

## 2023 Coaching Skills Follow-up Notes.

### Frameworks: Goals, Motivation, and Values

This week, we addressed several topics:

1. **Frameworks:** According to Christian van Nieuwerburgh, coaches develop in three primary areas—tools (including assessments, activities, and specific interventions such as powerful questions or summary), ways of being (how you should show up including with integrity, empathy, with respect, and so forth), and frameworks. This last is a set of mental models—sometimes derived from personal experience, sometimes from empirical research, sometimes from culture, that inform our inquiry. Some things to consider about frameworks in coaching:
  - A. Frameworks are useful guides because they offer vocabulary, a model of how various parts work together, and—in some cases—scientific evidence.
  - B. Frameworks represent a form of expertise. We are often taught that coaches are not experts and this is a good reminder not to assume you know about your client, their culture, or their processes. That said, coaches can benefit from expertise (e.g., models of leadership, understanding how organizations are structured, knowing about facilitation) especially if they “hold it loosely” rather than assuming it will always be correct.
  - C. Frameworks represent a form of bias. We all have biases, meaning that we all have preferences—conscious and unconscious— for certain ways of doing things. This is not inherently wrong or immoral. One way of countering this is to know many frameworks so that there is no temptation to think one is the correct one. That said, we should—to the extent possible—be aware of our biases so that we can consider how they might affect our coaching for good or ill. This is part of reflective practice (the practice of reflecting on yourself, your habits, your coaching, etc. to become the most effective and responsible coach possible).
  - D. Frameworks emerge in coaching in predictable ways:
    - In the form of formal assessments
    - In the form of powerful questions
    - In the form instruction (this is often what novice coaches are tempted to do and I highly recommend against it. Are there ever occasions when experienced coaches do this? Sure. But learn to work with clients without ever doing this or it will be too tempting to use and interfere with your coaching mindset).

2. **Goals and Motivation:** Most of what we covered about goals and motivation is found in the self-study materials. I just wanted to extend the rationale in class by highlighting the points about frameworks. But the more you know about goals, the more angles you will have for exploring them. Just a few common topics related to goals:
- Goal orientation (approach v avoidance)
  - Goal theme (pro-social, self-enhancement, etc.)
  - Goal type (learning v performance goals)
  - Goal commitment
  - Goal alignment
  - Motivation for the goal
3. **Values.** We use the word “value” in English as both a noun and a verb and this can confuse the issue. The noun (a value) means a guiding principle. The verb (to value something) means to think a thing has worth. I used the idea that many people say that family is a value. By this, they mean that they value their family (the verb form). As with anything that has value to us (my cat, having a refrigerator that works, my health, getting a good deal on a new shirt) it influences our behavior and thinking. But we would not say that any of these examples are, themselves, values in the noun sense of the word. I think it is helpful to think this through for yourself. We will return to it again twice more—once in two weeks, and once when we discuss strengths in the applied positive psychology course.

This is not a complete list but there are predictable times when discussing values in coaching is especially relevant:

1. During times of transition. When people retire, switch careers, or get promoted-- just a few examples-- it can help to anchor them back in their values. this is a good time to articulate what they stand for and the impacts they hope to make.
2. During times of conflict. A lot of conflicts-- with others and with one's self-- are related to conflicts in values. Clarifying values can help people navigate these situations.
3. Increasing motivation and engagement. Identifying values and making them salient activities motivation. Exploring alignment can also help engage people. For example, comparing organizational values with personal values and investigating points of agreement and departure can be helpful.

**Other:** I presented a basic framework that shows acknowledgment in coaching along a continuum. The points on this line include dismissing, not noticing, ignoring, signaling, affirming, and joining.