

GROW model:

G	Goal: Define and agree the goal or outcome to be achieved. You should assist the coachee in defining a goal that is SMART. Ask questions like:- How will you know the goal is achieved? Describe what your ideal outcome is in this situation?
R	Reality: Examine the current reality. In order to reach your goal you must fully consider your starting point. Ask questions like:- What is happening now (what, who, when, and how often)? What is the effect or result of this? What is going well right now? Have you already taken any steps towards your goal? Does this goal conflict with any other goals or objectives?
O	Options: Explore the options. Determine what the possible options are for reaching the goal. Ask questions like:- What else could you do? Give me 5 options? What obstacles stand in your way? What resources do you need? Who do you need to get involved to assist? What if this or that constraint were removed? Would that change things? What are the advantages and disadvantages of each option? What factors or considerations will you use to weigh the options? What do you need to stop doing in order to achieve this goal?
W	Will: Gain commitment to specific actions. Ask questions like:- So, what will you do now, and when? What else will you do? What could stop you moving forward? How will you overcome this? How will you keep yourself motivated? When do you need to review progress? Daily, weekly, monthly?

OSCAR model:

O	Outcome: What is the desired long term outcome of the coaching/mentoring intervention? Ask questions like: • What would success look like? • How will you know that you have achieved the desired outcome?
S	Situation: Establish the current situation, what is happening now? Ask questions like: • What are the main issues that you are facing now? • What impact is this having on you?
C	Choices & Consequences: Brainstorm potential solutions that might help to move from current situation to desired outcome. Ask questions like: • What choices do you have? • What's stopping from doing that now?
A	Actions: Establish which of the choices are the most feasible as next steps. Ask questions like: • What actions are you going to take? • On a scale of 1-10 how committed are you to undertaking this action?
R	Review: How will progress be measured? Ask questions like: • How will you review your progress? • What would you be able to tell me next time we meet?

Instant Pay-Off Coaching:

- 1. Ask the coachee to describe the current **issue or problem**, with specific examples and a small amount of relevant background.
- 2. Ask them to **describe the outcome** – paint as specific a ‘picture’ as possible of how things would be if they had sorted out the problem. Do not try to solve the problem, but note the emerging ideas
- 3. With the coachee, list all the **obstacles/blocks** that lie between 1 and 2. Sort them in to three groups:
 - Blocks that exist in the coachee (lack of skill/knowledge, low motivation, attitude etc).
 - Blocks that exist in others (anxious customer, manager stressed and panicking etc.)
 - Blocks in the situation (inadequate resources, shift in deadline etc.
- 4. Jointly brainstorm ways around these blocks, and **possible next steps**. Agree an approach, actions and timing.

Landsberg, M. (2015) .*The Tao of Coaching Boost Your Effectiveness at Work by Developing Those Around You*. London: Profile Books

*CLEAR model: **Contract, Listen, Explore, Action, Review.***

Performance Coaching	Transformational Coaching
C – What do you want to focus on?	C – What would success look like from this session?
L – Tell me about the situation?	L – What I am sensing from your story is ...
E – What else might you try?	E – What is the wildest thing you could do?
A – So what are you going to do and when?	A – Imagine that I am that person and rehearse your opening line
R – When will we meet to review it?	R – My appreciation is ... My encouragement is

Cox, E. and Bachkriova, T. and Clutterbuck, D.(2018) *The Complete Handbook of Coaching 3rd* Ed. London: SAGE.