
OSKAR Coaching Framework

The process described in the previous section can be used with groups. But there's also a coaching process that can be used by a coach on a coachee or a small team. It helps move the coachee or team through the Solution Focus process steps below.

The coaching framework is presented below with typical (coaching) questions.

1. Outcome

- What is the objective of this coaching?
- What do you want to achieve today?
- What do you want to achieve in the long term?
- How will you know this coaching has been of use to you?
- How would you know tomorrow that you have achieved your objective?

2. Scaling

- On a scale of zero to ten, with ten representing the perfect scenario and zero the worst it has ever been, where are you on that scale today?
- What did you do to get this far?
- How would you know if you moved higher up the scale?

3. Know-how and Resources

- What helps you perform at your current level on the scale, rather than zero?
- When does the outcome already happen for you, even a little bit?
- What did you do to make that happen?
- How did you do it?
- What did you do differently?

- What would other people say you are doing well?
- How have others achieved this?

4. Affirm and Action

- What's already going well?
- What is the next small step?
- What would you like to do personally, straight away?
- What actions do you need to take to move higher up your scale?

5. Review

- What is better?
- What did you do that made the change happen?
- How did you do that?
- What effects have the changes had?
- What do you think will change next?
- What are the next steps?

More information

Solution Focus' two creators (Paul Z Jackson & Mark McKergow) have their respecting websites:

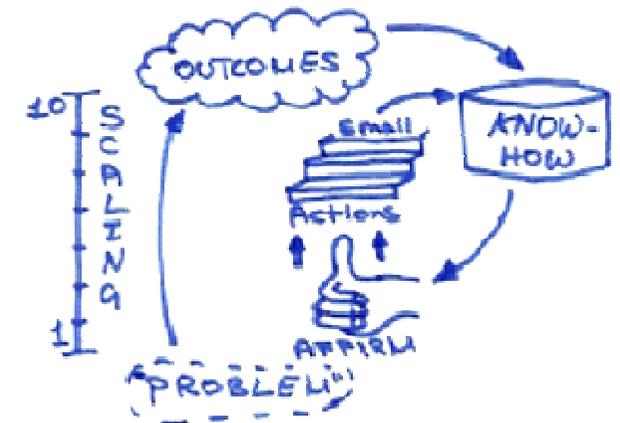
- <http://www.sfwork.com/>
- <http://www.solutionfocus.co.uk/>

Their book is also the reference: "[The Solution Focus, making Coaching and Change SIMPLE](#)".

Material for this leaflet has been extracted from various internet web sites. See links here: <http://delicious.com/stampf/sf>.

Solution Focus

Finding what works and doing more of it by uncovering strengths at work



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Introduction

Solution Focus differs from other problem solving approaches in that it builds on past strengths expressed by participants to achieve current reality in order to devise action plans to construct an idealized “future perfect”.

Solution Focus is a way of conducting change based on six SIMPLE building principles:

- **Solutions**, not problems.
- **Inbetween**: the action is in the interaction, not the individual.
- **Make** use of what’s there, not what isn’t.
- **Possibilities** are to be searched in past, present and future.
- **Language**: straight talk.
- **Every case is different**: beware of ill-fitting theories.

Process

A global process is usually followed when using the Solution Focused approach, which follows the steps described below.

1. Establish a platform

This initial step has two objectives:

- Acknowledging the problem from the point of view of the participants and making sure they feel having been listened to;
- Building a platform describing what they do want rather than what they don’t want anymore.

Sample questions for this step would typically be:

- “What is the objective of this session?”
- “What would be the benefit in moving forward?”

- “When you’ve tackled this kind of problem before, what was the most helpful?”
- “What skills and resources did you discover then?”
- “What in general has been going well for you?”

2. Future Perfect

This step is often achieved through answering the “magical question”:

- “Suppose the problem vanished overnight. How would you know? Please describe with as much details as possible.”

3. Scale

This step is very specific to Solution Focus and allows participants to position themselves on a scale and measure the improvements in their action plans moving from the present situation to the future perfect as identified previously. In fact, this step mainly consists of three different but related questions:

- “If 10 is Future Perfect and 0 is the opposite (as bad as it could ever be), where are you now?”
- “How did you get there?”
- “What would it take to go up one step?”

4. Counters

During this step, participants are encouraged to look for “counters” that proves the future perfect is already happening right now and they may have not noticed until then.

- “Look at Counters (resources, skills, experience and know-how): what is already present from the Future Perfect? Even a bit?”
- “What part of the future perfect is already occurring that make you say you’re at level X and not 0”

5. Affirm

Now, energy is sought in order to move forward by uncovering what’s giving energy to the participants:

- “What are you most impressed with?”
- “What skills, resources & qualities can you observe?”
- “What are the grounds for optimism?”
- “What’s most impressive about what has already happened?”

6. Small Actions

In this last step, the participants identify small actions they (not someone else) could immediately take. These are taken in a spirit of experimentation and exploration, and produce more Counters.

Focus should be on actions that can start something rather than stop something. But it’s also encouraged to stop doing what doesn’t work and start doing something else instead.

7. Start over again

Then do more Affirmations, take more Small Actions, find more Counters, etc.