

The “Five D” Model of Appreciative Inquiry in Coaching &

How AI Coaching Builds Upon Earlier (Traditional?) Coaching Practice
(Through the Lens of the “Five-D” Phases of AI)

By Barbara Sloan

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Overview

Traditions of Coaching	AI in Coaching builds on “tradition” by:
<ul style="list-style-type: none"> ▪ The client is individually responsible for his/her performance. 	<ul style="list-style-type: none"> ➔ The client is individually responsible for his/her performance AND their performance is also shaped/affected by others within the organization (sometimes outside the organization as well, e.g., suppliers, Board members, partners) and processes and procedures embedded in the organization.
<ul style="list-style-type: none"> ▪ Coaching is a private process with the client. 	<ul style="list-style-type: none"> ➔ When appropriate, coaching aims to be more open process, emphasizing work with the client while including appropriate others.
<ul style="list-style-type: none"> ▪ Success or failure rests on the client. 	<ul style="list-style-type: none"> ➔ Success or failure rests on the client, others in the system and organization. ➔ Improvement process mentality – make a plan in collaboration, see how it’s working, refine it and continue the improvement.
<ul style="list-style-type: none"> ▪ Facilitative and expert coach model. 	<ul style="list-style-type: none"> ➔ Coaching seen as a co-created relationship including facilitative and expert interactions as well as authentic reactions and sharing of experience as is helpful in expanding coachee’s awareness, thinking and creation of possibilities. is to an interactive collaborative model of guiding change.
<ul style="list-style-type: none"> ▪ Traditional problem-solving model – identify problems/issues or obstacles to change, analyze causes and maintaining factors, evaluate possible solutions and “fix” what is broken. 	<ul style="list-style-type: none"> ➔ Possibility-focused – “solves” problems by identifying what is working/life giving factors and amplifying/building upon the best from the past to create a preferred future. ➔ Once appreciative context is established, also creates dreams/provocative propositions for what the coachee wishes to achieve.
<ul style="list-style-type: none"> ▪ Strength & weakness focused. Often follows the cultural and language norms of focusing on analysis of weaknesses and determining root cause, i.e., knowledge, skill, attitude, awareness. 	<ul style="list-style-type: none"> ➔ Emphasizes appreciation of past and present strengths and accomplishments as well as problems or deficits. Leveraging strengths to create meaningful opportunities. When appropriate, emphasizes the appreciation of problems/deficits when appropriate, discovering what the coachee can learn from past difficulties to create a compelling image of what they want to accomplish, merging individual and organizational needs and wishes. Emphasizes rigorous analysis of root causes of success and how these causes can be amplified to support achievement of desired coachee goals.
<ul style="list-style-type: none"> ▪ Some approaches are primarily intellectual and focused primarily on coachee development and improvement in performance. Some include the “whole person” in enhancing self-awareness of the coachee, including exploration of values, real time reaction, aspirations. 	<ul style="list-style-type: none"> ➔ Coach also engages in the coaching as a “whole person” bringing with them their real time reactions, sharing relevant experience, suggestions of possibilities, additional perspectives. Coach brings their authentic whole self to the function of coaching.

Phase 1: Definition (Contracting)

Desired Outcomes of Definition Phase:

- Identify the focus of the coaching; reaching clarity about the desired results of the assignment with the key players (occasionally this is limited to the coachee, if the coaching is requested by the coachee's manager and/or an HR person, they too may be included in this phase)
- Clarify coaching philosophy and approach, particularly emphasizing the social construction/system dynamics within which the coachee works and the importance of engaging others in this system as needed to establish support for coachee development
- Establish of sufficient trust and comfort (both coach and coachee) to agree to proceed
- Establish willingness to be flexible in adjusting to client needs as the coaching unfolds

Traditional	AI in Coaching
<ul style="list-style-type: none"> ▪ Determines purpose & objectives of coaching. 	<ul style="list-style-type: none"> ➔ Recognizes that the coaching intervention starts the moment there is initial contact with the client system, in every and each interaction. ➔ Establishes clarity of an ideal outcome to the coaching, and that the person requesting the coaching can envision and believe that the desired outcome is possible. <ul style="list-style-type: none"> ○ Particularly important for the manager to hold a positive image of the outcome and to be willing to support the coaching client and perhaps to change. ➔ Establishes that coaching is a developmental exercise and an expression of valuing and investment in the coaching client and that this view is actively shaped/shared with others. (e.g., not a last ditch, necessary step before intended firing). Consciously shapes the social construction of the coaching activity in ways that support its success. ➔ Establishes recognition that the coaching client is part of the system in which he/she works and that the manager and possibly others will be involved in actively supporting the coaching initiative and possibly changing processes, procedures and patterns of behavior.
<ul style="list-style-type: none"> ▪ Clarifies the what, who, how and when of the coaching process. ▪ Determines approach/method <ul style="list-style-type: none"> ○ May include <ul style="list-style-type: none"> ▪ 360 Assessment ▪ Interviews with client, manager, colleagues, direct reports and other stakeholders, e.g., recipients of the client's products or services or Board Members ▪ Often the coach works with the coaching client with total confidentiality – no planned interaction with the client's manager or others. ▪ May include planned check-in points with client's manager. ▪ May include report/dialog session with client and his/her direct reports. 	<ul style="list-style-type: none"> ➔ Establishes mutual/shared responsibility for the outcome of the coaching. ➔ If the manager of the coaching client has requested the coaching, the engagement is launched with a meeting with the manager, client and coach to agree on the wishes/desired results of the coaching and all elements of the coaching process, recognizing that flexibility may be needed as the process unfolds. ➔ Client and usually the manager identify the other people, groups to be engaged in the coaching process and who the best interviewers will be – coach, coachee after sufficient training & experience with AI interviewing or another person, perhaps the manager themselves, also after sufficient skill in AI interviewing. ➔ May include self-assessments (e.g., MBTI, FIRO-B, Thomas Kilman Conflict Inventory) ➔ Uses 360° with care after establishing agreement to use this information ONLY for development and not evaluative purposes. This information is confidentially held by the coach and the coachee and is not shared with the organization or manager unless the coachee chooses to do so.
<ul style="list-style-type: none"> ▪ Agree on time frame and scope of work 	<ul style="list-style-type: none"> ➔ Same. Often agrees on a more flexible approach to accommodate coachee's needs as they unfold during the coaching.

Phase 2: Discovery

Desired Outcome of Discovery Phase

- Rich exploration of coachee’s past, present and imagined future related to the purpose of the coaching
- Expanding coachee self-awareness in the moment, using verbal, non-verbal, physical, “energetic” aspects of the coachee, expanding the coachee’s appreciation of themselves as a whole and multifaceted person, bringing “all of who they are and what they bring” to the exploration that sets the context for and fuels their development through the coaching experience.
- A treasure hunt for that which gives life to the coachee, that which is generative and forms the soil from which their dreams can grow and possibilities emerge.
- Generate appreciation of and real consideration of multiple perspectives related to the focus of the coaching. Expanding awareness, thinking, possibilities
- Emphasizes telling and narrative as well as use of imagery, metaphor and evocative language
- Evokes positive emotion and expanded thinking creating a mutually reinforcing positive upward spiral of emotion and possibility (Barbara Fredrickson)

Traditional	AI in Coaching
<p>Coach gathers data.</p> <ul style="list-style-type: none"> ○ Interviews (not always) ○ Assessments ○ Observation 	<ul style="list-style-type: none"> ➔ Coach works with client and others in the system to: <ul style="list-style-type: none"> ○ Highlight high points and valued contributions of the client’s performance. ○ Highlight the factors that support excellence in the client’s performance - in themselves, the organization, and in other’s actions, expectations and attitudes. ○ Coaches the client and other appropriate people and/or groups to develop a shared image of the desired future – a shared picture of the client fulfilling their highest potential in moving the organization forward toward it’s strategic vision. ➔ Often includes interviews by the coach of an array of people with whom the client works and interacts. ➔ Sometimes includes interviews by the client of selected others based on an AI interview guide developed in collaboration with the coach and after the client is comfortable and competent with in conducting an AI interview. ➔ May include assessments but rarely observation unless the coach would be unobtrusive (e.g., coachee making a presentation to a large audience), or the presence of the coach would be seen as a positive signal communicating organizational investment in the coachee because of their value to the system (rather than as a remedial support for someone in trouble). These decisions are made with a clear awareness of the likely impact on the organizational social construction of the coach’s presence; the meaning likely to be made by others in the organization.
<ul style="list-style-type: none"> ▪ Coach analyzes data and prepares summary report, usually including: <ul style="list-style-type: none"> ○ Strengths ○ Weaknesses ○ Blind Spots ○ Areas for Improvement 	<ul style="list-style-type: none"> ➔ Coach works with the client to distill the key elements and themes.

Phase 3: Dream

Desired Outcomes of Dream Phase:

- Create a compelling, energizing picture of the desired future, the wishes of the client, usually that are combine and align the coachee’s personal dreams and those of the organization. Sometimes the discovery phase results in recognition that these dreams are not in alignment, in which case the coachee can explore other possibilities within the organization or elsewhere.
- Synthesis of discovery learnings to inform and inspire the creation of the dream (desired result or outcome)
- Create a Dream Statement (overarching provocative proposition):
 - Stated in the present tense, as if presently true
 - Using active voice
 - Evocative, energizing language
 - Captures enthusiasm for the coachee

Traditional	AI in Coaching
<ul style="list-style-type: none"> ▪ Goals and targets are developed based on self-assessments and sometimes feedback from others. ▪ Often focused on fixing problems, weaknesses, or perceive deficits. 	<ul style="list-style-type: none"> ➔ Based directly on the best of the client’s experience, feedback from others and images (from others and self) of the client fulfilling their highest potential (in current job, in preparation for next job, life, etc.).
<ul style="list-style-type: none"> ▪ Stretch goals. 	<ul style="list-style-type: none"> ➔ Envision the desired state in ways that tap into client values and aspirations
	<ul style="list-style-type: none"> ➔ Shares dreams and gets further suggestions/validation/agreement from significant others – establishes support for the dreams/goals.
	<ul style="list-style-type: none"> ➔ Intentionally encourages rich and compelling language, imagery, metaphor
	<ul style="list-style-type: none"> ➔ Notices coachee energy and enthusiasm that is triggered by certain ideas, language, images, etc. to heighten awareness and to hone a compelling statement of the dream; the provocative proposition of what the client longs to create.

Phase 4 A: Design

Desired Outcomes of Design Phase:

- The practical design to realize the dream
- Specific provocative proposition to guide action steps

Traditional	AI in Coaching
<ul style="list-style-type: none"> ▪ Develops action steps to reach goals. 	<p>➔ Designs action steps to achieve dreams & reach goals based on own thinking and ideas from others, including the coach. Taps into inspiration – meaningful contribution.</p>
<ul style="list-style-type: none"> ▪ Establishes targets, timeline, deliverables and sometimes identifies others to be part of the action steps. 	<p>➔ Considers and plans to develop the “social architecture” to support forward movement.</p>
	<p>➔ Considers individual change (awareness, attitude, behaviors & skills) as well as possible aspects or dynamics of the system/ organization/team/group that affect and could better support the client’s ability to achieve the desired results. Makes specific commitments, frames any remaining questions to ask for clarification (usually completed in the Discovery Phase), and formulates requests (to be made in the next step of Design described below):</p> <ul style="list-style-type: none"> ○ Self: I can and will... ○ Others (inside and outside the organization): <ul style="list-style-type: none"> ▪ The specific support I request from person A is... ▪ The specific support I request from person B is.... ○ The team/organization.

Phase 4 B: Design

Desired Outcomes of Design Phase:

- Establish shared support for the dream and agreements for specific forms of support; a shared compelling picture of the future and clarity about how to reach this future
- Synthesis meeting(s) to build this shared support for and ownership for the desired future performance/dream

Traditional	AI in Coaching
<ul style="list-style-type: none"> ▪ May have meeting with manager and sometimes with direct reports to report goals and actions 	<ul style="list-style-type: none"> ➔ Synthesis Meeting(s).to fully share results of the coaching inquiry with manager and perhaps staff and/or colleagues as the coachee wishes ➔ To review coaching results (discovery – the good news, dream and design phases) and agree on the plan moving forward (destiny). ➔ Shares action design and gets further suggestions/validation/agreement from significant others – establishes support for the actions to reach the dreams
	<ul style="list-style-type: none"> ➔ Separate meetings with manager, direct reports and sometimes a support team of colleagues to reach agreement on: <ul style="list-style-type: none"> ○ Review client learnings (For example, asking the manager, “What is particularly “on target” from your perspective? What wishes do you have for the coaching client to make their vision and plan even better?). ○ Confirm/suggest refinements that dream/goals & actions are on target ○ Make agreements on requests for specific support from a certain individual(s). “Here’s what you could do that would help me achieve this. Would you agree to.....?” ○ Request support/changes at the unit/organizational level that would support excellence in client performance (these may be things beyond the client’s or the team’s or even the manager’s ability to change. Agree on follow-up to pursue these requests. ○ Agree on timeline, deliverables and check-in points for possible course correction (particularly with manager)

Phase 5: Destiny/Deliver

Desired Outcome of Destiny/Delivery Phase:

- Well support execution of the design, celebration of successes, adjustment as needed, recycling through discovery, dream, design and continuing delivery/destiny.
- May include timed implementation of design elements and action steps.
- May include check-in meeting with manager or other key stakeholders

Traditional	AI in Coaching
<ul style="list-style-type: none"> ▪ Client follows through with action plan 	<ul style="list-style-type: none"> ➔ Client, manager and other supporters carry out their agreements.
<ul style="list-style-type: none"> ▪ May have check-in points with manager for ongoing feedback 	<ul style="list-style-type: none"> ➔ Definitely have check-in meetings, many frequent and informal, others formal - to be sure the client is on track and is receiving the support that others have agreed to provide, and to adapt the plan as needed. ➔ Continued/ongoing focus on what is working/life giving factors and building toward the future. ➔ Coach continues to support coachee by keeping the dream alive and figural, discovering successes, (including little ones), and redesigning as needed to sustain or increasing the coachee's level of positive emotion and broadened thinking; to support the creation of new and more productive habits of thought and action in the coachee