

Self-Coaching Tools Pack

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Oldham
Council

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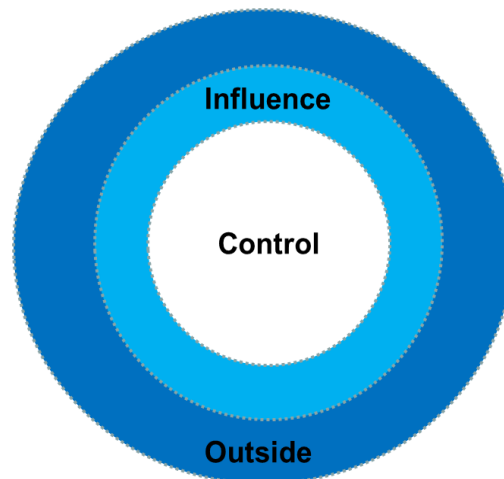
We hope you find this pack a useful resource to support and empower you. Should you have any queries about or have feedback on specific tools in the pack (including how they have helped you) or how we might further develop this, please drop a line to:

OrganisationalDevelopmentTeam@oldham.gov.uk

1. Control-Influence-Accept Model (Circle of Influence)

"You can't stop the waves, but you can learn to surf."— Jon Kabat-Zinn, Professor of Medicine Emeritus, University of Massachusetts.

Focusing our attention on things we can control can prevent us from feeling overwhelmed. This a versatile problem-solving and time- and stress-management tool that identifies three ways to respond to challenges.



Applying the Control-Influence-Accept (CIA) model

Review the Situation– Consider the situation that is overwhelming you (e.g. a project, a structure change, some other major change/challenge), break it into smaller parts, making a short list of or drawing your concerns.



Draw your own set of 3 circles (or another graphic eg a table with 3 columns). Reviewing the situation/your concerns, ask yourself questions like the ones below, to help you fill in the circles/columns with things in your *control*, things you can *influence* and things *outside* your control (what you need to accept/mitigate).

1) **C - Control** the Things That You Can Control

This is about you– the one thing in life that you have control over. It is where you should be focusing a lot of your energies and efforts. It is about your self-awareness and self-control.

Changes, challenges and problems can arise at any time. Therefore, it's important to identify the things that you can control. These things will most likely be your attitude, reactions, behaviour and emotions, and the decisions that you make in response to a change or problem.

- *What are the issues or elements of the situation I can control?*
- *What control do I have over this? Do I have direct control, indirect control (influence) or is it out of my control?*
- *What can I do about this?*
- *Is this my problem?*

2) **I - Influence** What You Can Influence

This is the area of influence where you need to take the time to communicate effectively. Having a good level of influence is the next best thing to having control and helping you affect the outcome of a situation.

There are many ways you can extend your personal influence e.g. building your personal power base through networking and developing expertise/charisma; sharing your ideas/experiences in meetings; having a conversation with a colleague where a situation impacts on both of you; boosting your skills in areas such as stakeholder management, win-win negotiation – these are useful tools for working out what makes other people tick, and how you can influence them. Then, when a difficult situation arises, your opinion and advice will carry more weight, and the trust that others have in you could sway them to accept your ideas or solutions.

- *What are the elements that I can't control but I can influence?*
- *What influence do I have?*
- *If I have influence, how much? (rate from 1-10: 1 no influence, 10 very high influence)*
- *If I have direct control, what actions can I take?*
- *If I have indirect control, who does have influence in this situation? Who can I speak to and who can support me?*
- *How much time, energy, money, or other resources does it make sense to devote to trying to influence this person or situation?*
- *If I have no control, what can I do in my Circle of Control that will help me accept what is?*

If your influence is less than “5”, focus on acceptance. If your influence is greater than “5”, do you really have as much influence as you think? What's the evidence?

3) **A - Accept – but Manage – What You Cannot Control or Influence**

Outside - This is the area where decisions are made that you cannot directly control. Change is constant and we should try to minimise the time and energy we spend worrying about things beyond our control. Although we cannot always control ‘what’ happens, we can control ‘how’ we approach these changes. We can find ways to support ourselves and identify what we can influence. In this way we move away from the ‘Outside’ (concern) and expand our ‘Influence’ and ‘Control’. Through approaches such as developing resilience, mindfulness, establishing support networks, you will demonstrate a proactive way of coping that allows you to prioritise and make practical decisions.

- *What are the things that I can neither control nor influence so require me to adapt accordingly or mitigate in some way?*
- *What personal coping strategies can I develop or draw on to help me?*

How are you going to apply this knowledge?

You might want to spend a little time reflecting on the following questions to help:

1. Where am I currently spending most of my time – in the circle of concern (outside) or influence?
2. Am I currently being as personally effective as I can be in my life?
3. What strategies or tools could I use to help me to make changes or transform my life?

2. Working through the Change Curve – Where are you now?

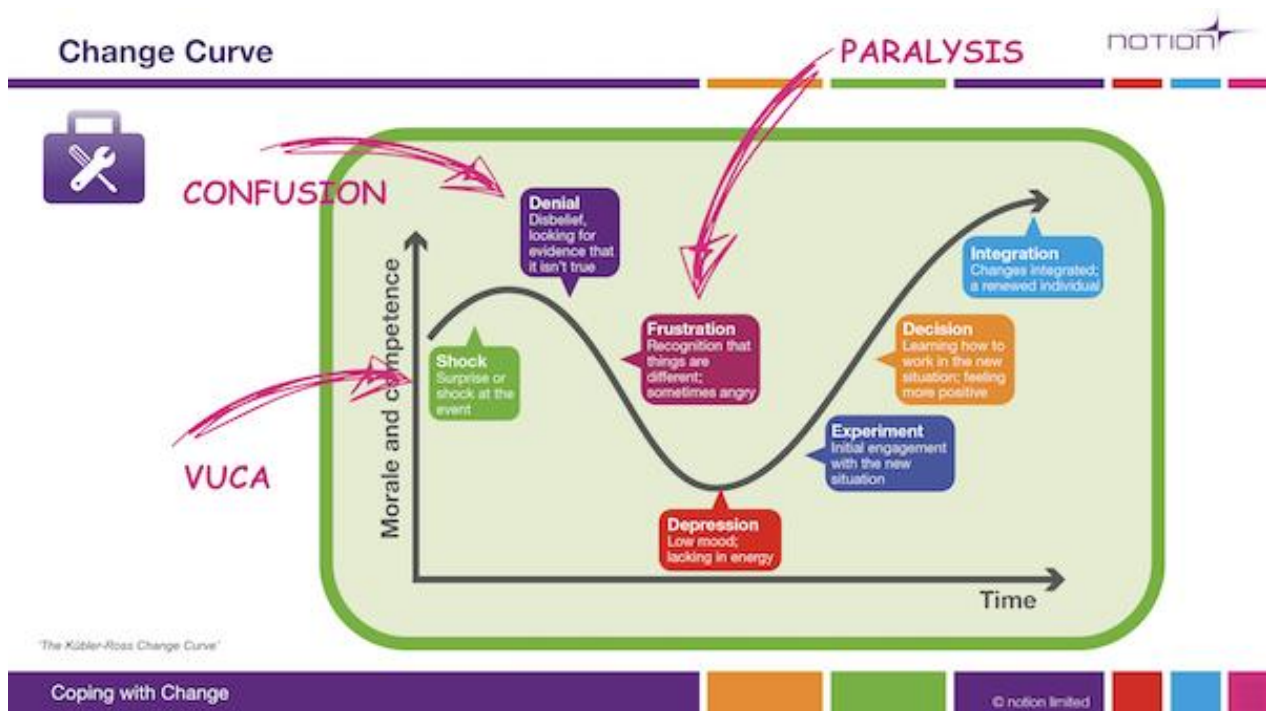
Change. We're all living through it now, aren't we?

We all thought we knew what change was and then the Coronavirus happened and we saw for the first time a seismic shift that we'd never seen before.

This change is big, tangible, unnerving, sad, scary and often overwhelming.

Noticing where we are on the change curve can help us to move more quickly through the negative emotions brought on by change like shock, denial, frustration and depression to more positive actions such as experiment, decision and integration.

So where are you on the change curve?



If you're still in shock - it might be time to limit how much news you are reading so that you can start moving along the change curve. Whilst it's good to stay informed, the constantly changing news stories may perpetuate your feelings of shock and stop you from starting to process what's actually happening.

If you find yourself trying to convince yourself and other people that everything will stay the same - despite all of the evidence to the contrary, you are probably **in the denial phase**. One way to move out of the denial phase is to challenge the assumptions you are making. What do you notice about what other people are doing and how they are behaving?

At some point, you might experience **feelings of frustration and sadness**. This is a good sign as it shows that you are starting to recognise that things are different now but that doesn't mean you should stay in this phase as it will have a detrimental effect on your mood and your energy levels. In these stages, you have to work much harder to spark your motivation.

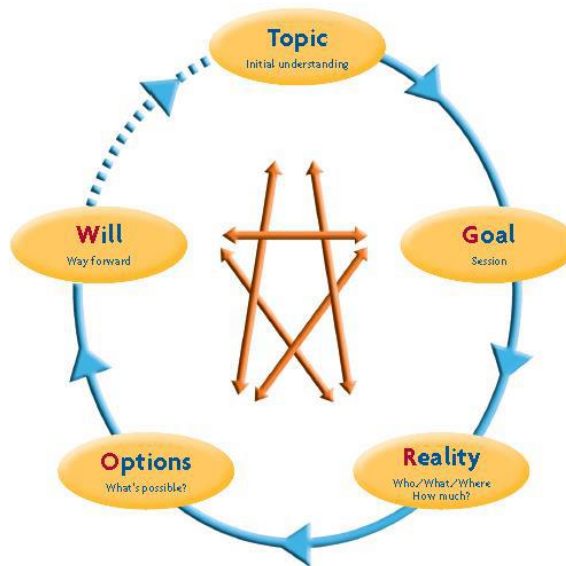
You can do this by **experimenting**; trying different ways to engage with the change. During this initial experimentation stage, you get the opportunity to start developing new capabilities that will help you through the change. The more curious you become about the change, the more you will learn.

As your capability grows you will start to feel more confident and positive about the future which will enable you to **integrate the changes** into the way you do things now. You'll find a new normal and that's when you'll be ready to help others through the change too.

ACTION: MOVING ALONG THE CHANGE CURVE

1. Pinpoint where you are now on the change curve
2. Quickly jot down how this makes you act and feel
3. Identify some small actions that will improve your current situation

3. Self-Coaching: GROW Model



The GROW model is a simple approach that provides a useful framework for working through issues and challenges.

GROW stands for:

Goal	Setting a short or longer-term goal	What is the goal/target/objective?
Reality	Exploring the current situation	What's happening now?
Options	Creating alternative strategies or courses of action	What could you do to achieve the goal?
Will / Way Forward	What is to be done, when, by whom and the will to do it	What are you going to do to achieve the goal?

Before you start, **write down in a sentence the challenge / issue you wish to consider**. This is the **'Topic'** (as shown in the model above.) Under each GROW element, there are several questions below you can ask yourself to help structure your thinking – answer those that most resonate with you or are most helpful.

NB. Your approach does not have to be linear - you may find you move between the 4 GROW elements or need to revisit/redefine your goal - this is all part of the self-coaching process.

Goal

Powerful goals are written in a certain way. They are:

- SMART - specific, measurable, achievable, realistic and with a defined timescale.
- written in the present tense
- personal – something you are in control of or have influence over
- positively stated – what you want rather than what you don't want

Ask questions like:

- What do I want to achieve? (i.e. your goal)

- What will achieving this goal give me? (i.e. what will be different)
- How might I need to behave differently?
- When do I want to achieve the goal by?
- Imagining I have successfully addressed my issue/achieved my goal – what does success look like?
- What does success feel like?

Reality

Ask yourself questions like:

- What is going on that makes this an issue for me?
- What is happening now?
- Who is directly involved?
- What assumptions might I be making?
- What happens when things go wrong?
- What have I done about this so far?
- What is the effect of this?
- What strengths do I have that will help me address this issue?
- What is holding me back?

Options

This is the time to get creative and think about opportunities you may already have in mind and challenge yourself to come up with different ways of looking at your situation. Sometimes it can help to ask yourself what assumptions you are making that might be limiting your options.

Ask questions like:

- What options do I have?
- What are the advantages and disadvantages of each option?
- What else might I do?
- If I have no constraints of money, time, power or health, what would I do?
- What if I have less time?
- What would my best friend/partner/manager suggest?

Will

Ask questions like:

- Which option(s) do I prefer?
- What are my criteria for success?
- When am I going to start working on this?
- For each option, what are the next steps I need to take?
- What might get in the way? (e.g. resistance I might encounter)
- How will I eliminate these barriers?
- What support/help do I need?
- How will I go about gaining that support/help?
- How committed am I to taking the agreed action on a scale of 1-10? (where 10 is totally committed and 0 is not committed at all)
- What is my first step?

4. Self-Coaching: Oscar Model

Think about a current challenge/issue you are facing:

Outcome:

- What do I want to be able to do around this situation/challenge?
- What do I want to achieve in the long term around this challenge?
- What will success look, feel or sound like, how will I (and others) know I've achieved the result I want?
- What will be different?

Situation:

- What is the current situation?
- What impact is this having on me, my team and my family?
- Who's contributing to the problem?
- What am I doing that's contributing to the problem?
- What am I allowing to happen or not happen?
- What needs to change?

Choices and Consequences:

- What choices do I have to move myself towards my outcome?
- What are the likely consequences of each choice? (i.e. what are the upsides and downsides)
- What would I do if there were no cost implications or no repercussions?
- What's the worst/best that could happen?
- What choices or combination of choices will best help me achieve my outcome?
- What do I need to stop doing, start doing and continue doing to ensure I achieve my desired outcome?

Agreed Actions to take:

Based on your choices:

- what specific actions am I going to take?
- when am I going to take them?
- who can help me?
- on a scale of 1 to 10 how committed am I to taking them?

Review:

- What steps will I take to review my progress?
- When will I review whether I've taken the actions and whether these actions are moving me towards my outcome?

(OSCAR model developed by Andrew Gilbert & Karen Whittleworth © Worth Consulting)

5. Understanding Our Goals - *The "Why" Of Goals*

Whether we achieve our goals depends on whether we take action. But what decides whether we take action in the first place? How motivated you are!

Simply **pick your top 3 goals**, then **answer the questions in the worksheet below**. An example to help you can be found the guidance below.

Guidance to help you complete the worksheet

This worksheet helps identify our top three current goals and asks a series of questions to help us learn about why each goal is important to us and what we are hoping to gain.

These questions begin with the simple “Why do you want this goal? What does it give you?” and essentially repeats several times to help the drill down into what we are really hoping to achieve.

After answering these questions four times, the final question for each goal is “What will this goal help you feel?” Once we have reached the heart of the goal, answering this question should be easy.

As an example, **take the goal of losing a stone.**

- An answer to the first question may be “To look and feel stronger.”
- The answer to the second repetition could be something like “Achieving this goal will allow me to take pride in how strong my body is.”
- The third iteration may elicit a response like “Taking pride in my body will help me feel better about myself overall.”
- The fourth question may then be answered with “Feeling better about myself overall will help me to tackle my other goals and improve my quality of life.”
- Finally, the answer to the ultimate question, “What will this goal help you feel?” might be something like “Confident, proud of myself, healthy, and motivated to pursue all of my other goals.”

Keep writing even if you repeat your answers. The information below will help you feel clear, focused and more motivated to achieve your goals.

Write Goal No. 1 Here: 	Write Goal No. 2 Here: 	Write Goal No. 3 Here:
Why do you want this Goal? What does it give you? _____	Why do you want this Goal? What does it give you? _____	Why do you want this Goal? What does it give you? _____
And why do you want that? What does that give you? _____	And why do you want that? What does that give you? _____	And why do you want that? What does that give you? _____
And why do you want that? What does that give you? _____	And why do you want that? What does that give you? _____	And why do you want that? What does that give you? _____
And why do you want that? What does that give you? _____	And why do you want that? What does that give you? _____	And why do you want that? What does that give you? _____
What will this goal help you feel?	What will this goal help you feel?	What will this goal help you feel?

6. Action Brainstorming Worksheet

This tool can help you get out of a rut or a sticky situation. Use the action worksheet below to brainstorm new ideas to move you closer to a goal or habit change. Do your best to come up with the **full 5 actions or behaviours - one for each box below** - completing the worksheet in any order.

Remember this is brainstorming, so just because you write it down doesn't mean you have to do it – you're just looking for potential ideas to move you forward! To wrap up this exercise, circle the actions you like the look of - or **WILL do!**

Guidance to help you complete the worksheet

The table is split into five columns and is useful to help you think of actions or behaviours that we frequently engage in or would like to engage in, and direct them into the appropriate column.

- a) In the first column, write down the actions or behaviours you would like to **“stop doing.”** These are behaviours that are not helpful for meeting any of your goals, or actively harmful.
- b) The second column can be filled with activities you would like to **“do less of,”** such as activities that are sometimes helpful but time-consuming, or ways to de-stress that have been taken to an extreme.
- c) The middle column represents the actions or behaviours you would like to **“keep doing.”** Write down the things you do that you are satisfied with, like regular exercise, paying your bills on time, or weekly time with a loved one.
- d) The fourth column is the **“do more”** column. Write down the things you would like to do more frequently. For example, maybe you want to engage in a hobby more often or devote a little more time to a project that has real potential to succeed.
- e) The final column is the **“start”** column, which is where you should list the actions and behaviours you would like to begin doing. This could be anything that helps you meet your goals e.g. a weekly yoga class to help you de-stress; monthly networking to help you find a better opportunity; some time off if your life is getting too hectic or stressful.
 - Think about virtual/remote opportunities whilst we are all experiencing social distancing measures
 - Think about the future and what you want your life to look like after we return to our normal daily lives. What would you like to change or improve?

What is your goal, why are you brainstorming actions?

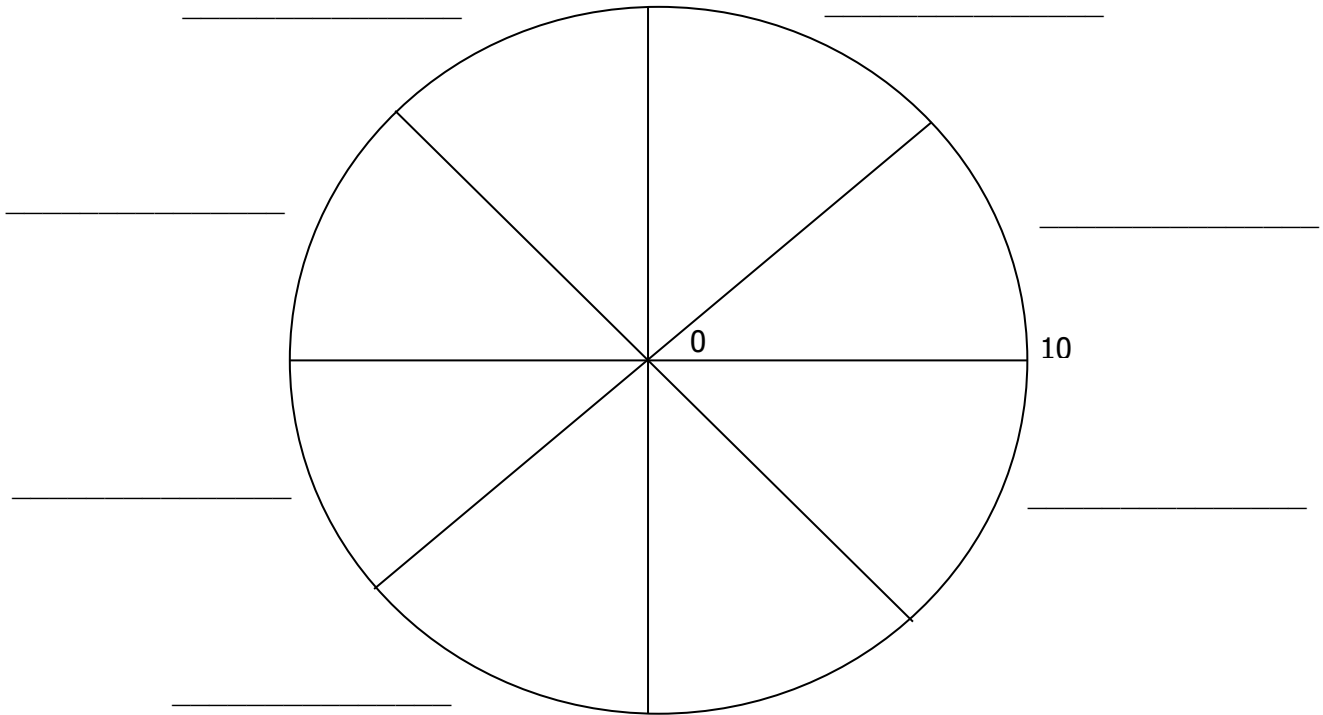
I want to...

Thinking about your goal, what could you:

	STOP doing	Do LESS of	KEEP doing	Do MORE of	START doing
1					
2					
3					
4					
5					

7. Wheel of Life

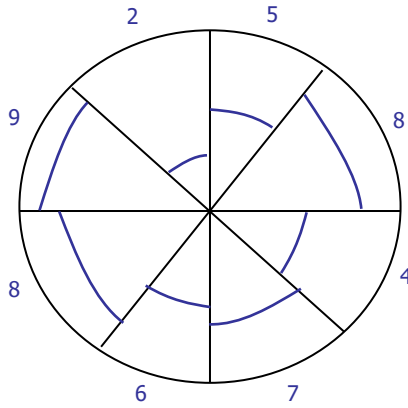
The Wheel of Life is a simple yet powerful tool for visualising all the important areas of your life, giving you an overview on the degree of balance there is in your life and helping you to see/determine where you most need improvement. By looking at a visual representation of all areas of your life at once, the wheel helps you to better understand which of your life areas are flourishing and which ones need the most work /focus.



WHEEL OF LIFE INSTRUCTIONS

1. Decide on 8 areas of your life that are important to you in your Wheel of Life above & write each in each section e.g. this could be Career, Money, Health, Friends & Family, Physical Environment, Romance/Love, Fun & Recreation, Personal Growth or something else...
2. Next, taking the centre of the wheel as 0 and the outer edge as 10, rank your level of satisfaction with each area out of 10 (0 is worst/10 is best) by drawing a straight or curved line to create a new outer edge (**same as the example below**)
3. The new perimeter of the circle represents your current 'Wheel of Life.'
Does your wheel of life look and feel balanced or is it a bumpy ride?
4. **What would the ideal level of attention be for you in each life area out of 10?** Ideally you would want to have all segments scored evenly, above 7 and as near 10 as possible. However, some areas may need more attention and focus than others at any time. Inevitably you will need to make choices and compromises, as your time and energy are not in unlimited supply.
5. Based on your current life balance and your ideal life balance, **which of the 8 areas would you like to make changes / improvements in? Pick 3 areas and use the table below to help you work through changes/improvements.**

EXAMPLE



6. Label each of your chosen 3 areas against One, Two and Three and work through the table.

	One -	Two -	Three -
Step One: What is the issue in this area?			
Step Two: What is missing in this area?			
Step Three: What would you like to change?			
Step Four: What is preventing this from happening?			
Step Five: What is your goal in this area? (Try turning your answer from step two into a positive statement)			

What will I start doing to regain balance in my life	What will I stop doing, re-prioritise or delegate

8. Six Thinking Hats

Often, the best decisions come from changing the way that you think about problems and examining them from different viewpoints.

"**Six Thinking Hats**" can help you to look at problems from different perspectives, but one at a time, to avoid confusion from too many angles crowding your thinking. It forces you to move outside your habitual thinking style and to get a more rounded view of a situation through considering different angles. It's also a powerful decision-checking technique in group situations, as everyone explores the situation from each perspective at the same time. It has the benefit of preventing any confrontation that may happen when people with different thinking styles discuss a problem, because every perspective is valid.

Each "Thinking Hat" represents a different style of thinking. If using on your own, interchange 'we' etc. below with the first person e.g. What exactly am I considering here?



Blue Hat – The Process

- "What exactly are considering here?"
- "How are we doing with this issue?"
- "Could we summarise where we've got to?"
- "Which hat would help us most here?"



Yellow Hat – The Bright Side

- "What would we gain from using this approach?"
- "How would things be if this did work?"
- "What is the most attractive thing about doing it this way?"
- "In a perfect world, where do you think this would take us?"



Green Hat – Ideas and Creative Thinking

- "What are the alternatives?"
- "How could we do this differently?"
- "Could there be another explanation?"
- "What would be a really novel solution?"



White Hat – Knowledge & Information

- "What information do we have available?"
- "How reliable is our current information?"
- "How could we get information about this?"
- "What information would be useful?"



Red Hat – Feelings and Emotions

- "How do we feel about this idea?"
- "What is your gut feeling?"
- "How does this impact on me?"
- "How do you think people will respond?"



Black Hat – The Dark Side

- "How could this go wrong?"
- "Which part of this is most likely to fail?"
- "What is the worst thing that could happen?"
- "How much risk is there in this?"
- "Who will this affect most badly?"

9. Self-journaling Practice

Journaling (expressive writing) can serve as a tool to help you make sense of the experiences you have faced in the past or are currently facing now. What a great time to be able to look back and reflect on this time or to get thoughts out of your head and onto paper so that they aren't whirling around and taking up too much time in your mind.

Here's a great acronym for 'JOURNAL' to help you put this into practice:

J – Judgement-free

Write whatever is in your heart. This journal is personal, private, and a safe space to express thoughts and feelings.

O – Observation

Journaling is an excellent opportunity to step into an observer role. Write down things that happen, spend some time thinking about how to interpret them.

U – Understanding

Piggybacking on observation - what we observe can help us reach understanding about ourselves. How we perceive what happens to us is more important than what actually happens to us and observing how we think can help us understand our own thought patterns, which can lead to effective management of our thoughts and behaviours.

R – Revelation

This process can often lead to revelations about our desires, our dreams, our goals, and aspirations. Journaling can help us get in touch with our core selves.

N – Needs Assessment

Keeping a daily journal makes it easier to notice problems and potential solutions, as the simple act of writing something down can make it seem simpler and clearer. Keeping everything bottled up can be extremely harmful, and just putting pen to paper can sometimes be all that is needed to release some pressure.

A – Awareness

Writing down our experiences helps to take a wider perspective on life, as well as reminding ourselves of problem areas and things we have to be grateful for. Raising awareness of these areas is the first step towards making the necessary changes and appreciating what we have.

L – Life

Quality Journaling is known to be an effective way to de-stress and decrease anxiety. Just a few minutes a day can have a major impact on your health and happiness.

10. Additional quick tools and links

a) Blog

A link to a helpful blog 'living and leaving a crisis stronger'

<https://coachfederation.org/blog/leaving-crisis-stronger>

b) Blog

A few self-coaching tools and exercises

<https://lifecoachonthego.com/category/self-coaching-tool-exercises/>

c) Faced with a challenge – 7 questions to help you

1. Where is this issue on a scale of 1-10?
2. How important will this issue be in 6 months' time?
3. Is my response appropriate and effective?
4. How can I influence or improve the situation?
5. What can I learn from this?
6. What will I do differently next time?
7. What can I find that's positive in this situation?

d) Change Perspective

By viewing your problem as someone else, you get a new perspective which can take you in different directions to those you would normally follow.

- Pick a person – historical, fictional, topical, or a role. Ensure it is someone who is different from you in terms of experience and outlook.

Ask yourself questions like the ones below to broaden your perspective:

1. What would they do in my situation?
2. What advice would they give me?
3. What questions would they ask?
4. What ideas would they have?

e) Reframing Unhelpful Thoughts

What we think and say impacts on what we (and others) do.

Unhelpful thought	Helpful thought
I'm just a small cog in a big wheel	I'm in charge of my cog
I can't do this	I can do anything I set my mind to
We've tried this before	We can learn from last time
They won't want my ideas	I've got lots to offer

Consider these questions and write down and reframe your thoughts:

- What are your thoughts and assumptions?
- How helpful are these thoughts and assumptions?
- What could you assume instead that would be true and liberating?