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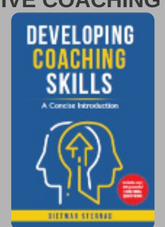
Chapter 2: EFFECTIVE COACHING CONVERSATIONS



A CBC process model

- Examine the context
- Define the vision
- Current beliefs and behaviors
- Vision-focused beliefs and behaviors
- Experiment
- Consolidate

Cognitive behavioral coaching (CBC) (basics)

- Based on **cognitive behavioral theory (CBT)**
- Problems are often not caused by adverse events, but by our interpretation of these events
- **ABCDE model** (based on the ABC model - Albert Ellis)
  - A - Adversity
  - B - Beliefs about the adversity
  - D - Dispute the existing beliefs
  - E - Develop a new, more **e**ffective outlook
  - C - Emotional/behavioral consequences

GROW model

- **GOAL - What the coachee wants**
  - End goals / performance goals / goals for the current coaching session
  - SMART goals
  - Positive focus
- **REALITY - The current situation**
  - Objectively assess the situation
  - Increase a coachee´s self-awareness
  - External / internal reality
  - Enquiry mode (instead of jumping to quick fix solutions)
- **OPTIONS - Alternative courses of action**
  - Different alternatives for reaching the coachee´s goal
  - Removing obstacles
  - Creating many options first, then narrowing the options space
- **WILL - What the coachee will do (action steps)**
  - From deliberative to implemental mindset
  - Making a decision
  - Developing an action plan
  - Accountability

CLEAR framework (Peter Hawkins)

- **Contract** - goals for the coaching session
- **Listen** - develop a good understanding for the issue
- **Explore** - what to change, why, desired future state, options
- **Actions** - set up a concrete action plan
- **Review** - assess progress