

Model Building



Definitions, Framework and Questions for Reflection

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December 2014

Based on the work of David Kantor (*Reading the Room*, John Wiley & Sons, 2012)

What is Model Building?

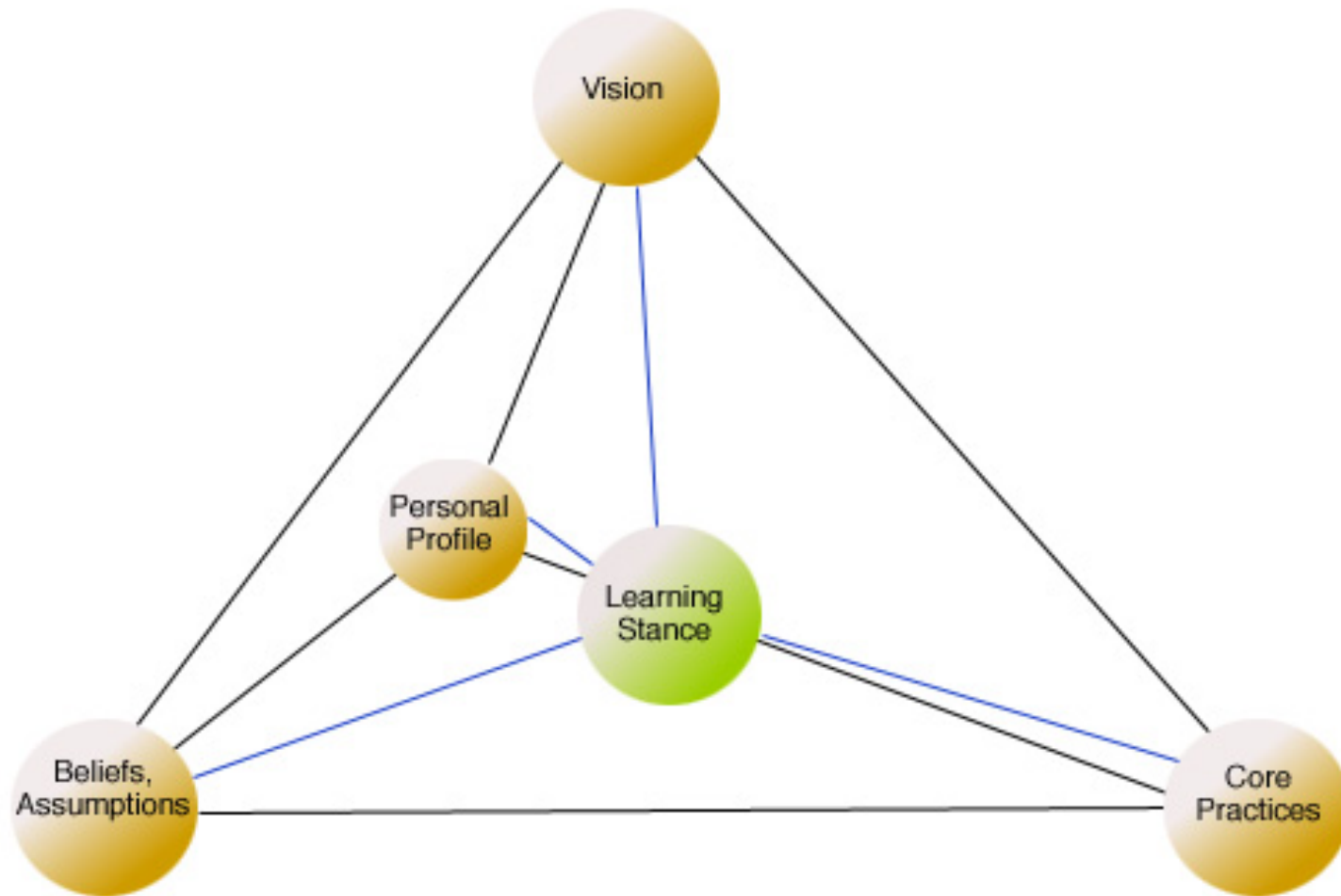
Model:

A representation of the distinguishing features of one's professional practice, as shaped by one's personal profile.

Model Building:

Systematic reflection on one's model, to make explicit its distinguishing features, increase the robustness of those features, and enhance their alignment.

Framework for Model Building



Questions for Reflection

Core Practices

- What does your normal practice look like?
 - Document the typical elements of your practice (or a segment of that practice)
 - Make explicit any preferred sequences or stages
- What do you do when you are at your very best?
 - Describe several instance of unusual success
 - Infer from these examples your “high performance pattern”
- Where do you sometimes fall short?
 - Identify and analyze an engagement that did not go well
 - Draw lessons about where you are vulnerable

Beliefs and Assumptions

- What are the basic beliefs and assumptions you hold about your practice? What are the principal theories, frameworks that underlie these beliefs and assumptions?
 - What are your beliefs and assumptions about the “thing” (people, organizations) you are trying to impact?
 - What are your beliefs and assumptions about how to bring about change?
- How consistent and comprehensive are your beliefs and assumptions?
 - Are there tensions among differing beliefs that you hold? How do you manage those tensions?
 - How “integral” is your model? I.e, to what extent does it embrace multiple perspectives?

Vision

- What kind of a consultant/coach do you want to be?
- In what ways do you aim to be distinctive as a practitioner?
- In what kinds of situations do you most wish to practice?
- What are the personal values that underlie your vision for your practice?
- How does your professional vision complement your life goals?

Personal Profile

- What is your theory of your self?
 - What model of human development underlies your thinking about your own development?
 - Which self-assessment tools will best serve your self understanding and development?
- What are the core strengths of your personal profile that can serve as the foundation for a distinctive practice?
- What are the blind spots and vulnerabilities in your personal profile?
 - What don't you pay attention to, with what impact on effective delivery of your services?
 - Which of your strengths do you tend to “overdo”?

Learning Stance

- At what stage of development is your model in the evolution from exploration to generation?
- Where do you see the principal gaps/challenges in your model development?
- What strategies does your model give you for dealing with others' models when they differ from yours?
- How do you build ongoing learning into your model?
- What is your plan for continuing to develop your model?