Focus and Decision Making

The following models and tools can be useful for helping clients think about what they focus on and how to make decisions.

- GROW
- SNIP
- Appreciative Enquiry
- Change balloon for defining goals
- The Impact Matrix
- Structure of problem technique

- Index Card Technique
- Perceptual Positions
- Decision Balance Sheet
- Consequences Matrix
- Eisenhower Matrix

Tools and Resources

West Midlands Coaching and Mentoring Pool
Whitmore’s GROW Model

GOAL

REALITY

WAY FORWARD
/WILL

OPTIONS
Caplan’s SNIP Model

SITUATION

PLAN

NEEDS

IDEAS
Appreciative inquiry: 4-D cycle

**Discovery**
... what do we do when at our best?

**Delivery/Destiny**
... how can we work together to make this a reality?

**Dream**
... what could we be like be?

**Design**
... how can we pool our ideas and best work ... together?

**Topic e.g. when our users are highly satisfied**
Change Balloon for Defining Goals

Write down wish lists on post-its and places them in a basket.

So many wishes will weigh down the balloon, so need to discard the weights until one priority is left.

Deciding where to focus
The Impact Matrix

<table>
<thead>
<tr>
<th>Level of Change</th>
<th>Quick Wins</th>
<th>Transformation</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Low</td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Time</th>
<th>Immediate</th>
<th>Longer term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quick Wins</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transformation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Potentially</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Symbolic</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Potential</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stepping Stones</td>
<td></td>
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</tr>
</tbody>
</table>

Excellence in Coaching,
Kogan Page.
Working with the Impact Matrix

If client is in crisis then best to start with helping the client to manage that crisis.

As a general rule you should work on those things that the client sees (with your help) as having the greatest impact and is willing to work on:

• What is causing the most pain?
• What could create the most pleasure?
• Where will the benefits outweigh the costs?

Mapping the answers into the Impact Matrix can help clients consider where to focus:

Quick wins – may be manageable sub-problems of a bigger problem for example

Potentially symbolic – may create credibility and movement; may lead to other things

Potential stepping stones – where improvement may lead to general improvement in human condition beyond what was first or explicitly recognised

Transformation – opportunity to create a shift

This tool can also be useful when considering OPTIONS stage.
Structure of the problem technique

Current state

Barrier, obstacle or constraint

Where is the barrier, obstacle, constraint located?
Self, other or environment?

Desired future state

Barrier, obstacle or constraint

Index card technique

Use post it notes/cards to consider an issue and write down all the aspects that will be impacted by the decision. Order the cards by importance or impact to help the client think about the best way forward.

Perceptual positions technique

Encourage your client to ‘step’ into others’ perspectives and step out of (distance) themselves from an issue and see it from an independent observer and others point of view at rational and emotional levels.

# Decision Balance sheet

<table>
<thead>
<tr>
<th>Positive effects of current activity</th>
<th>Negative effects of current activity</th>
<th>Benefits of changing</th>
<th>Costs of changing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

**Moving to a commitment to action**
# Consequences Matrix

<table>
<thead>
<tr>
<th>What will happen if I do it:</th>
<th>What will happen if I don’t do it:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What will not happen if I do it:</th>
<th>What will not happen if I don’t it:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Eisenhower Matrix**

- **Important, but not Urgent**
  - DECIDE WHEN YOU WILL DO IT

- **Urgent and Important**
  - DO IT IMMEDIATELY

- **Not Important, not Urgent**
  - DO IT LATER

- **Urgent, but not Important**
  - DELEGATE TO SOMEONE ELSE

Source: The Decision Book: 50 Models for Strategic Thinking; Mikael Krogerus and Roman Tschappeler, Profile Books