



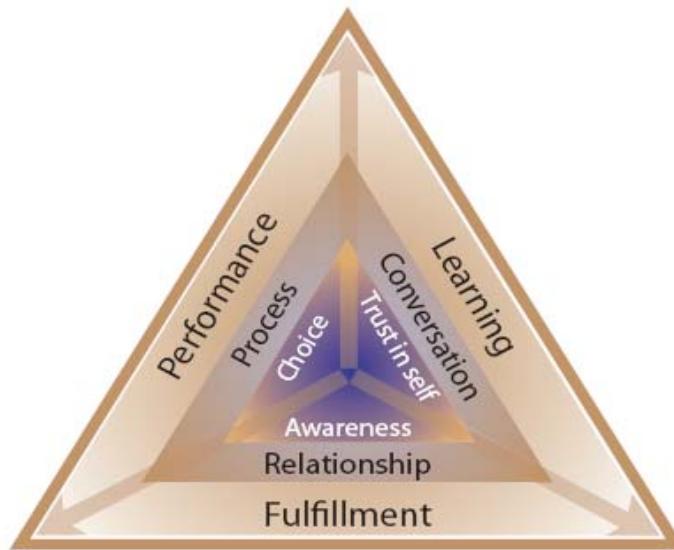
Coaching for Positive Change

**Overview of
the Adler Approach
to Coaching supporting visuals**

The Adler Coaching Model

Coaching is fundamentally about facilitating change that will lead to desired results: facilitating movement from a current state to a more desirable future state.

Coaching typically happens in the context of a one-on-one relationship between coach and coachee. Coaching can also occur in the context of a team.



“Coaching conversations are geared towards enhancing awareness, expanding choice, and building trust in self, in service of greater mobility of clients towards their desired future state/their goals.”..... Timothy Gallwey

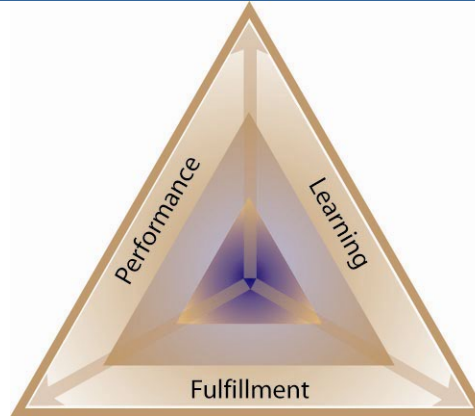
What is Coaching? Looking at the Parts

Coaching is fundamentally about facilitating change that will lead to desired results; facilitating movement from a current state to a more desirable future state. Coaching typically happens in the context of a one-on-one relationship between Coach and Client, although it can also occur in the context of a team.

The domains in which coaching facilitates change include:

- **Performance – activities, results**
- **Learning – processes, skills**
- **Fulfillment – professional, personal**

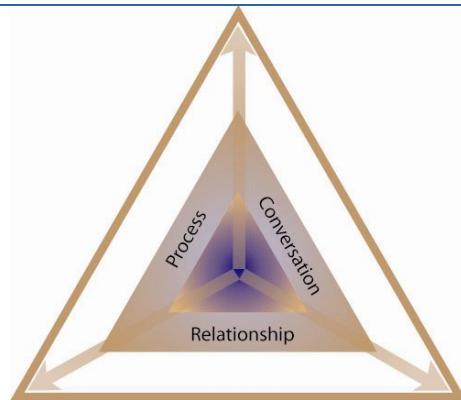
In the work context there is often a particular focus on goals in the domain of performance, with learning as a means to improved performance, and fulfillment as the source of motivation.



Coaches support change and movement towards higher levels of performance, learning and fulfillment over time through:

- **Conversation**
- **Relationship**
- **Process**

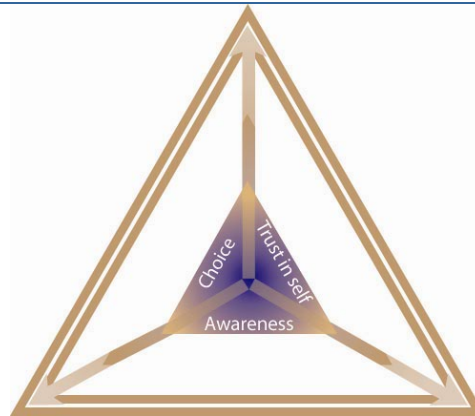
Conversation is the primary medium for coaching, with relationship and process necessary elements to support effective conversations.



Coaches use conversation, relationship and process to expand the Client's:

- **Awareness**
- **Choice**
- **Trust in their essential selves**

As the Client gains greater awareness of the key things critical to their success, expands their choices for effective action, and develops their self-trust so that they move forward on their intention, they start to take more effective actions to lead them towards their goals.



Frame for a Basic Coaching Conversation

ICA Coaching Conversation Framework

I	Issue Insight	What's up? What do you want?
C	Choice Commitment	What are your choices? What do you commit to?
A	Action Accountability	What's next? How will you be held accountable?

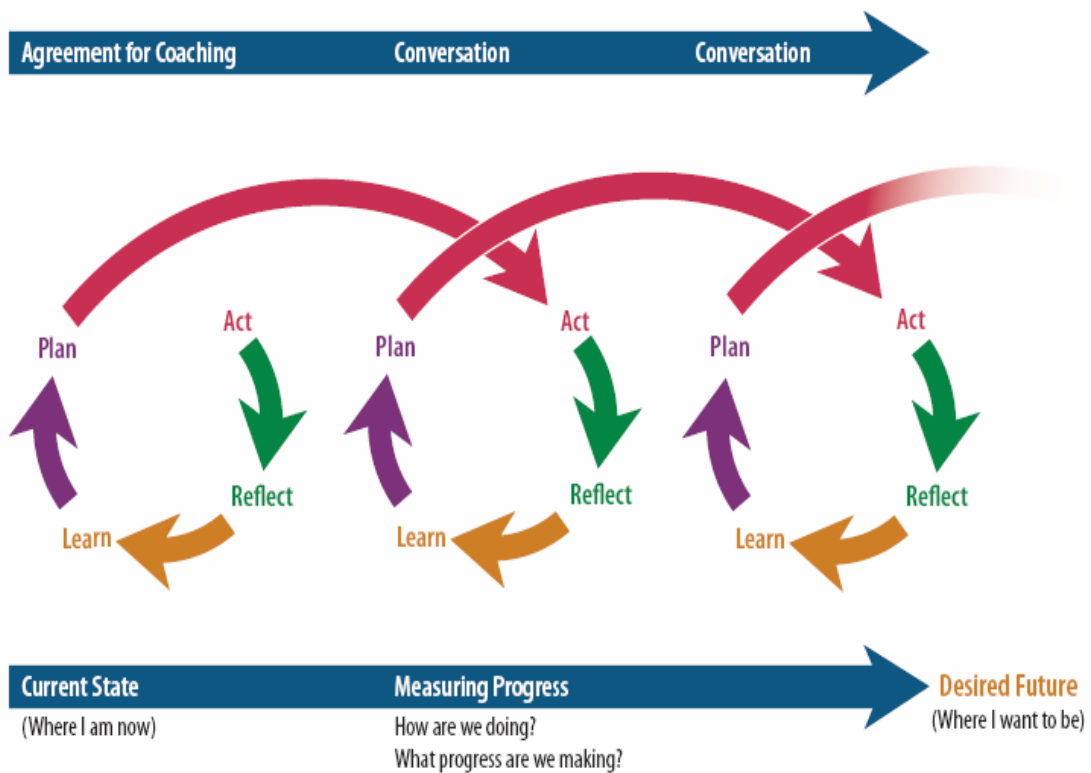
ICA Coaching Conversation Framework: Tips

I	Issue Determine conversation focus <ul style="list-style-type: none">• Ask questions to identify the issue or focus for this coaching conversation• Explore what the coachee's current situation is in relation to this issue/focus• Explore specifically what the coachee wants to gain or walk away with from this conversation	Insight Enhance awareness and create new insight <ul style="list-style-type: none">• Explore coachee's chosen focus in depth• Ask questions to determine how coachee is thinking and feeling about the situation/issue• Generate insights, expand awareness and create learning, through questioning, offering observations, exploring alternative perspectives, and reflecting back what you hear• Help coachee clarify their intention in light of their new awareness and insight
C	Choice Expand choices <ul style="list-style-type: none">• Generate a range of choices for achieving the intention through questioning and brainstorming• Examine the pros and cons of the choices	Commitment Commit to a choice for moving forward <ul style="list-style-type: none">• Help coachee narrow down the choices to move forward on now• Explore what it would take to commit to this choice• Support the coachee's commitment and trust in self to move forward, by encouraging and acknowledging
A	Action Design the next actions <ul style="list-style-type: none">• Collaboratively design an action plan and choose the next steps for the coachee• Ask: what, where, when, how?• Identify potential obstacles and how to handle them• Explore what additional resources and support coachee needs	Accountability Determine accountability <ul style="list-style-type: none">• Ask how coachee will hold themselves accountable for the commitment• Offer your support• Agree on next conversation

Coaching as a Process Over Time

While coaching can happen in one-off conversations, it is most effective when it is treated as a process over time. Then it serves to continuously focus attention and efforts on those actions that will best facilitate movement towards the desired outcomes.

Coaching Over Time



Nine Guiding Principles

The Adler approach to coaching is based on a number of guiding principles, nine of which are outlined below. Each principle has a number of corollaries for coaches, coaching, and coach training. For each principle one of these corollaries is noted below.

Anchoring us in our essential selves

A first set of principles help anchor us in our unique, best selves. The essence of these three principles is captured in the triangle on the right.

1. Every human being is creative and self-creating.

Corollary: A coach assumes that clients are creative, capable of change, and able to generate their own unique answers. Part of the coach's role is to help clients discover their answers and to bring more of their inherent creativity to their work and life.

2. Every human being is by nature meaning-seeking and meaning-making.

Corollary: A coach has the ability to help individuals discover which goals have meaning for them, and helps clients tap into their inherent motivation, by linking action and effort to meaningful goals.

3. Every human being has unique strengths and gifts with which to create a meaningful life.

Corollary: A coach has the ability to help clients connect with and nurture their unique gifts, and to help clients express them optimally in their life and work.

Supporting the development of our potential

The next set of principles help guide us in developing our full potential. The triangle on the right captures the essence of these principles.

4. Reflection and inquiry are essential for enhanced awareness, which in turn is a key in the quest for greater excellence and meaning in working and living.

Corollary: A coach has high-level ability to engage in conversations, relations, and processes that support reflection and inquiry and promote awareness.

5. A human being is an integrated whole consisting of many different aspects: mind, body and spirit; thinking, feeling and imagination, etc. Effective and meaningful working and living require congruence and synergy among these different elements.

Corollary: A coach has the ability to interact with a client from a holistic perspective, and to help the client access and express different aspects of themselves.

6. As human beings, we always have both the freedom and the responsibility to choose.

Corollary: A coach holds the client accountable for both their actions and attitudes.

Entering into meaningful and productive relationships with others and the world

A third set of principles guide us in relating to others and the world around us.

7. Our subjective view of reality - our beliefs, assumptions, mental models, “stories” about ourselves, others and the world in which we operate - influences our choices and actions.

Corollary: A coach has the ability to help clients identify the subjective views through which they are perceiving their world, and to help clients construct and explore alternative views, to create a shift in possibilities and design more effective actions.

8. As human beings we are embedded in a multi-faceted life, and we form part of many different systems of relationships.

Corollary: A coach has the ability to take a system perspective on their client's world and help the client explore their options with due regard to the bigger picture. At a deeper level, a coach is able to help a client increase their awareness of their inter-connectedness with humanity and the cosmos.

9. The guiding principles outlined above provide grounding for intentional action, leading to the creation of meaningful results.

Corollary: A coach has the ability to guide clients in articulating well-grounded intentions and designing actions that will lead to meaningful results.

Our Guiding Principles

This visual captures the essence of these nine principles.

The triangle at the core of the model below represents the principles related to our core – our essential selves. The next triangle represents the principles related to our growth and development, while the outer triangle represents the principles that guide us as we relate to others and to the world.

