



Prifysgol Cymru

Y Drindod Dewi Sant

University of Wales

Trinity Saint David

Rhiannon Akers

BMSW6007 Coaching and Mentoring

Trawsnewid Addysg, Trawsnewid Bywydau

Transforming Education, Transforming Lives

Last week we covered...



Why organisations use coaching and mentoring.



How strategic objectives influence programme design.



Why measuring success is challenging.



Common barriers to effectiveness.



How organisations can maximise impact.

Question

- Think of the best manager you've ever had.
- What coaching behaviours did they demonstrate?
- How did this impact you?



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Learning Outcomes

By the end of today you will be able to:

- ✓ Explain the purpose of coaching models
- ✓ Compare different coaching frameworks
- ✓ Apply the GROW model
- ✓ Use effective coaching questions
- ✓ Conduct a short coaching conversation
- ✓ Evaluate the strengths and limitations of coaching models

Why Use Coaching Models?

Challenges Without a Model	Benefits of Using a Model
Conversations can become unfocused or disorganised	Provides a clear framework for discussion
Key issues may be overlooked	Ensures a consistent approach
Progress is difficult to track and review	Encourages focused, purposeful questioning
	Supports measurable outcomes and action planning

Can someone be an effective coach without using a coaching model?

Essential Coaching Skills

Effective Coaches:

- Listen actively
- Ask powerful questions
- Build rapport
- Challenge constructively
- Encourage reflection
- Avoid giving immediate solutions

Activity

- Which of these skills would come naturally?
- Which would be most difficult?
- Rank the skills from easiest to hardest.

Directive Vs Non-Directive Coaching

Directive Coaching	Non-Directive Coaching
Coach provides solutions and answers	Coach helps the individual find their own solutions
Coach offers advice and recommendations	Coach uses questions to encourage reflection
Coach takes a telling approach	Coach facilitates thinking and learning
Often quicker when expertise is needed	Often leads to greater ownership and development

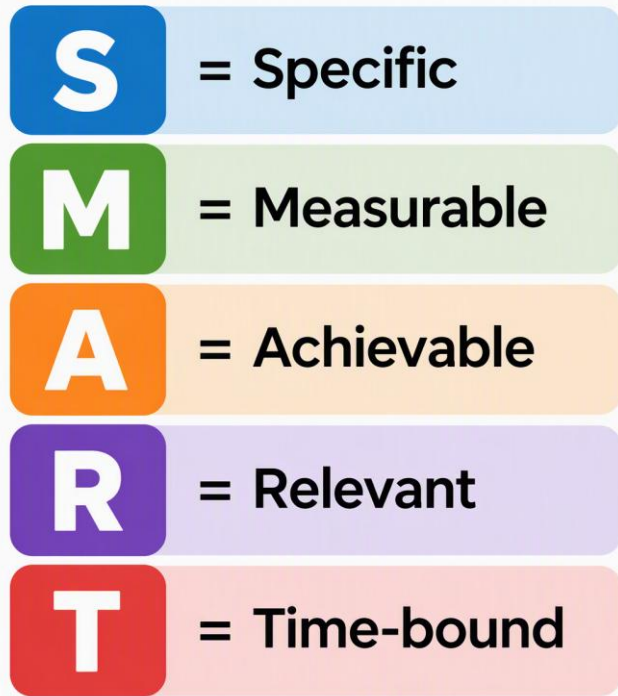
An employee continually misses deadlines. How would a directive coach respond?
How would a non-directive coach respond?

GROW Model

- The GROW model helps individuals move from a current situation to a desired outcome through structured questioning.
- The model uses a simple set of questions to guide the discussion through the four stages (Parsloe and Leedham, 2022).



Goals



- What do you want to achieve?
- What does success look like?
- When would you like to achieve this?

Activity: Individually, write one professional goal. Then in pairs, ask each other questions to establish a SMART goal.

Reality

- What is happening now?
- What challenges exist?
- What have you already tried?

Understanding the situation prevents premature solutions.

Scenario: A manager wants to improve team communication. What questions would you ask?

Options

- What could you do?
- What other alternatives exist?
- Who could support you?

Don't jump straight to your preferred solution.

Activity: Note 5 possible solutions to help improve communication. No judging, no evaluating, just generating options.

Will

- What will you do?
- When will you do it?
- What obstacles might appear?
- How committed are you?

Turns ideas into action.

Question: Why do good ideas often fail in the workplace?

GROW Observation Activity

Complete the observation sheet provided as you watch the video:

Stage	Examples Observed
Goal	
Reality	
Options	
Will	

The GROW model in action

<https://www.youtube.com/watch?v=tnm3VwfX7Gs>



GROW Practice Activity

Choose one of the scenarios from the handout.

In pairs, one of you is the coach, one is the coachee.

Apply the GROW model to your chosen scenario.

Take part in a short role play.



Debrief



What felt natural?



What felt difficult?



Which stage was hardest?



Which stage generated the most useful discussion?



Are there better coaching models?



Although GROW is considered the most popular (Waite *et al.*, 2021), there are many other models.



Today's challenge...



Which coaching model is best?

Group Research Task

Group 1	CLEAR
Group 2	OSCAR
Group 3	TGROW
Group 4	ELECTRIC



Research Framework



Purpose



Stages



Advantages



Limitations



Best use

Student presentations



- What is the model?
- How does it work?
- Strengths?
- Weaknesses?
- When would you use it?
- How does it compare with GROW?
- What sources did you use?

Comparing Coaching Models

Which would be easiest to use?

Which would be hardest?

Which would suit a new manager?

Model	Strength	Limitation
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Why is GROW used for the assessment?

Simple structure

Easy to remember

Highly practical

Widely used professionally

Strong evidence of questioning skills

Assessment Success Tips

- ✓ Ask more questions than you answer
- ✓ Avoid giving advice too quickly
- ✓ Listen actively
- ✓ Explore before solving
- ✓ Finish with clear actions

Examples of coaching topics



DIFFICULT
CONVERSATIONS



TIME
MANAGEMENT



PRIORITISING
WORKLOAD



CONFIDENCE IN
INTERVIEWS



Reflection

One thing I now
understand
about coaching...

One thing I still
need to
practice...

One thing I will
use in my
assessment...

Successful Coaching (CIPD, 2025)

Uses structure

Relies on questioning

Encourages reflection

Supports ownership

Leads to action

Remember



The goal is not to solve the problem for someone.



The goal is to help them find their own solution.

Any questions?



Key references

- CIPD (2025) *Coaching and Mentoring*. Available at: <https://www.cipd.org/uk/knowledge/factsheets/coaching-mentoring-factsheet/#what-are-coaching-and-mentoring> (Accessed: 4 October 2026).
- Parsloe, E. and Leedham, M. (2022) *Coaching and Mentoring: Practical Techniques for Developing Learning and Performance*. Kogan Page
- Waite, K. *et al.* (2021) *People Practice: A Complete Guide*. Kogan Page.