Competent Coaching	The A⇨B Model of Coaching	Fact Sheet 1

A | **Resources** ➡ | B

What is Coaching?

A coach is a means of getting from A to B.

When we think of coaching people we can think of it simply as helping a person get from **"State A"** to **"State B"**. This basic model of going from **A** to **B** suggests that coaching requires understanding of three things:

1. Where are you? (State A)

First, the coach needs a clear idea of where the person is currently. If you were helping a person with directions to a location the first thing you would need to know is where the person is starting from. While coaching is typically non-directive, if you are helping people make changes in their lives you will need to know where they are starting from.

2. Where are you going? (State B)

Second, the coach needs a clear idea of where the client wants to be, which is also known as a preferred future state. Coaching is always open to the idea that the client's preferred future may change or unfold as they head toward **B**. However, while open to such transformation and in a spirit of equanimity, coaching is always oriented toward achieving a goal.

3. What do you Need to get from A to B?

Third, having established the goal, the process of coaching is about helping the client access or acquire the resources they need to get from **A** to **B**. The resources people may need vary enormously and could include tangible things such as money, material, personnel, or intangibles such as confidence, skills, values alignment, or positive motivation.

Coaching doesn't have to be about problems

State **A** does not need to be perceived as a problem for a person to benefit from coaching. Many people seek coaching to enhance skills, and build on strengths to enrich their lives and career experiences and opportunities.

Creating the future, not blaming the past

In coaching we seek the future not ideas of blame for the past. *From a coaching perspective it doesn't really matter why or how the client got to where they are, what matters most is knowing where they are, where they're going and what they need to get them there.*

The Coaching Fractal

Joining, Working, Co-Creating Outcomes

Any coaching engagement of just a few minutes or many sessions has three parts: A beginning during which time the coach joins with the client to establish the coaching relationship, a middle during which time the coach and client establish and work on a goal or goals, and an ending during which time the coach and client co-create the clients desired outcome. While they are presented in a linear or sequential fashion they are in reality a spiral that has circular and overlapping iterative components.

Joining: The Coach Joins the Client at A

The overall goal of the joining phase is to establish a respectful, creative, coaching relationship in which the coach joins the client in the client's world.

Active listening, accurate empathy, and establishing rapport are the primary competencies of the joining phase. Joining enables the coach to work "with" the client rather than do "to" the client. Doing 'to' the client will result in the client not feeling understood and they will perceive any intervention by the coach as an act of psychological violence which they will resist.

Working: Establishing Goals, Exploring Options, Clarifying Values, Discovering Resources

Working is the clarification of the client's goals in the light of their values and options followed by the identification of resources to ensure goal accomplishment. The focus of the work may be on identifying and developing specific performance skills or resolving motivational issues that prevent the application of skills.

Co-Creating Outcomes: Achieving and Sustaining B

While overlapping the working phase the critical aspect in Co-Creating Outcomes is to ensure that once adequate resources have been identified for the achievement of the Client's goals, that the Client follows through with the strategies, and successful behaviors are reinforced so that they become habituated. Imagining outcomes, resolving obstacles, and satisfying the Client's motivational objections are core strategies in co-creating outcomes.