

## Group Coaching Strategies and Complementary Theories

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Group Coaching Strategy	The SCARF Model	Appreciative Inquiry (AI)	The Trans-Theoretical Model
<p><i>The Pre-Contact</i></p>	<p><b><i>Promotes the SCARF domain 'Status':</i></b> The perception of where we fit in relation to the people around us.</p> <p>When we experience an increase in status, a reward circuit is activated that is similar but actually greater than the way we respond to a monetary reward.</p>	<p>AI is built on the underlying assumption that people are “naturally creative, resourceful and</p>	<p>Provides an opportunity to listen for and identify the language of ambivalence and what gets in the way for individuals in <i>Pre-Contemplators &amp; Contemplators</i> including:</p> <p><b><i>The 3 D's of Precontemplation</i></b></p> <ol style="list-style-type: none"> <li>1. <b><i>Don't know how:</i></b> Wouldn't know what to do to begin to change.</li> <li>2. <b><i>Demoralization:</i></b> characterized by uncertainty about the individual's ability to change or fear of failure.</li> <li>3. <b><i>Defending:</i></b> Defensive behavior that is most often a way of protecting independence or autonomy.</li> </ol> <p><b><i>The 2 D's of Contemplation</i></b></p> <p><b><i>Doubt:</i></b> <i>when in doubt, don't act.</i> Doubt leads to <b><i>Delay</i></b></p>

		<p>whole”<sup>1</sup>, full of assets, capabilities, resources, and strengths that emanate from a “life giving core” and can be “identified, affirmed, leveraged and manifested.”</p> <p>When applying the principles of Appreciative Inquiry to Health and Wellness Coaching, we focus away from the problem, what isn’t working and trying to fix; we focus towards evoking the qualities of the client’s ‘inner core’.</p>	
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Group Coaching Strategy	The SCARF Model	Appreciative Inquiry (AI)	The Trans-Theoretical Model (TTM)
<i>The Power of Story</i>	<i>Promotes the SCARF domain ‘Relatedness’:</i> The brain perceives people that we have not connected with as an automatic threat. When there is a positive	The AI approach is to evoke the qualities of the client’s ‘inner core’ or best self. This includes exploration of past and present experience, stories	The TTM captures the importance of identifying and appreciating the experience of ambivalence as a natural human process and giving it voice.

<sup>1</sup> The *Co-Active Coaching* first pillar of Coaching

	<p>connection we generate an ‘oxytocin response’ – a sense of bonding that puts the other in the category of ‘like me’ as opposed to ‘not like me’.</p> <p>.</p>	<p>and a vision for their most fulfilling and best well life.</p> <p>There is a saying, <i>If you want to change your life, change your story</i>. The group can promote awareness of what the participants’ stories are and its negative or positive impact.</p> <p>The group can also promote awareness of the negative or positive impact of others (inside and outside the group) on the participants’ stories.</p> <p>And, most importantly through positive inquiry the coach and group can facilitate creation of a new and/or different positive story.</p> <p>"Inquiry and change are not ...separate moments, but are simultaneous. Inquiry is intervention... The questions we ask set the stage for what we “find”, and what we “discover” becomes the... material and the stories out of which the future is conceived, conversed about and constructed.”<sup>2</sup></p>	<p>Shared stories of past and changing present experience and perceptions promote:</p> <p><b>Prochaska’s Second Principle</b> (<i>Increase Your Consciousness to Increase Your Behavior Change IQ</i>) creates an opportunity and opening for “consciousness-raising” and “making unconscious processes conscious”</p> <p><b>Prochaska’s Third Principle</b> (<i>Use Dramatic Relief to move from Precontemplation</i>) with exercises that can take on a story form such as “How I deal with my distressing feelings.”</p> <p><b>Prochaska’s 4<sup>th</sup> Principle</b> (<i>Decrease Your Cons to Move from Contemplation</i>). Shared stories regarding the pros of managing healthy stress promotes the value of investing time and effort in change.</p> <p><b>Prochaska’s 5<sup>th</sup> Principle</b> (<i>Use Environmental Reevaluation to Move from Contemplation to Preparation</i>). Noticing one’s own impact on others inside and outside the group and sharing that story. Noticing the impact of other participants inside and outside the group and their changing stories.</p>
<b>Group Coaching Strategy</b>	<b>The SCARF Model</b>	<b>Appreciative Inquiry (AI)</b>	<b>The TransTheoretical Model</b>
<b>Champion Self-Determination</b>	<b>Promotes the SCARF domain ‘Autonomy’:</b> The perception of control over one’s life. When	<b>The 4-D Cycle of Appreciative Inquiry</b> can be viewed as embracing client individuality and autonomy:	<b>Prochaska’s Second Principle</b> ( <i>Increase Your Consciousness to Increase Your Behavior Change IQ</i> )

<sup>2</sup> A Positive Revolution in Change: Appreciative Inquiry by David L Cooperrider, Case Western Reserve University & Diana Whitney, the Taos Institute

	<p>there is the experience of choice and a sense of ownership in a situation, stress levels decrease.</p>	<ul style="list-style-type: none"> <li>➤ <b>The Discovery Process:</b> is a ‘whole person’ inquiry into each participant as a unique individual. No one can know or determine what it is for each participant.</li> <li>➤ <b>Dream:</b> This again is unique to each participant. It is about creating a personal vision in relation to the “discovered” qualities, desires and potential. It’s about eliciting intrinsic motivation at each one’s pace and readiness. (i.e., “Who is your inner self calling you to become?”)</li> <li>➤ <b>Design:</b> Determining what is wanted by creating an image of a preferred future; defining possibility propositions that tap into the positive core and are in alignment with a new dream.</li> <li>➤ <b>Destiny:</b> strengthening and affirming self-efficacy and building momentum around a deeper purpose. Facilitating an orientation towards taking action, learning, adjustment, and improvisation.</li> </ul>	<p>Experiences and learning shared in the group allow participant to:</p> <ul style="list-style-type: none"> <li>➤ Learning more about change;</li> <li>➤ When individuals understand more of what change is about they can apply willpower more effectively and willingly.</li> <li>➤ Self-efficacy is reinforced.</li> <li>➤ Self-efficacy promotes self-empowerment and a sense of ownership of new perceptions and possibilities.</li> </ul>
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Domain	The SCARF Model	Appreciative Inquiry (AI)	The Trans-Theoretical Model
<b><i>Kaizen Approach</i></b>	<b><i>Promotes the SCARF domain 'Certainty'</i></b> : The brain works to predict what will happen next. Small progressive steps provide a sense of control about the future. People feel in control when things feel manageable – things feel manageable when they are broken down into small manageable pieces.	The AI approach is to first identify, build and strengthen the “constructive union” of the positive qualities within each person. And then to facilitate the outward mobilization. This is a process that requires both time and a building process.  <b>The Positive Principle of AI</b> (positive energy and emotion) is about a progressive building process that creates momentum for change. This momentum requires large amounts of positive affect and social bonding.	The TTM helps address the “Dread of Failing” ➤ Rather than ‘trial and error’ learning, TTM provides “guided learning” which is more efficient and effective (trial and error learning can take too many trials and too many errors). ➤ The TTM can be applied in group process to transform a perspective of past failure into learning. ➤ The group itself becomes a vehicle for guided learning.

Domain	The SCARF Model	Appreciative Inquiry (AI)	The TransTheoretical Model (TTM)
<i>Elicit Hope</i>	<p><i>Promotes the SCARF domain 'Fairness':</i> A fair exchange activates the reward circuitry in the brain. A sense that one is being given a fair deal or engaged in fair play opens the door to be looking forward.</p>	<p><b>The Poetic Principle</b> (positive attention and focus 'in the now') is foundational to Appreciative Inquiry. The only thing we have is right now. The present moment is both the foundation and springboard for where we go from here.</p> <p>Positive attention 'in the now' inside the group leads to positive anticipation of the future. This leads to more positive questions, reflections, conversations and interactions. These have a tendency to promote positive energy and emotion.</p>	<p>In the group experience when one person succeeds, there is a shared sense of success and heightened awareness of the potential success. Participants share ideas, strategies and brainstorm together.</p> <p>According to Prochaska, hope is the best way to deal with demoralization; and "providing innovative and more effective solutions for all problems is the best way to generate hope." Hope is enhanced when the perception of self-efficacy is increased.<sup>3</sup></p>

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<sup>3</sup> *Changing to Thrive: using the stages of change to overcome the top threats to your health and happiness.* Prochaska, J.O., & Prochaska, p1

## The SCARF Model and its Application in Wellness Coaching

Social connectedness and support, belonging to “the right tribe” and a sense of community are all critical aspects of healthy human functioning. Isolation can lead to illness and even death. Connection can make the difference be illness and wellness.

Dr. David Rock coined the term ‘Neuroleadership’ and is the Director of the [NeuroLeadership Institute](#), a global initiative bringing neuroscientists and leadership experts together to build a new science for leadership development and for coaching. According to Dr. Rock, understanding how the brain works, can help coaching professionals to “better tailor their language, strategies, and goals to be in alignment with an individual’s “hard-wired” way of thinking” and lead to “a more effective—and ultimately more rewarding—relationship for both coach and client.”

David Rock’s<sup>4</sup> SCARF model identifies five social domains that our brains are constantly monitoring “mostly below conscious awareness” and interpreting as reward or danger. They include: *Status, Certainty, Autonomy, Relatedness* and *Fairness*. Money and food are considered primary human rewards. Specific circuits in the brain light up when either are offered as a reward. Rock describes recent similar research that shows that the five SCARF domains have the same impact as money and food. He further states that the brain also equates social needs with survival in terms of ‘hierarchy of need’.

Rock defines any action or perception that moves one towards a positive reward response as the “*toward response*.” As coaches we are interested in creating the conditions for ‘a *toward response*’ in our clients. This model offers a compelling reason to investigate how we can utilize it to maximize the coaching experience! The specific domains of the SCARF model and their implications for successful group process are briefly outlined above.

### Resources:

1. *SCARF: a Brain-Based Model for Collaborating with and Influencing Others* by David Rock  
First published in the *Neuroleadership Journal*, Issue one, 2008
2. [www.Neuroleadership.org](http://www.Neuroleadership.org)
3. *SCARF® in 2012: Updating the Social Neuroscience of Collaborating with Others* by David Rock and Christine Cox, PhD
4. *Coaching with the Brain in Mind – Foundations for Practice* by David Rock and Linda J Page PhD
5. UTube: SCARF Model Influencing Others with Dr. David Rock  
<https://www.youtube.com/watch?v=rh5Egsa-bg4>

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<sup>4</sup> SCARF® in 2012: updating the social neuroscience of collaborating with others by David Rock and Christine Cox, Ph.D

## Appreciative Inquiry

Appreciative Inquiry (AI) is a model originally conceived of and designed as way to engage organizational stakeholders in positive self-determined change. Both organizational AI and coaching AI is built on the underlying assumption that people are “naturally creative, resourceful and whole”<sup>5</sup>, full of assets, capabilities, resources, and strengths that emanate from a “life giving core” and can be “identified, affirmed, leveraged and manifested.” Appreciative inquiry can be summed up, in a nutshell, in the words of David L. Cooperrider and Diana Whitney, two of AI’s founding collaborators as a process that is “liberating the human spirit to consciously construct a better future.”<sup>6</sup>

AI has been described as a “systematic discovery of what gives “life” to a living system when it’s most alive, most effective and most constructively capable.” It entails both the art and practice of asking questions that draw forth and strengthen potential and “involves the mobilization of inquiry through the crafting of “the unconditional positive question”.” It is founded on the premise that there is a rich potential core within everyone, and tapping into and mobilizing the energy of that core effects positive change. It is also described as embracing the *heliotropic effect*, or “tendency for all living systems to move towards energy that is life-sustaining and away from energy that is depleting”<sup>7</sup> (in the same way plants move towards light). Harry Cohen, executive coach describes “Heliotropic energizers” as those individuals who make people feel great. They listen, they’re compassionate, forgiving, vulnerable, real and kind. He says: “It’s us at our best!” Whereas “negative energizers” are bad listeners, cynical, negative and critical.” As coaches, we want to be the “positive energizers”!

### Resources:

- Essentials of Appreciative Inquiry by David L. Cooperrider, Diana Whitney and Jacqueline M. Stavros 2007
- Appreciative Inquiry: A Positive Revolution in Change by David L. Cooperrider and Diana Whitney 2005
- Encyclopedia of Positive Questions Volume I: Using Appreciative Inquiry to Bring Out the Best in Your Organization by Diana Whitney, David L. Cooperrider, Amanda Trosten-Bloom and Brian S. Kaplan 2001
- Collaborating for Change: Appreciative Inquiry by David L. Cooperrider and Diana Whitney 2000

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<sup>5</sup> The *Co-Active Coaching* first pillar of Coaching

<sup>6</sup> A Positive Revolution in Change: Appreciative Inquiry by David L Cooperrider, Case Western Reserve University & Diana Whitney, the Taos Institute

<sup>7</sup> Heliotropic Leadership | Harry Cohen | TEDxElonUniversity <https://www.youtube.com/watch?v=c4QU6tuo-E>

## The Trans-Theoretical Model

We often hear coaches and students ask how to help move clients to where they are “ready to change,” meaning they have arrived at Prochaska’s Action Stage of readiness. What is often misunderstood is that the stages of Precontemplation and Contemplation are an equally inherent part of the process of being ready for change.

There are two aspects of change according to the Trans-Theoretical model, the mindset shift and the behavioral shift. The mindset shift precedes the behavioral shift. It is nevertheless a critical component of change. Both Prochaska’s research and every coach’s own anecdotal experience makes it clear that without the mindset shift, the behavioral shift either doesn’t happen or fails.

At the 2017 *Leadership in Healthcare Conference*, sponsored by Harvard Medical School in Boston, Massachusetts Dr. Prochaska presented *Coaching at Every Stage of Change*.<sup>8</sup> He asked the audience “what is the most important stage of change?” Many responded with “the Action Stage”, while others identified “the Preparation Stage”. Dr. Prochaska surprised much of the audience when he stated that it is the Precontemplation Stage, because that is the beginning of where change happens.

Dr. Prochaska made another clarifying point that is also commonly misunderstood. That is, the aim of progressing through any one stage of change is to get to the next sequential stage of change along the six stage spectrum. It cannot be expected that individuals will jump across stages (i.e. precontemplation to preparation, or contemplation to action.)

### Resources:

- Changing to Thrive: Using the Stages of Change to Overcome the Top Threats to Your Health and Happiness. Prochaska, J.O., & Prochaska, J.M. Center City, MN: Hazelden Publishing, 2016
- Changing for Good by James O. Prochaska, John Norcross, Carlo DiClemente, HarperCollins New York, New York publishers, 1994

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<sup>8</sup> From James Prochaska's presentation "Coaching at Every Stage of Change" delivered at the Coaching and Leadership in Healthcare Conference, sponsored by Harvard Medical School October 13 – 14, 2017.