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?