



## Section 2 Coach's Tool Kit

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### Introduction

#### **A Coach's tool kit develops over time and is unique to the coach using it.**

Tools – activities, models, tips and techniques etc – will be added to our coaching tool kit in line with our own unique coaching style and philosophy. A good coaching practitioner will have a range of tools available at their fingertips to support the development of others' as and when appropriate. A good coaching practitioner will not ask someone to do anything they haven't tried and tested themselves...so remember, if you intend using any of the tools you come across, give it a try first to see how it feels and to be certain that you are familiar with how to apply it. When suggesting a possible tool to use – do not be attached to the outcome! Above all, the person being coached must make their own decision about activities they want to try out – the best you can do is to offer suggestions.

This section will assist you in developing your practice in an integrated way drawing on a wide range of tools and techniques. You will receive handouts and be able to download resources from the online forum to add to this section – however, we encourage you to seek out and try other coaching tools, tips and techniques to support you in developing your practice.

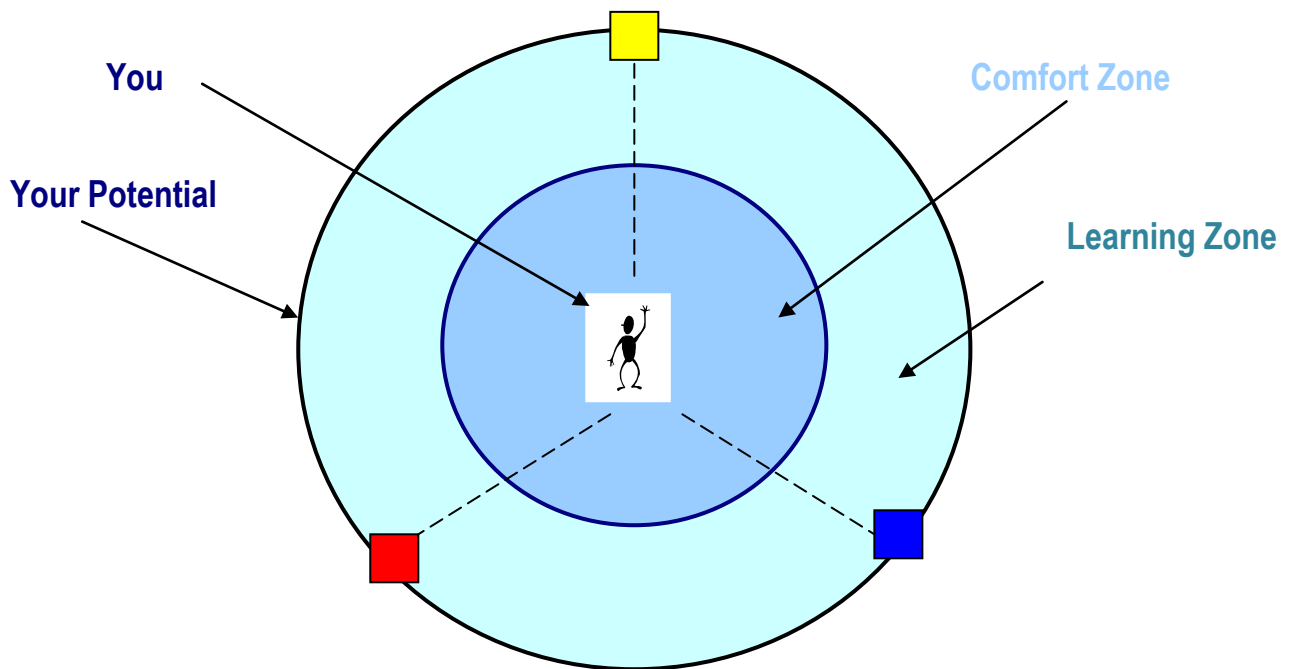
Use this section to develop your own personalised kit.

(We've added a few to get you started).





## You at the centre

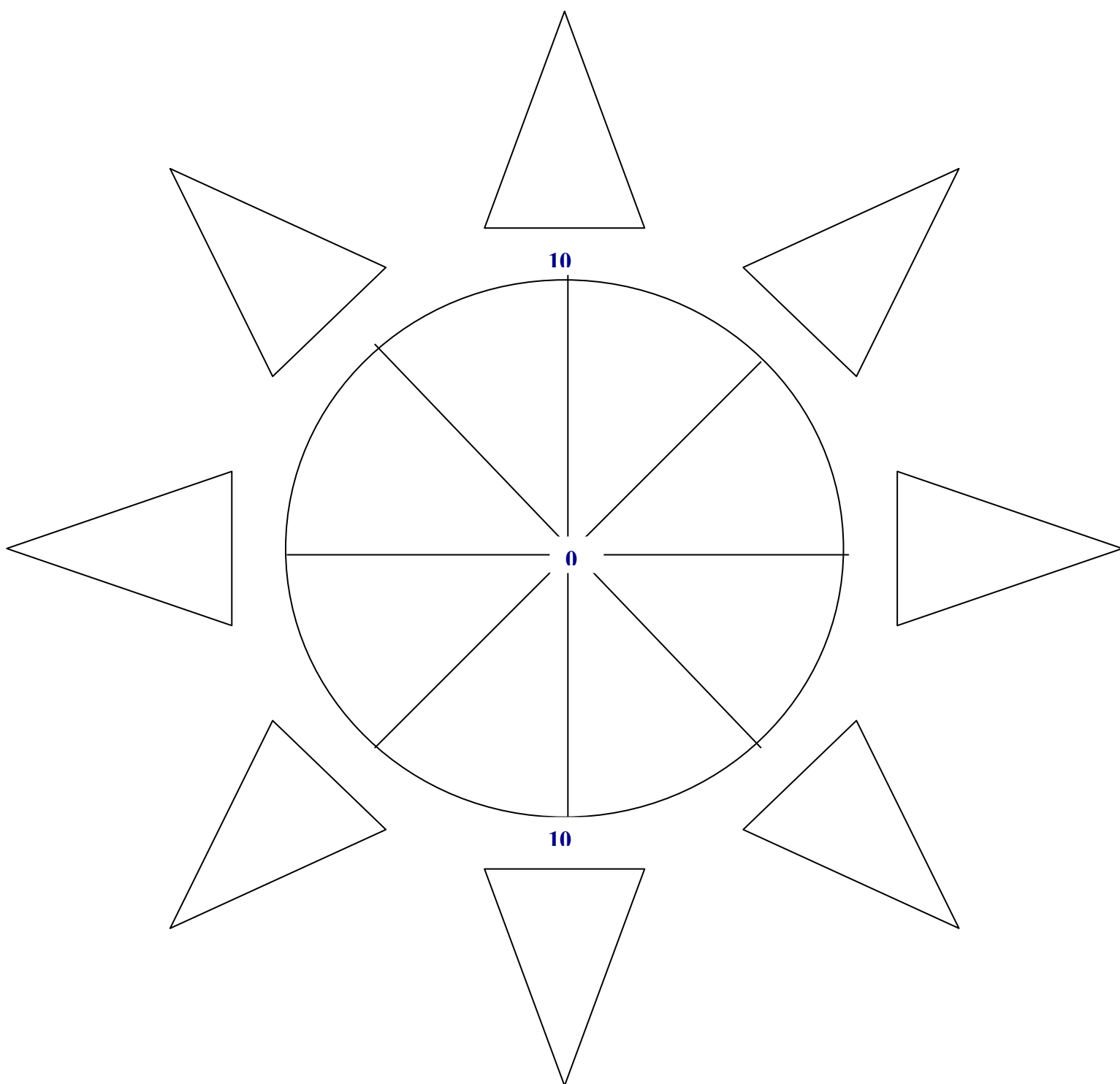


 = your 3 outcomes ..... = the strategies to reach the outcomes





# *Self Assessment Wheel*





## Assessment Wheel Options

### Possible topics for Personal & Professional coaching:

**Personal:** In life coaching programmes, the coachee will often focus on 1 work/career outcome and 2 personal outcomes as part of an overall improvement plan for their life.

**Professional:** In work based situations (whether you are delivering Professional, Performance or Executive coaching), coachees generally benefit from focusing on 2 x professional and 1 personal outcome.

Feel free to offer a checklist of topics that combine both personal and professional topics. In any coaching arrangement, you are working with the whole person and so anything that is having an impact on the person you are coaching will be reflected in both scenarios.

#### Personal Checklist of topics

- ☐ Significant relationship
- ☐ Work/career
- ☐ Health
- ☐ Fitness
- ☐ Personal Development
- ☐ Emotional Development
- ☐ Community involvement
- ☐ Hobbies & Interests
- ☐ Finance / Wealth
- ☐ Family
- ☐ Parenting
- ☐ Friends
- ☐ Social Life
- ☐ Home Environment
- ☐ Creativity
- ☐ Spirituality
- ☐ Dreams (if only...)

#### Professional Checklist of topics

- ☐ Work role and responsibilities
- ☐ Career Path
- ☐ Personal Organisation
- ☐ Time Management
- ☐ Presentation Skills
- ☐ Communications
- ☐ I.T.
- ☐ Working relationships
- ☐ Work/Office Environment
- ☐ Professional Development
- ☐ Management – people
- ☐ Management – Resources
- ☐ Leadership
- ☐ Interpersonal Skills
- ☐ Systems & structures
- ☐ Strategic vs. Operational
- ☐ Work/Life Balance

When selecting the topics, ensure that nothing is lost. The coachee should not feel limited to only 8 topics; instead they can be made aware that the important elements of their lists can be combined to ensure that everything has its place.

Well formed outcomes can integrate 2 or more specific topics if the coachee wants to work on closely related issues (e.g. in personal coaching, Health, Fitness and Emotional Development can be combined to produce a 'Wellbeing' outcome and in a professional context, time management, organisational skills and self confidence could form the basis of a 'Self management' outcome). If working on specific areas of development (such as leadership or running your own business) you can develop your own checklists – or in partnership with the coachee – to ensure that the foundation of the assessment wheel is relevant and appropriate to their needs. For example:

<b>Leadership Wheel Assessment</b> (Topics fit within 4 quadrants; coachees focus on 2 x leadership and 1 personal outcome).			
<b>Self Awareness</b>	Self awareness	Self confidence	Value Base
<b>Self Management</b>	Optimism	Recognise & manage own emotions	Inspiration / Motivation
<b>Social Awareness</b>	Organisational Awareness	Networking	Interpersonal Skills
<b>Relationship Management</b>	Teamwork & Collaboration	Developing Others	Managing emotions of others





## Some Models, approaches and tools

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### Diagnostic Tools

Coaching is very much about self discovery and your role as a coach is often about assisting the coachee to gain insights about themselves that will enable them to make a paradigm shift and move their thinking to a new level.

During your training, you will be introduced to a range of diagnostic tools that we recommend you try out primarily to increase self knowledge and also to ensure that, as a coach, you have experienced the tools that you will be using with your coachees. One way to approach the use of this type of tool is to use the following criterion: don't ask a coachee to do something you wouldn't do yourself.

Through the course you will become familiar with the Learning Styles Inventory, Assessment Wheels and the Outcome Setting Scale – on the following pages you will find other tools and links to more formal profiling tools to support increased self awareness in yourself and your clients (e.g. “Who am I being?” – a very useful tool for assisting people with relationship outcomes).

Some qualified coaches choose to develop their coach's tool kit by gaining further training – such as MBTI, MiRo or Insights training – to enable them to gain a licence for using specific diagnostic tools as an integral part of their practice. Other online tools – such as VIA Signature Strengths (free) and Wealth Dynamics (requires payment) – provide excellent in-depth feedback to an online questionnaire. APP are accredited MiRo practitioners and can provide full feedback and a written report for any individual wishing to take this online profiling tool.

#### Useful Resources:

##### Books

- ❑ “Authentic Happiness” by Prof Martin Seligman
- ❑ “Working with Emotional Intelligence” by Daniel Goleman
- ❑ “Scots Crisis of Confidence” by Carol Craig
- ❑ “Psychometrics in Coaching” edited by Jonathan Passmore (an AC publication)

##### Websites

- ❑ <http://miro-assessment.com/index.html> (APP are accredited MiRo assessment providers)
- ❑ [http://www.personalitypathways.com/type\\_inventory.html](http://www.personalitypathways.com/type_inventory.html) (free informal MBTI test)
- ❑ <http://www.authentichappiness.sas.upenn.edu/Default.aspx> (free on-line assessment of signature strengths / hope and satisfaction levels)
- ❑ <http://www.wdprofiletest.com/download-eGuide.php> free downloadable e-guide to the whole Wealth Dynamics philosophy and a direct link to the profile test.



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## Process Tool - C.R.E.A.T.E.

The CREATE model is a conversational model, designed by David Rock, that can be applied to a whole session or to one particular conversation. It provides guidance and direction and helps the coach to keep the conversation dynamic and productive. This is one of my particular favourites!

### CR = Current Reality

In a session or conversation, begin by discussing the current reality until both you and the coachee have a clear picture of what is going on. Current reality is also a great place to start the journey to the outcome.

### EA = Explore Alternatives

Once you are very clear on the current situation and have established a baseline that you can measure any progress against, begin to explore all the possible options the coachee can try – ensuring that they select the options they'd like to apply.

### TE = Target Energy

In a conversation where you are exploring options you will notice the change in energy when the coachee comes across an activity they would really like to try – often the energy increase is on a sub-conscious level so even the coachee wouldn't recognise the surge. You'd be amazed what a difference you will see in the results when a coachee is following their energy!

## Process Tool - 5 Levels of Focus (D. Rock)

At any given time our attention or focus will be located on one of 5 levels:

- **Vision** this is about focusing on where you are heading. Vision is not detailed – it's the bigger picture that we want to keep in the centre of our thoughts.
- **Planning** When you have the coachee focusing on the bigger picture, the next step is to explore how they are going to get there – exploring options and targeting energy on the steps that will take them towards achievement of their outcomes.
- **Detail** This is the area that most people spend most of their time focussing on. Detail is necessary because it is where the action is however, if our coachee gets too immersed in the detail then they can often forget to look up and keep an eye on the vision – this can lead to loss of motivation or feeling overwhelmed with the task in hand.
- **Problems** This is the arena where things go pear shaped! Focussing on a problem is a very common activity – people do it a lot. Often it has become such a habit that they don't even know how not to do it. The thing is – whatever we focus on gets bigger and more powerful and generates an energy that will attract more of the same into our lives. Whether we focus on problems or solutions, the process is the same.
- **Drama** This is where we usually end up if we slip down a step from when we were, focused on problems. It is a very short & easy place to get to once we have spent time dwelling on our problems so it is important that we support our clients in redirecting their attention to a more positive arena – like Vision or Planning.



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## Process Tool - G.R.O.W.

The context of the GROW Model is to develop awareness and responsibility in the coachee and this useful mnemonic provides the coach with a useful sequence for managing coaching sessions. Sir John Whitmore points out in his book, '**Coaching for Performance**' that, "...G R O W, without the context of AWARENESS and RESPONSIBILITY and the skill of questioning to generate them, has little value.

**Goal** – can either be long/short term goals set by the coachee or the goal for this specific session.

**Reality** – ensuring that there is clarity on the current situation.

**Options** – exploring options and alternative strategies or courses of action.

**Will / Wrap Up** – the final letter can refer to checking that the coachee has the WILL to carry out the actions but has also been used to indicate the wrapping up of the session (clarifying / gaining commitment). Whitmore has also suggested that it reflects the WHAT, WHEN, WHOM line of questioning taken by the coach.

## C.L.E.A.R

**Contracting:** Opening the discussion, setting the scope, establishing the desired outcomes, and agreeing the ground rules.

**Listening:** Using active listening and catalytic interventions the coach helps the coachee develop their understanding of the situation and generate personal insight.

**Exploring :** Helping the coachee to understand the personal impact the situation is having on themselves. 2: Challenging the coachee to think through possibilities for future action in resolving the situation.

**Action:** Supporting the coachee in choosing a way ahead and deciding the next step.

**Review:** Closing the intervention, reinforcing ground covered, decisions made and value added. The coach also encourages feedback from the client on what was helpful about the coaching process, what was difficult and what they would like to be different in future coaching sessions.

**Skill/Will matrix** – Useful model for gauging the coachee's levels of motivation and ability and for determining the most appropriate approach for the coach.

<b>High Will</b>	<b>GUIDE</b>	<b>DELEGATE</b>
<b>Low Will</b>	<b>DIRECT</b>	<b>EXCITE</b>
	<b>Low skill</b>	<b>High skill</b>

**Rule of 3** – a sequence of three questions that a coach can use to assist the coachee in generating quick solutions. This works by engaging the recall and recognition elements of the brain.

- ❑ **Tell me 3 things about the issue**
- ❑ **Tell me three consequences**
- ❑ **Tell me 3 things you can do about it**

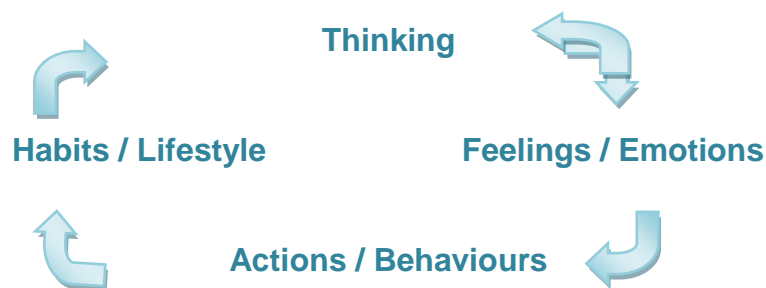


## Making the most of your life

If you think you are beaten, you are.  
If you think you dare not, you don't.  
If you'd like to win but think you can't,  
It's almost certain that you won't.  
Life's battles don't always go  
To the stronger woman or man,  
But sooner or later, those who win  
Are those who think they can.  
*Author Unknown*

This poem says it all! If you want to make the most of your life you need to be in control of what you allow yourself to think about!

Remember the thought process...



Whatever we THINK determines how we FEEL - this will influence what we DO / how we BEHAVE. If we allow ourselves to think the same negative thoughts time and time again, this will lead us to feel/do the same things over and over again and this will create the habits that keep us locked into the lifestyle that develops through these patterns.

Choose your thoughts carefully!

### Useful Resources:

#### Books

- ❑ "The Inner Game of Work" by Tim Gallwey (ACT & STOP tools)
- ❑ "Coaching for Performance" by John Whitmore (GROW Model)
- ❑ "Time to Think" by Nancy Kline (The Thinking Environment)





## Our Deepest Fear

By Marianne Williamson

Our deepest fear is not that we are inadequate  
Our deepest fear is that we are powerful beyond measure  
It is our light, not our darkness, that most frightens us  
We ask ourselves, who am I to be brilliant,  
Gorgeous, talented, fabulous?  
Actually, who are you NOT to be?  
You are a child of God.  
Your playing small does not serve the world  
There is nothing enlightened about shrinking so that  
Other people won't feel insecure around you  
We were born to make manifest the glory of God  
That is within us  
It is not just in some of us  
It is in everyone  
As we let our own light shine, we unconsciously  
Give other people permission to do the same  
As we are liberated from our own fear  
Our presence automatically liberates other



