

F.U.E.L.: A COACHING FRAMEWORK

STEP 1: Frame the Conversation

(Set the context and focus for the conversation.)

Identify the behavior or issue to discuss

(If coach initiates the conversation)
I'd like to talk about ... [the issue].

(If coachee initiates the conversation)

- What is the most important thing for us to focus on?
- That sounds like a big topic-is there a specific issue that you'd like to focus on?
- We said we'd talk about X, Y, or Z. Which would be most important to tackle today given our time?

Determine the purpose or outcomes of the conversation

(If coach initiates the conversation)

- By the end of this conversation, I would like to accomplish ...
- What else would you like to make sure that we address?

(If coachee initiates the conversation)

- What would you like to accomplish in this conversation?
- How might I help you with this issue?
- What would be a useful outcome of this conversation?
- What would you like to leave with today?
- What are you hoping that we can achieve in the next 30 mins. re: this situation?

Agree on the process for the conversation

- Here's how I thought we could proceed: ...
- How does that sound?

STEP 2: Understand the Current State

(Explore the individual's point of view before sharing your own.)

Understand the coachee's point of view

- How do you see this situation?
- What is happening?
- What is working well?
- How might you have contributed to this situation?
- How might others see the situation?

Determine the consequences of continuing on the current path

- What impact is this having on you? On others?
- What are the consequences if the situation doesn't change?
- How does this influence your goals and what you are trying to accomplish?
- What are the long-term implications?

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- Offer your perspective, if appropriate**
- Could I share some observations I have made?
 - Could I offer some other consequences to consider?

STEP 3: Explore the Desired State

(Identify the target and generate multiple paths to achieve the end state.)

- Understand the vision for success**
- What would you like to see happen here?
 - What would the ideal state look like?
- Set goals and performance expectations**
- What are your goals? What would you like to accomplish?
 - Here's how I see it: ...
- Explore alternative paths of action**
- What might be some approaches you can take?
 - What else might work?
 - What else?
 - If you did know the answer, what do you think it might be?
 - What else comes to mind?
 - If you were to rank these in terms of effectiveness, what would be the best choice to start with?
 - Which of these options seems to make the best sense to start with?
 - Could I offer a couple of thoughts? You might want to consider ...
- Explore possible barriers or resistance**
- What are the major barriers preventing this change from happening?
 - Where would the biggest resistance to this change come from?
 - What could get in the way of your implementing these actions?

STEP 4: Lay Out a Success Plan

(Create the detailed, actionable plan and follow-through that will lead to goal attainment.)

- Develop and agree on an action plan and timelines**
- What specific actions will help you achieve your goal?
 - What will be your first steps? When will you start?
 - Who can help hold you accountable?
 - How will you stay focused on your goals and plans?
- Enlist support from others**
- Who can support you in moving forward?
 - How can I support you? (Here's how I see my role:)
- Set milestones for follow-up and accountability**
- Let's review our plans:
 - When should we touch base on this again?
 - Did we accomplish what you wanted?
 - Was this a good use of time?
 - Did we get to resolve your most pressing issues?