions to elicit, for example, goals, problems and obstacles, and the way forward for the team member’s development. However, the coaching manager needs to take care to be flexible and not to be constrained by this framework to the extent that they fail to allow their team member to guide the conversation.

G	R	O	W
Goal	Reality	Options	Way Forward
Help the team member set and articulate long-term and short-term goals	Help the team member gain insight and understand what is happening now	Help the team member generate and evaluate options to find out what is possible	Help the team member establish and commit to actions for a way forward

Example coaching questions

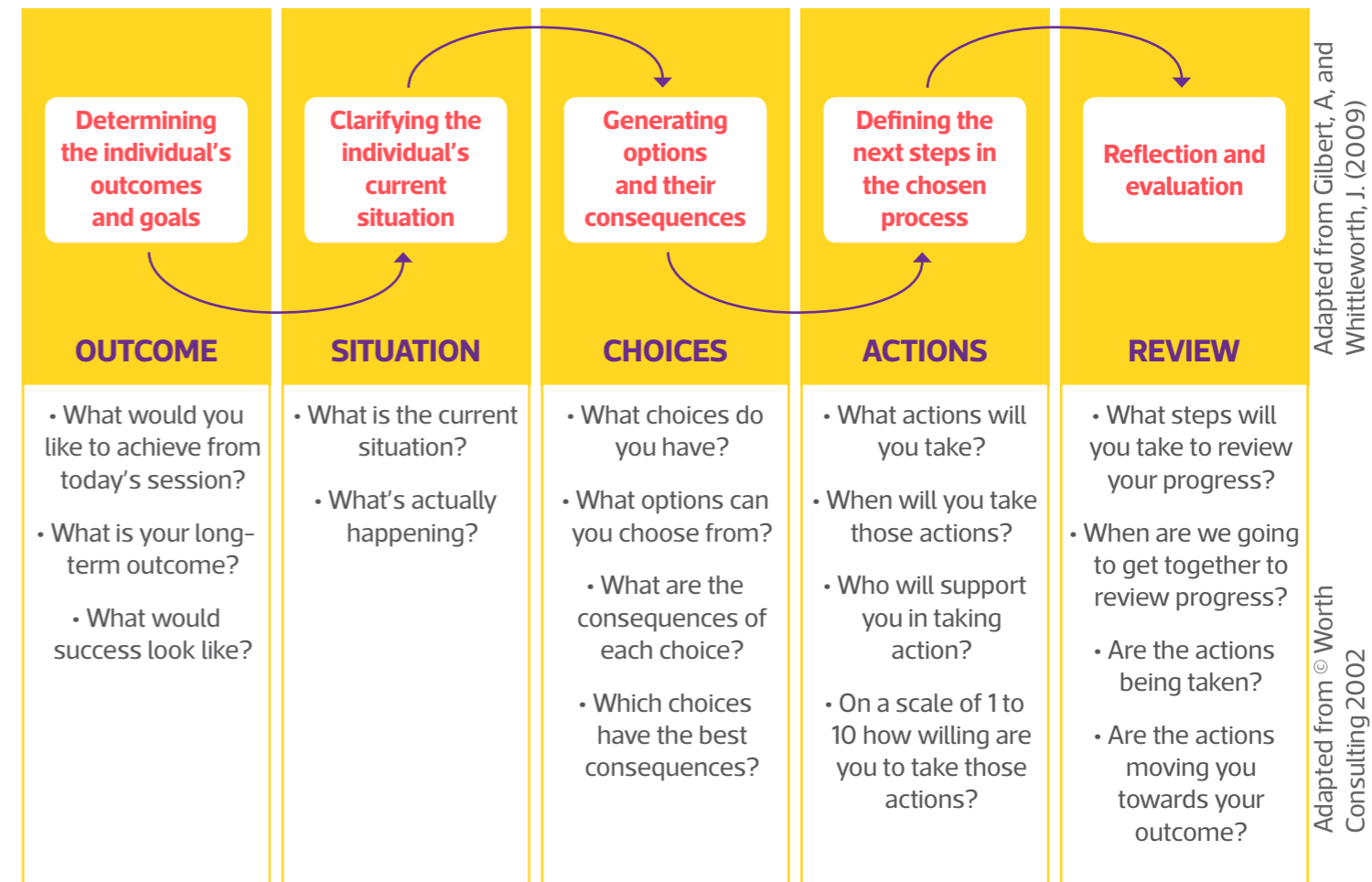
<ul style="list-style-type: none"> • What do you want to achieve in this situation? • Why is it important to you? • How do you define success? • How will you know when you have reached your goal? 	<ul style="list-style-type: none"> • Where are you now? • Why is this a problem? • What is working and what is the progress so far? • What can make the difference? 	<ul style="list-style-type: none"> • What else could you do? • What would progress look like? • How will you evaluate your options? • Imagine you already reached your goal. How did you do it? 	<ul style="list-style-type: none"> • What exactly will you do to reach your goal, and when? • What will you do NOW? • What’s a first small step in the next 72 hours? • How motivated are you to go for this option?
---	---	---	--

Adapted from Whitmore (2002)

THE OSCAR AND OSKAR COACHING MODELS

Developed by Gilbert and Whittleworth (2009), OSCAR is an acronym of Outcome, Situation, Choices, Actions, Review, and differs from GROW in that it is a ‘solution-focused model’ that focuses on solutions and finding what works rather than analysing problems.

That is, a solution-focused model builds on existing strengths and finding positive ways forward as opposed to focusing on problems and barriers, an approach which many find to be more motivating.



The OSKAR model, developed by Jackson and McKergow (2006), is a variation of the OSCAR model, replacing ‘Choice’ with ‘Know-How and Resources’, where ‘The know-how is of course all about what works or what has worked rather than what won’t work or what is wrong’, and ‘Action’ now becomes ‘Affirm and Action’:

‘The A in OSKAR is made to work twice as hard as the other letters, as it stands for two steps. **Affirm** is where the coach affirms the positive qualities of the team member, based on what they have observed during the coaching conversation. Recognising and naming these useful qualities helps to build the team member’s self-belief, as well as enhancing the relationship between coach and team member. **Action** is about finding small next steps to build on what works.’

McKergow, M. & Clarke, J. (No Date)

REFERENCES

- Bird, J. and Gornall, S. (2016) *The Art of Coaching* Routledge
- Gilbert, A. and Whittleworth, J. (2009) *OSCAR Coaching Model* Worth Consulting Ltd.
- Jackson, P. Z. and McKergow, M. (2006) *The Solutions Focus: Making Coaching and Change SIMPLE* 2nd Ed. Nicholas Brealey
- McKergow, M. and Clarke, J. (No Date) *Coaching with OSKAR: A solutions-focused approach to effective and sustainable change* <http://sfwork.com/pdf/Coaching%20with%20OSKAR.pdf>
- Whitmore, J. (2002) *Coaching for Performance: GROWing People, Performance and Purpose* 3rd Ed. Nicholas Brealey

NEXT STEPS

BECOME A MEMBER

If you're serious about Leadership, continue your journey with The Institute from **only £12.50 per month**.

GET IN TOUCH

FIND OUT ABOUT OUR CORPORATE SOLUTIONS

Visit our website to find out more: institutelm.com