

A four-stage structure for a coaching conversation: agree the Goal, examine current Reality, generate Options, then secure the Will to act. It turns a manager's instinct to hand out answers into disciplined questions that leave ownership with the person being coached.

PREPARED BY _____ DATE _____

1 GOAL

What the coachee wants to achieve, longer term and from this session, framed in their own words and within their own control. Vague aspiration is sharpened into something whose achievement would be observable.

2 REALITY

A specific, descriptive and non-judgemental examination of what is actually happening now: facts, patterns, previous attempts and their results. Self-assessment here does most of the model's work.

3 OPTIONS

The widest practical list of ways forward, generated before any evaluation. The coach's suggestions, if offered at all, come last and carry no more weight than the coachee's own.

4 WILL

The conversion of options into committed action: specific steps, dates, anticipated obstacles and an honest measure of commitment. The expansion of the W varies by author, Will for Whitmore, Way Forward for Fine, Wrap-up for Alexander, but the function is the same: the conversation must end in owned action.