

Appendix D

Cheat Sheets and Lists

Essential Frameworks for Transformational Coaching

The Ladder of Inference. To understand how beliefs are constructed and why we do what we do (Chapter Three).

- Use this to help a client deconstruct beliefs and find other ways of seeing a situation.

The Coach's Optical Refractor. An analytical tool that uses six lenses to provide insight into a current reality or dilemma (Chapter Four).

- Use this to plan for coaching sessions, to understand problems and dilemmas that arise, and in reflection.

Coaching Stances. These are different ways of engaging in coaching conversations and activities (Chapters Nine, Ten, Eleven and Twelve).

- Use these to plan coaching conversations, make decisions during the conversation, and guide the next steps we take.

Coaching for Systems Change

1. Look for the fires
2. Identify root causes and reflect on the impact
3. Plan some changes
4. Communicate those plans
5. Implement the plan
6. Gather data and reflect

Tips for Using Different Approaches

Tips for Using a Cathartic Approach

- Always ask permission to invite feelings in
- Acknowledge the role that emotions play

- Affirm the value in processing and releasing emotions

Tips for Using a Catalytic Approach

- Nudge gently through questions
- Notice metaphor and symbolic language, then explore them

Tips for Using a Supportive Approach

- Be authentic
- Be specific
- Highlight micromovements of growth

Tips for Using a Confrontational Approach

- Listen for rut stories and interrupt them
- Guide clients down the Ladder of Inference
- Identify mental models that are fixed and constricting
- Rebuild models and mind-sets and create river stories

Tips for Using an Informative Approach

- Be sure to coach within the client's Zone of Proximal Development
- Release responsibility gradually, but as soon as possible
- Offer a selection of resources and guide the client to make decisions

Tips for Using a Prescriptive Approach

- Use this approach to direct behavior around legal, safety, or ethical issues
- Use when the client lacks confidence or can't direct her own learning
- Use with caution

Tips for Shifting Mental Models

- Listen for stories
- Interrupt rut stories and ask, "What are the unintended consequences of this story?"
- Step back and observe facts, then ask, "What are other ways to view what happened?"
- Create a river story

The Coaching Conversation

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Planning for a Coaching Conversation

1. Where does my client need to go?
2. Who do I need to be?

The Arc of a Coaching Conversation

1. Check in and chat
2. Create a plan for the conversation—"What's on your mind?"
3. Check in on previous commitments—"How'd that go?"
4. Engage in coaching stances and approaches
5. Determine next steps
6. Reflect on conversation and ask for feedback

Five Steps for a Midyear or End-of-Year Reflection

1. Coach: review work plan and coaching notes and evidence
2. Coach: reflect on data
3. Coach: plan conversation
4. Coach and client: determine the when and where for reflection conversation
5. Coach and client: engage in reflection conversation