



**CUT THROUGH**  
COACHING & CONSULTING

**SHIFT**

MODEL FOR COACHING CONVERSATIONS

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“Coaching is helping  
someone to

learn

rather than telling them  
what to do.”

#CutThroughHQ



# The SHIFT Framework

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Coaching is facilitated through conversations which assume the coachee is the person best positioned to identify and act upon issues within their context. Coaching respects and encourages professional autonomy and has been shown to increase engagement, wellbeing and outcomes in all manner of professional settings.

Rather than being a script, the SHIFT framework offers a map for the conversation that a coach can follow. The SHIFT framework differs from other frameworks (SMART, GROWTH etc) in that these frameworks assume the coachee already has a goal. The SHIFT framework allows the coachee to explore many aspects of their context before establishing their goal. This can be powerful when team members are disengaged or have a tendency to want to please, by setting goals they know they can achieve, in line with professional development plans.

In many organisations, individuals and teams feel the need to *prove themselves*. Coaching and the SHIFT Framework encourages individuals and teams to *improve themselves*.



## The S.H.I.F.T Framework for Coaching Conversations

**SCAN**

**HURDLES**

**INCENTIVE**

**FOCUS**

**TACTICS**



# SCAN

## The **SHIFT** Framework

Each coaching conversation starts with a SCAN. This is done to transition from the (usual) busyness of where the coachee has come from into the coaching space. Depending on where in the coaching cycle the conversation takes place, different questions will be more or less appropriate. To that end, the coach must ensure they are fully prepared and open with the right question.



### Example SCAN Questions

What's been happening?

What else?

Where do you see yourself in 6 months?

Where would you *like* to see yourself in 6 months?

What's your current situation?

What's on the Horizon?

Where are you now and where would you like to get?

What kind of teacher are you?

How would you like to grow as an educator of the next 12 months?

**Come up with your own SCAN questions**



# HURDLES

## The SHIFT Framework

Following on from the SCAN element the coach then addresses the challenges that the coachee has, is currently, or might potentially be facing. The coach's ability to maintain perspective, and challenge is critical at this point, as it is not uncommon for individuals to see their challenges both as insurmountable and unique. Very rarely are anyone's challenges both of these, and it is the role of the coach to non-judgementally facilitate the conversation to a point where the coachee can recognise this, as well as consider possible solutions.



### Example HURDLE Questions

- What is holding you back?
- What hinders you?
- What needs to change? What's stopping you?
- What's the biggest challenge for you right now?
- Why haven't you already?
- What is a positive challenge you have right now?
- If we could remove one obstacle, what would it be?
- What's been the big issues in the past?

**Come up with your own HURDLE questions**



# INCENTIVE

## The SHIF**T** Framework

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“What’s in it for me?”

Generally speaking motivation comes in the form of intrinsic, extrinsic, positive and negative. Talking about the motivations of an individual can be particularly enlightening in the context of a coaching conversation. Is the coachee driven by the need for external recognition, or do they want to avoid getting into trouble? Will they learn something for the sake of it, or only if it is mandated? Are they positively motivated or negatively motivated? What works best for them? Does this go anyway to explaining the first two elements (Scan & Hurdles) of your conversation?



### Example INCENTIVE Questions

On a scale of 1-10, how committed are you?

To what extent are your motivators extrinsic?

What’s in it for you?

What do you want?

If money and time was no object, what would you like to do about this?

What are your intrinsic motivators?

What will/does *achieving* mean to you?

Why’s that important to you?

How have you felt in the past towards something like this?

**Come up with your own INCENTIVE questions**



# FOCUS

## The SHIF**T** Framework

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It's at this stage of the coaching conversation that - based on the first three elements - the coach draws the attention of the coachee to possible actions.

Essentially this element of the conversation establishes the *What?* and the *When?* with regard to what the coachee will focus on as a result of the conversation. It should be informed by the Scan, Hurdles and Incentive elements of the conversation and not be contradictory.



### Example FOCUS Questions

What will you commit to doing?

When will you do it?

What's the first step you're going to take?

What does that encourage you to do?

What might you do in the next 7 days?

Is there something that jumps out at you as being something you can tackle immediately?

**Come up with your own FOCUS questions**





# TACTICS

## The SHIFT Framework

The final element of the conversation is critical in establishing the first, and subsequent steps required to achieve the Focus.

It is also at this point when the coach and coachee will arrange the time - if not already systematically in place - for the next coaching conversation. It is also a good time to ask the coachee what was most useful aspect of the conversation. This provides the coach with valuable feedback, and also ends the conversation on a positive note and builds the coach/coachee relationship.



### Example TACTICS Questions

- How will you do this?
- What help do you need?
- Do you have the time to commit to this?
- Do you feel you have the skills/ability to do this?
- If we were mapping this out on a piece of paper, how many steps would be involved?
- On a scale of 1-10, how confident are you that you can achieve this in the set time?
- Who will you enlist in your efforts?
- When are we checking in again?
- What was most useful here?

**Come up with your own TACTICS questions**



# Notes

A large rectangular area with a black border, containing 20 horizontal dotted lines for writing notes.