Chapter 2: EFFECTIVE COACHING CONVERSATIONS

CLEAR framework (Peter Hawkins)

- GOAL - What the coachee wants
  - End goals / performance goals / goals for the current coaching session
  - SMART goals

- WILL - What the coachee will do (action steps)
  - Making a decision
  - Developing an action plan
  - Accountability

- REALITY - The current situation
  - Observe 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

- A CBC process model
  - Examine the context
  - Define the vision
  - Current beliefs and behaviors
  - Vision-focused beliefs and behaviors
  - Experiment
  - Consolidate

GROW model

- Set up a concrete action plan
- Develop a good understanding for the issue
- Listen (basics)

Cognitive behavioral coaching (CBC) (basics)

- ABCDE model (based on the ABC model - Albert Ellis)
  - Adversity
  - Beliefs about the adversity
  - Dispute the existing beliefs
  - Develop a new, more effective outlook
  - Emotional/behavioral consequences

- SMART goals
  - Positive focus
  - Objectively assess the situation
  - Increase a coachee’s self-awareness
  - External / internal reality
  - Enquiry mode (instead of jumping to quick fix solutions)

- End goals / performance goals / goals for the current coaching session

Based on cognitive behavioral theory (CBT)

Problems are often not caused by adverse events, but by our interpretation of these events

A - Adversity
B - Beliefs about the adversity
D - Dispute the existing beliefs
E - Develop a new, more effective outlook
C - Emotional/behavioral consequences