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ENABLE: A solution-focused coaching model for individual and team coaching.

UKASFP Conference 2023

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A few ground rules...

1. Let's respect each others' needs.
2. Welcome and embrace different opinions/perspectives.
3. Listen to each other; only one voice at a time.
4. Let's come back after talk-breaks/activities *quickly*.
5. Confidentiality.
6. Phones on silent, please.



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Objectives

Handout:

<https://www.aspenpsychologyservices.co.uk/resources.html>

(scroll right to the bottom of the page)

Participants will:

- Learn a **solution-focused coaching model** (ENABLE) that can be used to support goal-attainment, development, and performance enhancement for individuals and teams.
- Consider a range of **practical applications** for the ENABLE coaching model.
- Be signposted to **further reading**.



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The Big Picture

- Coaching and coaching models.
- Refresher of some core solution-focused principles.
- **ENABLE**: A solution-focused coaching model for enhancing performance, development and wellbeing.
- Application in practice.
- How you could use the ENABLE model.
- Further reading.



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What is coaching?



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What is coaching?

“Coaching is a collaborative, solution-focused, results-oriented and systematic process in which the coach facilitates the enhancement of work performance, life experience, self-directed learning and personal growth of the coachee”.

Association for Coaching (2023)



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Definitions of coaching

“The purpose of coaching is to enable the person being coached to identify what it is they want to do, what is happening now, and the options they have that will bring them closer to their goal.”

Solomons (2017)

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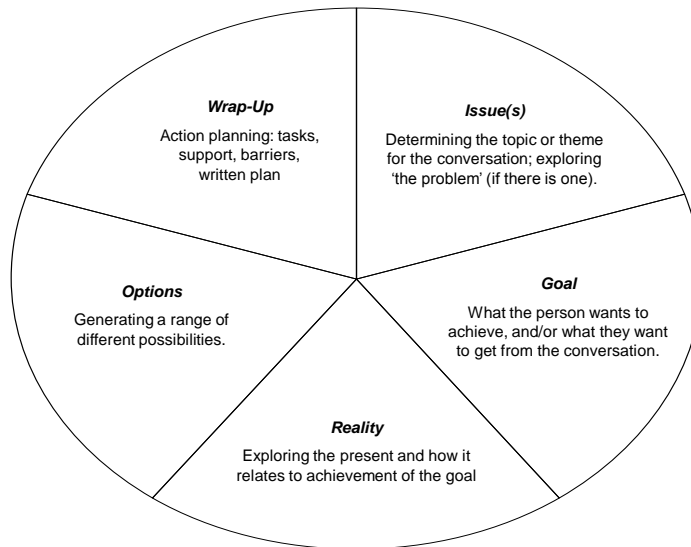
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So how can we do
this?



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The I-GROW model (Whitmore, 2002)



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Coaching models

“Coaching models can provide structure and momentum to a coaching conversation, while acting as an aide-memoire to both coach and coachee as to possible areas of inquiry. In some cases the acronym can also be useful as a reminder of specific components of a particular approach to coaching.”

Adams (2016)

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Solution-Focused Coaching



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The Solution-Focused Approach: Origins

- Originally developed by Steve de Shazer, Insoo Kim Berg and their colleagues at the Brief Family Therapy Centre in Milwaukee.



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Evidence base

From the *therapeutic* domain:

- Achieves comparable results to other therapies, while being more efficient in terms of time and costs (Macdonald, 2007).

From two *coaching* studies:

- SF techniques enhance hope by helping coaching participants to determine possible pathways towards their goals (Green, Grant & Rynsaardt, 2007; Green, Oades & Grant, 2006).

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**Key solution
focused principles
and practices.**



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Preferred Futures

It is not necessary to explore and understand the origin of a 'problem' in order to begin constructing a solution. Instead, the coach can support the coaching participant to obtain clarity about their *preferred future*.



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Exceptions

There are always *exceptions* in the coaching participant's experience – times when the preferred future is already happening (even if only in part) or times when 'the problem' isn't as bad. These can be valuable sources of learning, and can also be a platform for further development.



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Coaching participants are not empty vessels

Coaching participants are resourceful people who bring strengths, skills and qualities to the engagement.



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Importance of small changes

Small changes can lead to bigger changes. The coach can support the coaching participant to plan a small step forward that will constitute a meaningful sign of improvement.



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Compliments

“**Direct compliments** involve observing... what seems to be useful or successful in clients and then, thinking these observations may be helpful to bring to clients' awareness, doing so with direct statements...”

“**Self-complimenting** involves phrasing questions in such a way that clients are placed in the position of describing their successes and hidden abilities, often for the first time.”

Berg, I. K., & DeJong, P. (2005).

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Reframing Compliments

Purpose of Compliments and Self-Compliments = Building Self-Efficacy (see e.g. Bandura, 1977, Maddux, 2005).

Compliments = Efficacy-Supportive Feedback

“I noticed that you bring helpful prior experience in this area. What do you think? Is that fair to say?”

Self-complimenting = Efficacy-Supportive Questioning

“Having had this conversation, What have you noticed (or will you remember) about yourself that will help you to move forward?”

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ENABLE: A Solution-Focused Coaching Model (Adams, 2015, 2016)

	Key question
Elicit preferred future	"Imagine a time in the future when things are as you want them to be... What does that look like?"
Notice exceptions	"What are the signs <i>now</i> of your preferred future already happening?" (a 0-10 'scaling' question can be helpful here, exploring why they are at 'x' and not lower).
Activate strengths and resources	"What did you do that helped to achieve those successes?"
Build on what's working	"How can you build on your existing successes to move forward?" (with teams: "How/what can you learn from each others' successes?")
Look for opportunities	"How can you go about that in the coming days or weeks?"
Efficacy-supportive feedback or questioning	"What I've heard/noticed is.... What do you think?" "Having had this conversation, what have you noticed (or will you remember) about yourself that will help you to move forward?"

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Application in practice

- Work in pairs, or in a pair with an observer.
- One person will be the coach, the other the coaching participant.
- The coach will use the ENABLE model to support the coaching participant in thinking how they can move forward with an aspect of their personal or professional performance, development and/or wellbeing.
- If you have an observer, the observer can note e.g. helpful questions or interesting moments, and bring those up for discussion in the post-activity reflection.

NB: Confidentiality!

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Reflections?



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Applications in your role?

In what circumstances might you use the ENABLE model?

How might it be of help?



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Other solution-focused coaching models

- OSKAR (Jackson & McKergow, 2002).
 - **O**utcomes, **S**caling, **K**now-How, **A**ffirm & **A**ction, **R**eview
- SOLUTION (O’Connell, Palmer and Williams, 2012)
 - **S**hare updates, **O**bserve interests, **L**isten to hopes and goals, **U**nderstand exceptions, **T**ap potential, **I**magine success, **O**wn outcomes, **N**ote contributions

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Further reading

- Adams, M. (2016). ENABLE: A solution-focused coaching model for individual and team coaching. *The Coaching Psychologist*, 12 (1), pp. 17-22.
- Adams, M. (2015). *Coaching Psychology in Schools*. Abingdon: Routledge.
- Iveson, C., George, E., & Ratner, H. (2012). *Brief Coaching: A Solution-Focused Approach*. Hove: Routledge.
- O’Connell, B., Palmer, S. & Williams, H. (2012). *Solution-Focused Coaching in Practice*. Hove: Routledge.



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Thanks very much!

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