

## Role of Coaching Models

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### ABSTRACT

*In this paper, I would like to present the place and role of today's coaching models, their logic, and typical approaches. In a broader sense, coaching models can be interpreted as a kind of framework, based on a process approach. These models can provide useful help to coaches in their work, with the lesser purpose of saying or envisioning the way they need to coach. Rather, they serve as a useful structure in practice, helping to position the current process, to ensure the transparency of what has been done and the way ahead. We could simply say that it is a helpful tool to respond adequately to the right place and time. Knowing the current state of a certain coaching process, the coach can more easily measure the immediate possibilities; and choose appropriate elements can be found in the method repository. Thereby the coach can clearly see what has happened so far, to bridge the past and concrete outlines of the future. Finally, I introduce the "GROW" model, as one of the most popular coaching model all over the world. In the end I describe a unique logic to develop an own coaching model - and its flowchart - highlighting the practical aspects of modeling and utilization.*

**Keywords:** *Coaching Models, Frame, GROW-model, Practice, Create an own Model*

### JEL CODE

I12, M12, M53, O15

### INTRODUCTION

During the formation phase of coaching methodology, it has become apparent that there is a need for a "guide" that logically describes the main stages of a real coaching process. This guide should be relatively universally defined, regardless of the concrete type of coaching.

Based on the ICA (International Coach Academy) definition, the coaching process model is a method or process that helps client realize his intention to get from his current state to the state he wants.

*Source: <http://coachcampus.com/podcasts/the-coaching-panel/coaching-models/>*

By now - mainly in international terms - a large number of coaching process models have been created. The number of popular models, used by many coaches that have already been proved, is about 15 to 20. Despite their number, there are common features in them. In almost all of them the organizing power is perceivable, which basically affects them. Here I am thinking most of the fundamental values that are the basis of the core philosophy and mission of coaching. As an example, I can mention the atmosphere of

trust and openness, or the importance of honest, open communication between the client and the coach at the beginning of the coaching process. The priority of the client's objectives and their implementation, as well as the professional compliance of the methodological and ethical rules that fully support the entire support process. Last but not least, I would like to emphasize the learning process, which, in a fortunate case, goes well beyond the achievement of the current ongoing objective. Optionally, as an active participant in a coaching process, our client can become capable of making the process self-referential, meaning that the experienced, learned, trained, persistently integrated mindset and action patterns he or she will be able to apply later on in other areas of life, whether it is a unity of leadership, approach and practice, or leisure activities with family and friends.

### POPULAR COACHING MODELS, AS A BASIS OF CREATING OUR OWN COACHING MODEL

By now, we have many coaching models. Now, I present the most popular coaching model, with the aim of highlighting simplicity and usability of this model, which can be a good starting point for creating a self-coaching model to be developed later on.

### The Grow Model

This model can be said to be an essential coaching model, for many it is the "Model", the most authentic, leading coaching model used today in the world. Everything started with Timothy Gallway. In 1974, it was a breakthrough in the USA. He published "The Inner Game of Tennis", which was moved to Europe by John Whitmore and Alexander Graham. Starting from the experience of cooperating with McKinsey, they simplified their integrated experiences in the previously known 7S model, resulting in the GROW model being born. The model, which consists of only four main phases, rapidly became popular, primarily due to its simplicity, its logical, lifelike approach, its action and output orientation. In 1992, John Whitmore published the model first in "Coaching for Performance" (in 30 countries and 23 languages), which soon became a bible of managers and senior executives. The power of the model is indicated by the fact that it was able to spread at high speed, regardless the limits of different cultures, disciplines and personalities. By now, the GROW model has become one of the cornerstones of the international coaching community, thanks primarily to its outstanding performance, effectively helping millions of people achieve their personal and organizational goals.

Forrás: <http://www.performanceconsultants.com/grow-model>



Figure 1. The Grow Model

Source: Sir John Whitmore: *Coaching for Performance*, N. Brealey Pub., 1996

Nowadays the model is published in many ways, often slightly differently, sometimes even some content differences can be discovered. The essence of the model is the open questioning techniques of Socrates, which supports the client in reaching the goals by the help of the coach. Its name was derived from the combination of the initials of the most common English-language

words of the individual phases, which means growth and development. This is a good indication of the main purpose of applying the model, the customer's development. The main features of the four sections can be defined as follows.

### GOAL

As a first step, we define the goal of the coaching process, which can be long, medium, and short-term due to the nature of coaching. A goal can be to accomplish something, but it can also be a key result, more small goals, or performance metrics. Somewhere, we always talk about a kind of success where the wishes of the client (and possibly his client) are fulfilled. At this stage, we always have to make sure that the goals we have are SMARTs. This is important in many ways, but let's see what it means. (This acronym means good news for the Hungarian language coaches, because the same acronym also returns the meaning of each element in Hungarian.) Specific („specifikus”), Measurable („mérhető”), Achievable („alkalmas”), Relevant („releváns”), and Time-based („tervezhető”). Specific, we mean that the goal we set must be specific and relevant to our client. To avoid any generalization, personalized, precisely defined goals (s) are required. Measurable. In some cases, this does not make any difficulties to say (for example, I would like to improve by five-tenths of my academic achievement, or I would like to run the marathon 5 minutes earlier than my record). However, there may also be situations where this seems more difficult (eg, I want to have a better relationship with my competitors). In such a situation, it is difficult to think in numbers for measurement, but it can be done in almost every case. To do so, you must first develop the appropriate indicators, metrics (eg number of communication initiated by the other party in a given period), and therefore -sometimes indirectly - but measurability is feasible. In Peter Drucker's words, "What you can not measure, you can not manage it either."

Forrás: <http://blogs.worldbank.org/education/you-can-t-manage-what-you-don-t-measure>

Achievable. A goal that needs real commitment, is achievable, but we have to do for it something, that does not fall into our knees. This provides motivation, which often leads to exit from our comfort zone. However, it is not an attractive goal to keep my socks in the morning while I laughing, since it is easy to do (of course there can be some exceptions).

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Relevant, Appropriate, feasible objectives that lead to the desired state. Goals that are appropriate in view of the client's personality and circumstances. As a counterpart, if we want to be the world's first spaceship, it would not be relevant, because Gagarin has already earned this title. As an example, for a weak physic lady, who has never made push-ups, its more realistic goal to do 9 push-ups in daytime, divided into 3 parts, compared to nine push-ups in the evening. (I note that the „relevant” and „appropriate” components are intended to ensure that the target is kept within the optimal framework - the author.)

Time-based. A task is not a task without a deadline - it is said. To achieve the goal or sub-goals, we have to set time frame (s). This allows us to see the goal even more clearly; we can judge more clearly how far we have gone until this time, and how far we have to go, whether we need to push it or even we can relax. It is also good if we are wise when we set a deadline, because if we make a mistake from this point of view, we may fail the whole coaching process.

A few practical questions that can help to define the goal:

- What do you want to achieve?
- Specifically how would you be satisfied?
- Why is this important for you?
- What good is it, when you reach your goal?
- If you succeed, how will you know that you have achieved your goal?

### REALITY

The second step is exploring the current, real-world situation. At this stage, we try to find the situation and the circumstances in which our client is currently present. We do it factually, objectively, preferably without any distortion factors. This can be perceived as a starting point, from where we start the coaching process. At this stage, the coach is responsible for encouraging self-esteem of his client, and helping to reveal the factors that hinder the goal-achievement. It is also important that the coach listen to his client with paying attention and provide frequent feedback to ensure that they are at the same wavelength, to get as close to each other as it is possible. This section often reveals fears or misconceptions in the client. In many cases, by simply elimination of these fears, we can ensure the final success of the whole coaching process.

Some practical questions that can help to find the current situation:

- What is the current situation?
- Why is this a problem?
- Is it a permanent or intermittent problem?
- What did you do to solve the problem?
- Is there anything that hinders your efforts?

### OPTIONS

As a third step, we gather the alternatives that can be considered as a solution. There is always a lot of solution to a real life problem, even if we believe that there is only one or none. (It's good to put it in our memory for a lifetime! - comment by the author.) Based on experience, it can be useful to pick more alternatives, even if they appear to be unrealistic at first glance, as it is often seen as an example of how such ideas can be made with a bit of modification and later life-like. Brain-storming can also be used in the idea-generation (the practice has repeatedly proven that it is not only a group technique, it can be applied alone as well - the author's comment). Here is the critical point, where the coach also can help a little bit.

A few practical questions that can help to explore the possibilities:

- What opportunities do you see for change?
- What can you do? And even?
- What are the advantages and disadvantages of that alternative?
- What would you do if you could work without limits?
- What kind of help do you need?

### WAY FORWARD

Selection of the most attractive alternative, to make a detailed, concrete plan to reach the final goal. The task is therefore to elaborate a concrete action plan, whereby the client is fully committed. To ensure this - especially at this stage - the coach needs to pay attention to motivating his client, since in most of the cases that is the key to succeed. We had better to be convinced that our client exactly knows what his "business" is, to clear the path to the goal, with all the difficulties and the obstacles that are now hindering. This is also a little bit risky, because after that the customer will first have to leave the comfort zone, which, in truth, is not only a positive experience

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Some practical questions that can help to draw up an action plan:

- Which option do you choose?
- Specifically what will you do to achieve your goal and when?
- And then what will you do?
- How would you rate your engagement on a scale of 1 to 10?
- How can your environment support you in reaching your goal (s)?

The popularity of the model is primarily due to its simplicity, traditions and widespread applicability.

With its superficial simplicity, the popular model can be an excellent basis for creating a personal coaching model, one of possible way that is described in the next chapter.

## CREATING OUR OWN COACHING MODEL

It is important to emphasize that a single coaching model is neither rigid nor strictly required. It is because of their flexibility that is one of the main reasons for their effectiveness. In part, it follows that their main characteristic is that the customization of one of the core values of coaching can in some cases be mutually manifested by both the client and the coach. I think that to pay attention to it is the responsibility of the coach, because he is capable of controlling the whole process professionally. When a coach chooses a coaching model to work with on a daily basis, there are conscious and less conscious components of it as well. There is also a "chemistry" related question between the coach and client. Moreover, a natural attraction may arise from the coach towards one or another coaching model, he may know, that can get closer it to his personality and style, which, of course, may "superimpose" the consciously processed, professionally preferred version of certain considerations. Although a coach with sufficient experience can make his own model as I did. However, creating an "own" coaching model, that most closely matches our personality and style is not an easy task. All this requires a lot of practical experience, iteration step. The coach has to try the newborn model in real life to judge whether it works or not. It is possible that the coach succeeds in creating a universal model that can be used successfully for almost all types of coaching, but it is also possible that a coach

can create a specific model, which can be applied in life management, business or leadership coaching.

In addition, these models can constantly change with the help of the coach's continuous self-knowledge and professional knowledge development ...

A methodological tool is also provided to support the ambitious beginner coaches to create their own coaching process model:



**Figure 2.** Az International Coach Academy coaching folyamatmodell alkotást segítő folyamatábrája

Forrás: <http://coachcampus.com/podcasts/the-coaching-panel/coaching-models/>

Using the concept in Figure 2, you can start creating your own coaching process model. As a first step, studying theoretical and philosophical basics and existing coaching process models is recommended. After that, we consciously have to clarify the niche and role of our client and yourself. In the knowledge of these, we can create a concept, symbols or metaphors, giving space to our own unique style. Finally, all this is combined with the real world we can make our first experimental model, which can be further refined during later application. The GROW model can be an excellent basis for this. The simplicity, and thoughtfulness of the model, the small number of phases, the practical questions formulated as a recommendation as part of the model, all can be useful in helping us to build a coaching process model that can be used in practice as well.

In my opinion –regardless of the concrete coaching type - practical effectiveness can only be achieved at the highest level if a well-informed coach applies his model consciously, using the abovementioned flexibility to always adapt to the current circumstances and personality of his client. Of course, this requires special skills from the coach. During a coaching session you have to pay attention to a lot of things. While listening

to your client's verbal communication, taking his non-verbal messages - possibly a note - he must even think as well, for example, which of the hundreds of methodological elements will be on the line, the main objective, and provides the most effective way forward from many other aspects. Concentration at the same time in many directions is a great advantage in this profession.

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