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High Growth Coaching Processes
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High Growth Coaching Processes

The High Growth Coach



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Leonardo Transfer of Innovation High Growth Coach Project



The High Growth Coach Competency Framework



High Growth Coaches require a balance of behaviours, skills and knowledge enabling the delivery of generic and specialist High Growth Coaching services. They undertake a variety of roles during the course of the delivery of a High Growth Coaching programme including those of the coach, facilitator, mentor, trainer, advisor, broker and consultant. Whilst each role has a different focus, they each draw upon a set of core or fundamental skills. Although not impossible, it is unlikely that most High Growth Coaches will be competent in each of these roles, however they are likely to be competent in two or more of the roles.

High Growth Coaches need to possess a minimum level of business acumen and be able to support High Growth Companies through the High Growth Coaching Process. Above all else High Growth Coaches must behave professionally and ethically.

The HGC Framework comprises three levels of hierarchy:

- **Specialist Knowledge and Capability**
- **High Growth Coaching Competences** and
- **Professional Behaviours.**
-

Specialist Knowledge and Capability: comprises the functional and sector specialist expertise that High Growth Coaches possess

High Growth Coaching Competences: comprise the core High Growth Coaching skills, tools, and techniques essential in delivering High Growth Coaching services

Professional Behaviours: comprise the professional and ethical behaviours High Growth Coaches need to be able to demonstrate

Each of the levels is subdivided into a series of behaviours and knowledge, skills and roles providing a comprehensive High Growth Competency Framework.

The Framework provides a structure within which potential and existing High Growth Coaches can assess themselves for the purpose of improving and developing their knowledge, skills and competencies. The Framework is not about being competent or not, it is a framework of good practice and development.

The High Growth Coach Development Programme

The High Growth Coach Development Programme includes the following e-learning modules to support actual and potential High Growth Coaches in developing themselves:

High Growth Coaching Roles

- The HGC as a Coach
- The HGC as a Trainer
- The HGC as a Facilitator
- The HGC as an Advisor
- The HGC as a Mentor
- The HGC as a Broker
- The HGC as a Consultant

High Growth Coach Fundamental Skills Part 1

- Building Rapport
- Client Dialogue
- Questioning Strategies
- Active Listening

High Growth Coach Fundamental Skills Part 2

- Challenging
- Critical Thinking
- Reflection
- Review and Recognition
- Feedback

High Growth Coach Fundamental Skills Part 3

- Goal Setting
- Action Planning
- Coaching Resources
- Knowledge Transfer

High Growth Coaching Processes

- Stage 1: Engaging
- Stage 2: Exploring
- Stage 3: Visioning
- Stage 4: Implementing
- Stage 5: Reviewing and Sustaining

High Growth Coach Professional Behaviours Part 1

- Client Relationships
- Professional Networking

High Growth Coach Professional Behaviours Part 2

- Personal Development
- Ethical and Professional Practices

High Growth Coach Professional Behaviours Part 3

- Evaluation
- Personal Effectiveness

Module Aim and Objectives

Aim:

- To explore the High Growth Coaching Processes

Objectives:

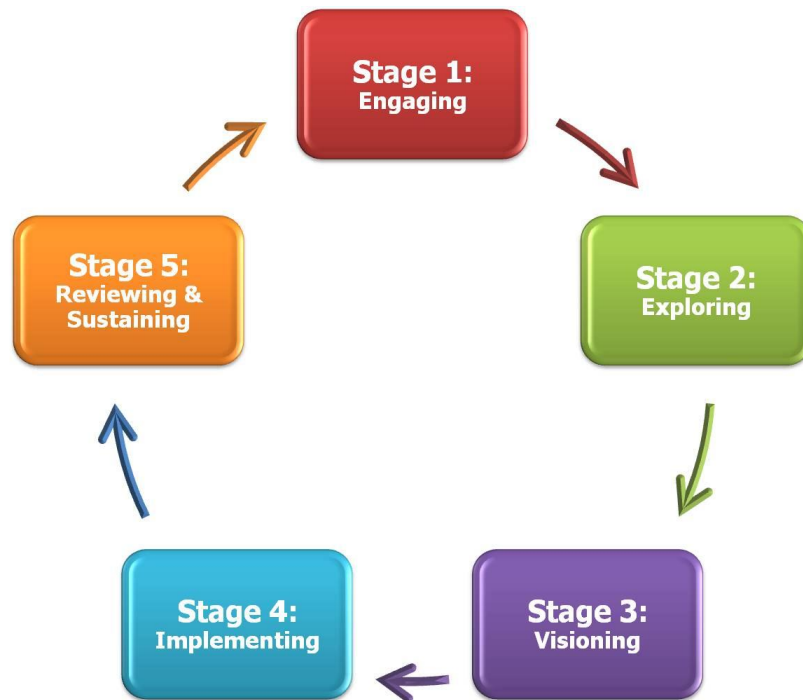
By the end of this module you will have an understanding of what is involved in:

- Stage 1: Engaging
- Stage 2: Exploring
- Stage 3: Visioning
- Stage 4: Implementing
- Stage 5: Reviewing and sustaining

The High Growth Coaching Cycle

Effective High Growth Coaches adopt a flexible, but structured approach to the planning and delivery of coaching. This module describes the five processes that comprise the High Growth Coaching Cycle.

The High Growth Coaching Cycle



Stage 1: Engaging focuses upon the effective engagement of clients. Engagement involves building rapport, setting up the relationship in terms of agreeing the roles and responsibilities of both the Coach and the client and agreeing with the client the coaching process to be delivered

Stage 2: Exploring involves coaching helping clients to explore and analyse their current circumstances and to make sense of challenges and issues.

Stage 3: Visioning is about helping client to decide what they want to achieve: it is about clients having a clear vision of their goals and planned outcomes and achievements.

Stage 4: Implementing entails coaches helping clients to develop and subsequently implement simple and effective action plans. Coaches need to ensure clients are committed to the plans and have the necessary resources to implement them.

Stage 5: Reviewing and sustaining is an essential part of the coaching process. The aim of most coaching is not to simply achieve a one off outcome, but to ensure the outcome is sustainable and provides a platform for further development and improvement.

If coaches move too quickly into visioning without first helping clients to fully explore issues or root causes of problems or to evaluate how they feel about an issue, clients can develop inappropriate visions or goals. Similarly, if coaches devote too little time to challenging and questioning clients about their goals and move straight into action planning and the implementation stage, clients can become busy working hard on the wrong actions.

Failure to give due consideration or time to each stage will impact upon the overall effectiveness of the coaching. If a client only appears to be partially committed to their proposed goals, they are more likely to miss key deadlines and follow through on the actions to achieve them.

If too little time is devoted to engaging clients at the beginning of a coaching session, they may be distracted or much less focused than they should be. They may be pondering a problem on the shop floor or thinking about another issue and therefore not fully present mentally throughout the coaching session.

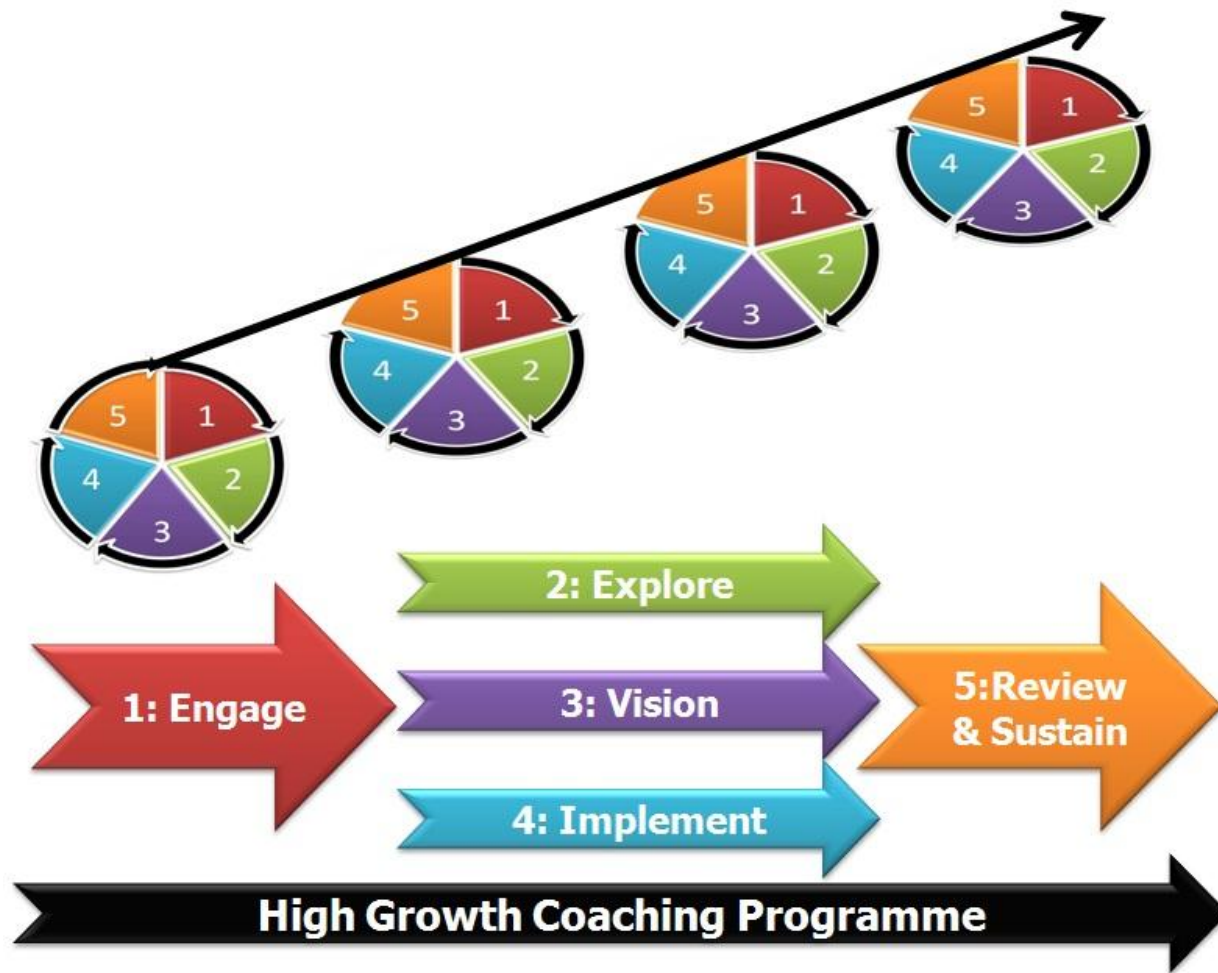
"Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall."

Stephen Covey

The structure of a High Growth Coaching programme is summarised in the diagram below, which shows that over the course of a programme of coaching, earlier sessions will be more about engaging, followed by the body of the programme focusing on exploring, visioning and implementing, with more time spent at the end of the programme on reviewing and sustaining. However, within each coaching session, the same structure is also likely to be repeated, starting with reviewing the previous session and engagement followed by exploring, visioning and implementing within the area which is the focus of the session and then reviewing the session at the end.



Structure of a High Growth Coaching Programme



The High Growth Coaching Fundamental Skills will all be used by the Coach at different points during the High Growth Coaching Cycle.

Stage 1: Engaging

“Two of the main reasons why people do not achieve their goals are [1] they lose their focus and [2] they do not have sufficient motivation and commitment”.

John Moore

Fundamental Skills used by the High Growth Coach during the Engaging Stage of the High Growth Coaching Cycle

Building rapport with clients

Rapport is the foundation of all effective coaching relationships. Without sufficient rapport coaches are unlikely to have the necessary level of trust and respect from clients; they are unlikely to be able to ask sufficiently probing and challenging questions; they are not going to have the leverage to demand the best for their clients.

Building rapport is not about being liked although this is usually one of the bi-products of establishing high levels of rapport. Rapport is a two way notion. It is about the quality of the interaction between the Coach and the client. It is about trust, honouring commitments and promises; it is about doing the right thing and being sufficiently comfortable to be able to disclose highly sensitive, confidential and often personal information, feelings and beliefs.

High Growth Coaches help clients to develop extraordinary levels of focus and commitment to achieving their goals. To achieve this, coaches must ensure that clients are 100% present during every coaching session and that they leave sessions with the commitment and confidence to achieve their goals and vision.

Setting up the relationship right at the beginning involves understanding the client, their goals and aspirations and ensuring that they are committed to following through and doing the hard work that follows a coaching session.

At the beginning of each coaching session, it is important for coaches to spend time re-establishing the relationship. Often clients come to meetings with other issues on their minds and therefore coaches need to help clients to be mentally present through additional rapport building.



Explaining, discussing and agreeing the format and outcomes of the coaching

This includes:

- Helping clients to define their requirements
- Discussing client expectations of the coaching to be delivered
- Explaining the role and responsibilities of the High Growth Coach
- Clarifying client roles and responsibilities in the coaching process
- Agreeing the coaching process with clients
- Exploring with clients what they want to achieve from the coaching
- Agreeing with clients the planned outcomes of the coaching
- Confirming understanding of client requirements and planned outcomes before moving on
-



During the engaging stage of the High Growth Coaching Cycle, it is essential to lay the ground rules for the remainder of the programme of coaching. This means that the Coach and client need to fully explore what each of them expects from the programme, to ensure that these are compatible and that the Coach believes that he is the right person to help the client to achieve his desired outcomes.

Some clients are not looking for a coach, but for someone to do their job; take the difficult decisions for them; to tell them what to do; or to show them how to do it. Therefore, one of the important discussions between coaches and clients before the coaching process begins is about the client's expectations and goals for the coaching.

In addition to establishing the goals and objectives of the High Growth Coaching programme, coaches need to establish the goals and objectives for individual coaching sessions. Clarity of goals and objectives helps to provide purpose, direction and a measurement against which progress can be measured.

Managing client expectations is essential. Some coaches are able to and are willing to take on role some aspects of the consulting role and other are not. Some clients may require considerable education and training whilst others might require more of a life coach than a business coach

Having agreed what roles the Coach may be called on to adopt, it is important for the client and coach to fully agree on the expectations that the Coach will have of the client in terms of frequency, duration and format of meetings, commitment to completion of action plans between meetings, openness about aspects of the business, payment terms and so on.

Everything that is agreed needs to be recorded so that it can be referred to during the programme of coaching and stands as a record in case of disagreement.

Inviting clients to review and reflect on the previous action plan

Reviewing and reflecting on previous actions plans should be one of the first actions of any client meeting. The clearer the action plans, the easier this is to accomplish.

Reviewing is important as it is part of holding clients to account, but also allows for any changes that have taken place to be considered.

Plans are working documents and as such should be frequently updated to take account of new information which has been collected as part of a review of progress. There is no point in continuing to implement a plan if it has been identified that:

- It is not achieving what it was designed to achieve
- The objective has changed
- It is resulting in unintended negative consequences
- It is proving difficult to implement

Therefore when reviewing progress the Coach should always check the above points and agree appropriate changes to the plan.



Encouraging clients to reflect

Reflection is an essential part of the exploring stage of the High Growth Coaching Cycle. It is not possible to move forwards with plans for the future without reflecting on what has happened in the past and how the company and client have reached the point that they are at now.

This reflection is useful for the client as taking time for the process of reflection is in itself likely to result in greater awareness. Reflection is part of the learning cycle and can enable the client to identify what has worked well in the past and what has not worked well and also the reasons for this.

Questioning by the Coach during the process of reflection will extend this further. Reflection is also extremely useful for the Coach, as in addition to provide a background to the current situation, it will also enable the Coach to learn about how the client thinks and perceives things.

Helping clients to review and analyse current and past performance

In order to review current and past performance, it can be useful to use the Business Acumen areas identified in the High Growth Coaching Competency Framework as a checklist to ensure that all areas of the business are considered.

[High Growth Coach Business Acumen areas](#)





Business Acumen Areas	
Finance and Accounting	<ol style="list-style-type: none"> 1. Profit and loss accounts and Balance sheets 2. Budgets and forecasting 3. Working capital and cash flow 4. Profit and cost centres 5. Costing 6. Invoicing and credit control 7. Pricing strategies 8. Ratio analysis 9. Investment appraisal 10. Sources of finance
Human Resource Management	<ol style="list-style-type: none"> 1. Human resource management

	<ol style="list-style-type: none"> 2. Employment policies and practices 3. Equality of opportunity, diversity and social inclusion 4. Recruitment and selection 5. Team working and team development 6. Succession planning and talent management 7. Motivation 8. Performance management 9. Negotiation 10. Conflict management
Strategy Planning	<ol style="list-style-type: none"> 1. Strategic planning 2. Managing growth 3. Business planning techniques 4. Analytical and diagnostic techniques 5. Business plans 6. Management information systems 7. Contingency planning 8. Monitoring plans 9. Resource identification 10. Assigning roles and responsibilities
Operations Management	<ol style="list-style-type: none"> 1. Quality management 2. Procurement 3. Supply chain networks 4. Business process improvement techniques 5. Managing performance and control systems 6. Lean management techniques
Marketing & Sales	<ol style="list-style-type: none"> 1. The Marketing Plan 2. Competitive advantage 3. Market research 4. The Product Life Cycle 5. Marketing mix 6. Price sensitivity 7. Building brands 8. Competitor analysis 9. Public relations

	10. The Sales Cycle
Management and Leadership	<ol style="list-style-type: none"> 1. Director responsibilities 2. Developing the Board of Directors 3. Management and leadership models and theories 4. Decision making 5. Delegation 6. Objective setting 7. Problem solving
Change Management & Innovation	<ol style="list-style-type: none"> 1. Change management models 2. Transformational and transactional change 3. Catalysts and barriers to change 4. Risk management 5. Leading change 6. Planning and implementing change 7. Project management

Whilst not all High Growth Coaches will have comprehensive knowledge in all of the areas listed, it is important that they do have some understanding of them, unless they have been engaged purely to focus on an area in which they specialise.

Exploring problems and root causes

There are various tools that a coach can use with clients to identify the root cause of problems in order to then be able to identify ways of solving them.



Download:

Download the following documents for more information:

- [Five Whys](#)
- [Ishikawa Diagram](#)
- [Brainstorming](#)
- [Starbursting](#)
- [Six Thinking Hats](#)
- [The Charette Procedure](#)

Stage 3: Visioning

Fundamental Skills used by the High Growth Coach during the Visioning Stage of the High Growth Coaching Cycle

	Building Rapport	Client Dialogue	Questioning Strategies	Active Listening	Challenging	Critical Thinking	Reflection	Review & Recognition	Feedback	Goal Setting	Action Planning	Coaching Resources	Knowledge Transfer
Encourage clients to explore their beliefs and feeling about the subject of the coaching	✓	✓	✓	✓								✓	
Help clients to develop a clear understanding of what they want to achieve		✓	✓	✓	✓	✓				✓		✓	
Help clients to envisage and to define what success looks like		✓	✓	✓	✓	✓	✓			✓		✓	
Encourage clients to explain why it is important they are successful		✓	✓	✓	✓	✓			✓	✓		✓	
Support clients to define clear goals and objectives		✓	✓	✓	✓	✓				✓		✓	
Help clients to identify potential resources they can use to achieve success		✓	✓	✓			✓				✓	✓	
Help clients to identify potential barriers and risks to achieving success		✓	✓	✓	✓	✓	✓				✓	✓	
Help clients to explore options for overcoming any barriers		✓	✓	✓	✓	✓	✓				✓	✓	
Support clients to identify options and solutions		✓	✓	✓	✓	✓	✓				✓	✓	
Confirm understanding of identified options and solutions before moving on		✓	✓	✓	✓						✓	✓	

Visioning is about creating a vision for what the client would like the future to look like. In the field of High Growth Coaching, this means focusing on what the future will look like for the business and thus the Business Acumen areas can again be used as a framework around which a vision can be created. When the client starts to put together a picture of the future, the Coach can use these areas to help the client to define a complete and rounded picture of the future, rather than one which focuses just on one or two aspects of the business.

The Business Focus of High Growth Coaching



This framework will then help the client to define clear goals and objectives, identify and overcome barriers and risks and identify potential resources under each heading.

Beliefs, feelings and understanding

During the Visioning Stage, it is important for the Coach and the client to gain understanding of what the client really feels about the subject of the coaching. This is not always readily apparent and so careful questioning may be required to get past the standard responses that the client is used to providing. In addition, in order for the Implementation Stage to be successful, it is vital in the Visioning Stage, for the Coach and the client to be clear about the motivation for taking action and why it is important that the Implementation Stage is successful. Without full understanding of the 'Why' it is much less likely that that the coaching will be successful. If the motivation is absolutely clear, it will be much easier for the Coach to help the client to remain motivated. Likewise, it is essential for the Coach to confirm with the client that they have understood what the client has said at this stage, as this is vital to the success of the coaching. This can be achieved by summarising and asking questions.



Download:

Download the following documents for more information:

- [The Five Whys](#)
- [Options and Solutions Chart \(Template\)](#)

Tools for exploring root causes of problems and ways of solving them were provided in Stage 2: Exploring.

Once the Coach and client have an understanding of the root causes, they must begin to consider in more detail, what options and solutions are available to them.

During this process, they should consider what resources are available, what barriers might need to be overcome and what the possible risks are.



Assessing and selecting options and solutions

Once a range of possible solutions have been identified the Coach and client will benefit from the use of a range of decision making tools to identify which solutions to select.

Download the following documents for more information:

- [Paired comparisons](#)
- [Decision Matrix](#)
- [Decision Trees](#)
- [Options and Solutions Chart \(Template\)](#)
-

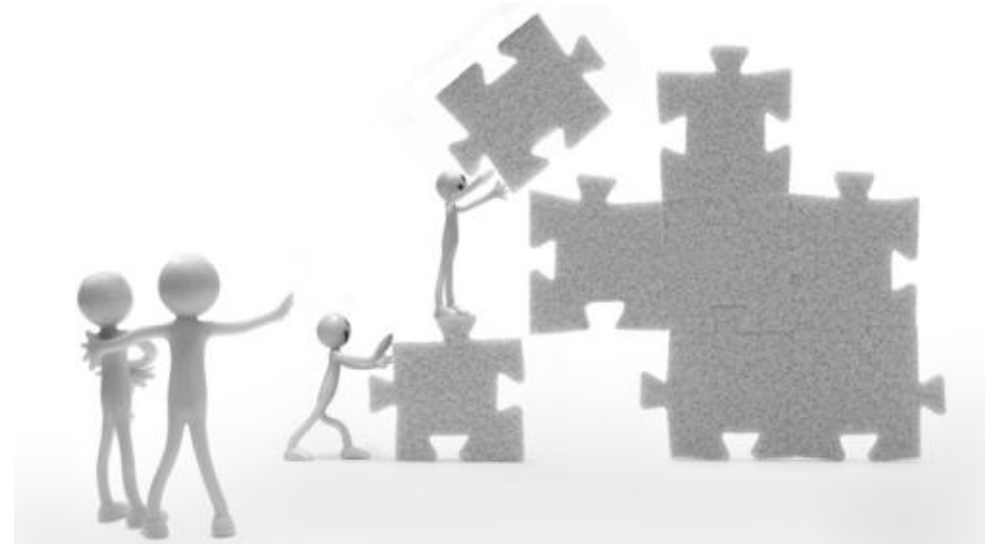


Action planning

When the client has been through the process of assessing the various options and selecting one or more that he believes will achieve his objectives, the Coach should work with the client to produce an action plan based on the selected solution. Action Planning is covered in HGC Fundamental Skills Part 3. During this process, the Coach should help the client to identify the resources that will be required to implement the plan and also how these resources will be acquired.

The role of the Coach during Stage 4: Implementing includes supporting the client, by ensuring that the client is committed to and fully understands the plans that he has drawn up and by being available to support him as he implements these plans.

This includes helping the client to keep motivated by reminding him of the 'Why' identified during Stage 3: Visioning. It may also involve helping him to involve others in the implementation of the solution.



Stage 5: Reviewing and Sustaining

Fundamental Skills used by the High Growth Coach during the Reviewing and Sustaining Stage of the High Growth Coaching Cycle

	Building Rapport	Client Dialogue	Questioning Strategies	Active Listening	Challenging	Critical Thinking	Reflection	Review & Recognition	Feedback	Goal Setting	Action Planning	Coaching Resources	Knowledge Transfer
Invite clients to reflect on progress achieved		✓	✓	✓	✓		✓	✓	✓			✓	
Encourage clients to reflect on their vision (goals and objectives)		✓	✓	✓	✓		✓	✓	✓			✓	
Encourage clients to reflect on why it is important they are successful		✓	✓	✓	✓		✓	✓	✓			✓	
Summarise key points and actions arising during coaching		✓		✓									
Acknowledge progress made by clients							✓	✓	✓				
Agree with clients strategies to monitor the implementation of the plan		✓	✓	✓	✓	✓				✓	✓	✓	✓
Test client commitment to sustaining improvements and performance		✓	✓	✓	✓								
Confirm the client ownership of plans and activities		✓	✓	✓	✓								
Seek feedback from clients to identify the added value derived from coaching		✓	✓	✓			✓	✓					
Agree with clients the timing of future coaching		✓	✓	✓							✓		

Reflection

Assisting the client to get to the point where he has identified what action he needs to take to achieve his objectives, is not the end of the journey for the High Growth Coach. At this stage, if action is not taken, little will have been accomplished. Therefore, in order to ensure that action is taken the Coach needs to work with the client regularly to review and sustain progress.

It is important to agree a process for monitoring the implementation of the plan and if the plan is well written including measures, then this should be quite straightforward. Where the planned progress and outcomes have been achieved, the role of the Coach should be to acknowledge this and celebrate it with the client.

Where the planned progress has not been achieved, it is important to establish why this is the case. At this point it may be pertinent to remind the client of their vision and get them to reflect on why it is important that they are successful. A useful tool to use for this is the Consequences Matrix.

The Consequences Matrix



This tool helps the client to home in on the exact consequences of taking and not taking action.

It is useful because the tendency is to focus on what will happen if you take action, but usually, less emphasis is given to reflecting on what will happen if no action is taken.

By drawing the client's attention to what will and won't happen as a consequence of taking and not taking action, every eventuality is covered and this should underline clearly for the client, why they should be taking action.

If the consequences are not sufficiently significant, then it would suggest that the client does not have a strong enough motivation for taking action.

Feedback and future coaching

When reviewing progress with clients, it can also be a good time to seek feedback from them concerning the added value that they have derived from the coaching. This can be as part of the Reviewing and Sustaining Stage of any coaching session, or particularly, as part of the Reviewing and Sustaining Stage of a coaching programme.

This is because having just reviewed progress, the impact of the coaching should be fresh in the mind of the client and in addition, where progress has been made, the client should be at the 'peak of their gratitude' and therefore more likely to provide feedback which could be used by the Coach for marketing purposes.

Where progress has not been made, it is important for both the Coach and the client to identify the reason for this and if there was anything that the Coach could have done differently, which would have increased the impact of the coaching.

In order to sustain the progress of the client towards achievement of their objectives, it is good practice to make arrangements for the next coaching session before ending a coaching session, if a further session is planned. If the coaching programme has come to an end, it is useful to agree to keep in touch, perhaps by occasional e-mail or e-newsletter. Maintaining some form of communication will make it more likely that the client will approach the Coach again for support, when needed, so some coaches also have a policy of offering some complimentary e-mail support to previous clients.

Another approach may be to keep clients informed of funding opportunities, legal updates or any other information that the Coach comes across that may be of interest to the client. Whichever the approach, the ideal way to leave a final coaching session is with an agreement to keep in touch.



Compendium of Tools

The following tools can be downloaded and used to assist you in your continuous professional development and ethical and professional practices:

- [Brainstorming](#)
- [The Charette Procedure](#)
- [Decision Matrix](#)
- [Decision Trees](#)
- [Five Whys](#)
- [Ishikawa Diagram](#)
- [Options and Solutions Chart \(Template\)](#)
- [Paired comparisons](#)
- [Six Thinking Hats](#)
- [Starbursting](#)
-

Summary

This module has explored the High Growth Coaching Cycle.

Now that you have completed the module you should have an understanding of what is involved in:

- Stage 1: Engaging
- Stage 2: Exploring
- Stage 3: Visioning
- Stage 4: Implementing
- Stage 5: Reviewing and sustaining
-

Self Test Questions

Answer these questions to check how well you have understood and retained the information contained in this module.

Question

Matching2

Title

Stages of the High Growth Coaching Process

Text

Match each of the activities undertaken by High Growth Coaches to the appropriate stage of the High Growth Coaching Cycle

Answer 3

Help clients to envisage and to define what success looks like

Answer 5

Acknowledge progress made by clients

Answer 1

Help clients to define their requirements

Answer 4

Help clients to define actions needed to implement their chosen option

Answer 2

Help clients to reflect on their experiences, feelings, knowledge and skills

Match

Engaging

Match

Exploring

Match

Visioning

Match

Implementing

Match

Reviewing and sustaining

Feedback Correct

Well done. You matched them correctly.

Feedback Incorrect

As you did not manage to match them all correctly, it would be a good idea to familiarise yourself with what is involved in each of the stages of the High Growth Coaching Cycle.

Question

Gapfill1

Title

Stage 1: Engaging

Text

Fill in the gaps in the following text by selecting the correct words from the word bank below.

Wordbank

True

Answer

During the engaging stage of the High Growth Coaching Cycle, it is essential to lay the [ground] rules for the [remainder] of the programme of coaching. This means that the Coach and client need to fully [explore] what each of them expects from the [programme], to ensure that these are [compatible] and that the Coach believes that he is the right person to help the client to achieve his desired [outcomes].

Feedback

Question

Truefalse1

Title

High Growth Coach Business Acumen Areas

Text

In order to review current and past performance, it can be useful to use the Business Acumen areas identified in the High Growth Coaching Competency Framework as a checklist to ensure that all areas of the business are considered.

Answer *

True

Answer

False

Feedback Correct

Well done. The Business Acumen areas can act as a useful checklist when reviewing and analysing past and present performance.

Feedback Incorrect

The Business Acumen areas can act as a useful checklist when reviewing and analysing past and present performance.

Question

Textentry1

Title	Importance of Understanding 'Why?'
Text	Why is it important in the Visioning stage, for the Coach and client to be clear about the motivation for taking action?
Feedback	At the Visioning stage it is important for the Coach and the client to be clear about the motivation for taking action so that the Coach can help the client to remain motivated. Without full understanding of the 'Why' it is much less likely that that the coaching will be successful.

Question

Multiresponse3

Title	Stage 4: Implementing
Text	Which of these activities are carried out in Stage 4: Implementing
Answer	Help clients to envisage and to define what success looks like
Answer *	Support clients to assess all of the options and solutions to achieve success
Answer	Support clients to define clear goals and objectives
Answer *	Assist clients to draft action plans to achieve success
Answer *	Help clients to identify additional resources needed to achieve success
Answer	Help clients to reflect on their experiences, feelings, knowledge and skills
Feedback Correct	Well done you correctly identified the correct activities. Helping clients to envisage and to define what success looks like and supporting clients to define clear goals and objectives happen in the Visioning stage and helping clients to reflect on their experiences, feelings, knowledge and skills takes place in the Exploring stage.
Feedback Incorrect	The correct answer is: Support clients to assess all of the options and solutions to achieve success; Assist clients to draft action plans to achieve success; Help clients to identify additional resources needed to

achieve success.

Helping clients to envisage and to define what success looks like and supporting clients to define clear goals and objectives happen in the Visioning stage and helping clients to reflect on their experiences, feelings, knowledge and skills takes place in the Exploring stage.

Question

Multichoice1

Title

The Consequences Matrix

Text

Which of the following correctly describes what the Consequences Matrix can be used for?

Answer

This tool helps the client to see the consequences of poor planning.

Answer *

This tool helps the client to home in on the exact consequences of taking and not taking action.

Answer

This tool identifies the consequences of having insufficient resources to complete the action plan.

Feedback Correct

Well done, you identified the correct description.

Feedback Incorrect

The correct answer is: This tool helps the client to home in on the exact consequences of taking and not taking action. To learn more about the Consequences Matrix, look again at Section G.