

Coaching & Feedback model - OSCAR

Outcome	What's the end goal? Coaching: agree this with the person you are coaching. Feedback: have an end goal in mind around what improvements you expect to see.
Situation	Be specific & factual but also consider the employee's personal/emotional situation. Coaching: How are they currently performing and where do they need support? Feedback: Frame this with "I have observed ..." and remain non-judgemental.
Choices	Explore options, including positive & negative impacts of choices with the employee. Coaching: Prompt the employee to lead here. Present alternatives where suitable. Feedback: What impact do the behaviour/choices have on others & the business?
Actions	Agree what happens next. Coaching: SMART goals (Specific, Measurable, Achievable, Relevant, Time-bound). Feedback: Either direct: "immediate & sustained", or softer: "My tip for the future is"
Review	Set a follow-up date to check progress. Coaching: What's worked, what hasn't, what extra support is needed. Feedback: Recognise improvements, escalate/advance the process if no change