

The Coaching Workbook

Using the **GROW** model with Mental Toughness

Introduction

This guide provides a flexible coaching approach for people who understand the importance of Mental Toughness in both their personal and professional lives.

It is written as a workbook for reflective notes when working with the support of a Coach.

It is particularly suited to the style of coaching that might use 'step by step' models and focus on goals and outcomes and for leadership coaching. We have chosen to align with the GROW Model of coaching to enable you to get the best from your performance, more consistently.

Workbook Objectives

By working through this guide you will achieve the following:

- An understanding of your own level of Mental Toughness and the implications of this in your personal and professional life
- Have selected and worked with a range of strategies to help you manage day to day stressors and pressures
- Have a process for getting the best from your performance more consistently
- Have a personal methodology/system that you can access at any time
- Have applied a coaching process that you can use again and again and share with others

How to use this Workbook

You should have completed the MTQ48 and had feedback on your report before starting to work through this guide. It takes you through a step by step process to help you reflect on what you find. There might be some areas that you want to spend more time on and the choice is yours.

What is Coaching?

Coaching is the process of facilitating another person's learning, development and performance. Through coaching, people are able to find their own solutions, develop their skills and change their behaviour and attitudes

What does Coaching involve?

Coaching is the very opposite of telling someone what to do. The best coaches use questions to:

- Raise self awareness
- Develop understanding
- Provoke thinking
- Help to form actions

Coaching is based on the use of open and structured questions. This workbook provides the structure for you to record your answers to those questions.

The GROW Coaching Model

The GROW Model (Whitmore 2002) is perhaps one of the more familiar models used to structure a coaching conversation around 4 core themes:

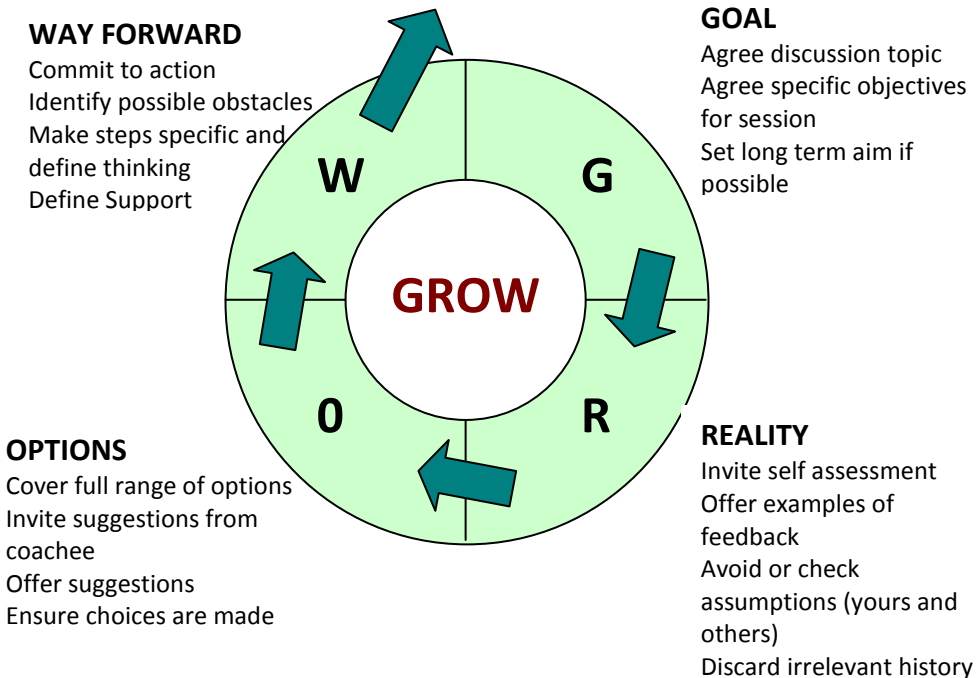
Goal – At the start we define the goal or outcome - this helps us to stay focussed

Reality – This is about what is happening now that you would like to change and establishing what this would be like in the future.

Options – Identifying and exploring the options available, possible barriers, how they might be overcome and challenges you might face.

Way Forward – Commitment to specific actions and an action plan

Whilst described as a linear process, it can be iterative and you may find yourself moving backwards and forwards between the stages to refine actions.



Mental Toughness and MTQ48

Mental Toughness is defined as:

The quality, which in large part, determines how we respond positively to Stress, Pressure and Challenge ... irrespective of prevailing circumstances

It is particularly appropriate for a coaching setting. It looks at how we think – which determines in part how we behave & act and how we feel.

Research shows that there is a significant relationship between Mental Toughness and:

- A positive approach to, and engagement with, challenging activity
- Performance – doing more and doing it better
- Aspirations – the desire to improve and to achieve, and
- Stickability – seeing things through to completion.

What does MTQ48 measure – The scales?

Mental Toughness consists of 4 core components

- Control
- Commitment
- Challenge
- Confidence

Assessing your mental toughness is valuable because it can describe your mindset as you enter the coaching process. The more positive you are, the more likely you are to succeed with it.



Developing my Mental Toughness

There are two basic approaches. We can learn:

- to be more mentally tough by developing the way we think
- to do what the mentally tough do

Both can and do work although the first is more sustainable.

The important thing is that we learn by reflecting on our experiences or by creating experiences from which we learn. This is why coaching can be so effective – good coaches help their clients to be self-aware and to reflect on what they find.

Development activity falls into 6 broad areas:

- Positive Thinking – thinking you can
- Visualisation – learning to imagine what success looks like
- Anxiety Control – dealing with those panic moments
- Attentional Control – focus and concentration
- Goal Setting – learning how to achieve
- Self-Awareness – commonly through the MTQ48

These are supported with a plethora of tools and techniques with which most coaches are familiar. Information about toolkits can be found on www.agrinternational.co.uk

Preparing yourself for the Coaching experience



The MTQ48 psychometric is a valid and reliable measure which assesses your level of mental toughness on each of the component scales. Read it carefully before considering this:

To what extent am I in the right frame of mind to get the most from this coaching process?

What can I do to improve this?

G – Goals

Take a moment to think about what you want to achieve, personally or professionally, from the results of your Mental Toughness Questionnaire. Consider any challenges you are facing or potential changes that you might need to respond to, and when you are ready, answer the following questions in the spaces below:

What specifically do you want to achieve from working through this guide?(short term/long term)

How will you measure it?

How will you know when you have achieved it?

When do you want to achieve it by?

How will you best use your time on this workbook?

What other observations do you have at this stage?

Goals – and Mental Toughness

Several of the components of Mental Toughness are relevant for this stage in the process.

Control

To launch the GROW process, you need to have a sense that you know where you are going and that you believe that you can achieve. Others do it. So can you.

- To what extent do you believe that you are in control of your life and your environment? Or do you believe that it's the environment and other people who shape you?
- It's hard to set goals and targets. Will you give up in a fit of pique or do you have staying power?
- Will you be able to deal with all the actions you may have to implement?

Commitment

This is at the heart of this stage.

- To what extent are you prepared to set challenging goals and targets for yourself?
- Will you keep these at the front of your mind throughout the process?
- How determined are you to succeed?
- Will you be honest with yourself and monitor yourself against your goals and targets?

Challenge?

This is at the heart of the process of which this is the first stage

- Does the process and the challenge that goes with it interest and excite you? Or does it already feel overwhelming?
- How do you feel about the prospect of change?
- Is there anything that concerns you about the process and the goals you are setting?
- How good is your planning? Have you set milestones for the bigger goals?

Confidence

- This is about your readiness to deal with setbacks and challenge and ridicule from others.
- Are you prepared to deal with those who don't agree with what you are doing?
- How will you deal with things that go wrong?

To what shall I attend to ensure that I am in the right frame of mind to set SMARTER goals?

R – Reality

Consider what has got in the way of you achieving these goals previously and what is happening in your current reality that has an impact on your personal and professional goals and objectives. Then answer the following questions in the spaces below:

What is happening right now? (What, when, where, how much?)

Who is involved/Who do you need to involve?

What are the consequences of your current situation?

What will help you move forward/What will constrain you? How did you get here?

How do you feel right now about your challenge (scale 1-10)?

Reality – and Mental Toughness

The components of Mental Toughness that are relevant for this stage include:

Control

- To what extent do you feel in control of your life & your emotions? Is it enough to achieve your objectives?
- What has felt out your control until now? How can you extend your circle of influence and bring some of this under your control?
- Some of your reality will remain out of your control. How will you deal with that?

Commitment

- To what extent have you set goals and targets for yourself? How have you done?
- How easily do you give up?
- What can you do approach this more positively?

Challenge

- How have you responded to challenges like this before?
- What usually gets in the way of success? What typically helps you?
- What generally gets you interested and excited?
- What is it about this opportunity that is likely to get you “buzzing”? Why?

Confidence

- To what extent are you confident in your ability to succeed? What needs to be done to bolster that?
- How do you deal with those who aren’t convinced by what you are doing?
- When things have gone wrong, how did that feel?
- How do you pick yourself up when things go wrong?



To what shall I attend to ensure that I am in the right frame of mind to create a reality where I am more likely to succeed?

O – Options

Reflect on the current reality and then answer the questions in the spaces below to help you consider the range of options you may have. Keep open to new possibilities rather than limiting yourself to the obvious ones. Changing your environment might help – go for a walk, play some music and let the responses emerge.

What could you do?

What have others done in similar situations?

What haven't you tried yet that might work?

How might someone else tackle this?

What if you had more resource available - time/money/people etc?

What are the costs and benefits of taking action or of not taking action?

W – Way Forward

Having taken some time to reflect on the reality and options of the situation, you now need to consider the next steps in the process and the action plan that will keep you motivated. Answer the following questions in the spaces below:

What option or combination of options will work best for you?

What action will you take and when will you take it?

What obstacles might you meet and how will you overcome them?

What support do you need and where will you get it?

On a scale of 1-10 how likely are you to take this action? What needs to happen to make it a 10?

How will you feel when you have taken this action?

What other observations do you have?

Options & the Way Forward – and Mental Toughness

The components of Mental Toughness that are relevant for this stage include:

Control

- To what extent are you happy to consider options? Or do you prefer to take things one a time?
- What can you bring into your control to ensure that you will succeed with your chosen path?
- How do others do what you have found hard to do until now?
- What things remain out of your control? How will you deal with that?

Commitment

- To what extent have you set goals and targets for yourself? How have you done?
- Are you content that you explored and evaluated all options and you have selected the best one for your purpose? Are you hesitant in any way?
- To what extent does your plan feel like a picture of success for you?
- What factors will drive you forward to succeed?
- What can go wrong and how will you deal with these things?
- Are you prepared to do what it takes to succeed? Is it important enough for you?

Challenge

- To what extent does this represent an opportunity to improve your life, your work, everything?
- Can you visualise a better person emerging from this process?
- Did any other options promise the same?
- To what extent do you want to do this?

Confidence

- There will be setbacks. To what extent are you prepared for those?
- Have you selected the best option?
- How will you deal with setbacks? Is there support you can turn to?
- Are you able to describe what you are going to do confidently to others? And argue if they challenge you?
- Will you be able to persuade and convince others to help you and to support you?

To what shall I attend to ensure that I am in the right frame of mind to succeed?