

Science/Education Portraits XII – Continual Harvest Framework as a Meta-Coaching Framework

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Abstract

Coaching frameworks have long guided individuals and organizations in goal attainment, skill development, and personal transformation. While frameworks; such as, GROW, CLEAR, OSKAR, FUEL, EVOKE®, Appreciative Inquiry, Co-Active, Transformational, Integral, and Narrative Coaching; offer valuable strategies, they often exhibit limitations, including short-term focus, siloed domain coverage, imbalance between action and reflection, and lack of iterative reinforcement for sustained growth. In this article, Continual Harvest Framework (CHF) is introduced as a meta-coaching framework designed to address these gaps by drawing upon inspiration from a farmer planting a variety of plants in his orchard to ensure some harvest all year round. CHF conceptualizes development as a perpetual, cyclical process, integrating structured goal-setting, strengths-based inquiry, reflective exploration, and multi-dimensional growth. CHF is an iterative four-part cycle; namely, (i) Planting (vision and values), (ii) Cultivation (action and skill development), (iii) Nurturing (reflection and integration), and (iv) Harvesting (evaluation and reinforcement); which enables coachee to achieve continuous, compounding outcomes across various domains. CHF overlays and complements existing frameworks by leveraging their strengths while providing a coherent structure for long-term, sustainable growth.

Keywords: Continual Harvest Framework, Coaching frameworks, Personal and professional development, Integrative coaching, Strengths-based coaching, Iterative growth, Goal attainment, Reflective practice, Transformational coaching, Sustainable outcomes

INTRODUCTION

Coaching has been employed in personal, professional, and organizational development. Over the past several decades, a diverse array of coaching frameworks has been developed, each offering unique approaches to goal setting, performance improvement, relational engagement, and transformational growth. Popular frameworks; such as, GROW [1], CLEAR [2], OSKAR [3], FUEL [4], EVOKE® [5], Appreciative Inquiry [6], Co-Active Coaching [7], Transformational Coaching [8], Integral Coaching [9], and Narrative Coaching [10]; have demonstrated utility in enhancing goal attainment, self-awareness, resilience, and leadership development.

Despite their widespread application, these frameworks also exhibit inherent limitations. Many emphasize short-term goal achievement or linear progression (GROW [1], CLEAR [2], OSKAR [3], FUEL [4]), potentially neglecting the long-term sustainability of growth. Most frameworks are siloed, and focusing predominantly on either performance

development (GROW [1], CLEAR [2], OSKAR [3], FUEL [4], and EVOKE® [5]) or personal development (Co-Active Coaching [7], Transformational Coaching [8], Integral Coaching [9], and Narrative Coaching [10]), without integrating multiple life domains such as financial literacy, personal values, and holistic identity. Some frameworks prioritize action over reflection (such as GROW [1], CLEAR [2], OSKAR [3], FUEL [4], and EVOKE® [5]) or vice versa (such as Appreciative Inquiry [6], Transformational Coaching [8], Integral Coaching [9], and Narrative Coaching [10]), creating imbalances in how clients develop competencies, self-awareness, and adaptive capacities. Only Co-Active Coaching [7] is more balanced between action and reflection.

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Moreover, the lack of iterative and compounding cycles in traditional frameworks limits their ability to foster sustained, cumulative progress.

The Continual Harvest Framework (CHF) is introduced in this paper as a holistic and adaptable meta-coaching framework designed to address these limitations while synthesizing the strengths of existing frameworks. CHF conceptualizes growth as a perpetual, cyclical process, in which deliberate actions, reflective insights, and habit formation compound over time, producing sustained outcomes across personal, professional, financial, and developmental domains. The framework integrates structured goal-setting, reflective exploration, strengths-based inquiry, and multi-dimensional development into a coherent, iterative cycle. By conceptualizing growth as a continual harvest rather than a finite goal, CHF offers a novel paradigm for coaching practice, emphasizing long-term fulfilment, mastery, and cumulative impact.

REVIEW OF COMMON COACHING FRAMEWORKS

In this section, I will review 10 commonly used coaching frameworks; namely, (i) GROW [1], (ii) CLEAR [2], (iii) OSKAR [3], (iv) FUEL [4], (v) EVOKE® [5], (vi) Appreciative Inquiry [6], (vii) Co-Active Coaching [7], (viii) Transformational Coaching [8], (ix) Integral Coaching [9], and (x) Narrative Coaching [10]. For each framework, I will start with a brief description of the framework, followed by the strengths and limitations of the framework.

Grow (Goals, Reality, Options, Will)

The GROW coaching framework is introduced by Sir John Whitmore, particularly in his seminal work *Coaching for Performance* [11] and rooted in the “Inner Game” theory pioneered by Tim Gallwey [12]. Gallwey’s approach emphasized overcoming internal mental barriers to optimize performance, initially in sports and later applied to organizational coaching. The GROW framework is a four-stage structure. Firstly, the Goal step defines what the coachee genuinely wants to achieve using SMART (Specific, Measurable, Achievable, Relevant, Time-bound). Secondly, the Reality step explores the current situation, identifying strengths, challenges, and external or internal factors affecting progress. Thirdly, the Options step brainstorms a range of strategies or pathways that could help bridge the gap between current reality and desired goals. Lastly, the Will step commits to specific actionable steps, establish accountability, and determine next moves.

The GROW framework provides a clear, actionable framework popular in coaching practice, especially for structured, goal-focused contexts. Its strengths lie in simplicity, adaptability, and motivation [13]. However,

its limitations occur in complex, emotionally nuanced, or long-term developmental scenarios [14].

Clear (Contracting, Listening, Exploring, Action, Review)

The CLEAR coaching framework was introduced by Peter Hawkins and Nick Smith [2]. It consists of five steps. Firstly, Contracting, which establishes the purpose, expectations, boundaries, and success criteria of the coaching relationship, fostering clarity, and trust. Secondly, Listening, which encourages deep, empathic attention to both verbal and non-verbal communication, inviting emotional honesty, and self-awareness. Thirdly, Exploring, which facilitates reflective inquiry that delves into underlying beliefs, values, and behaviours by drawing on double-loop learning to challenge assumptions. Fourthly, Action, which supports the coachee in generating self-owned, realistic steps forward, ensuring practical application of emerging insights. Lastly, Review, which is a sessional and relational feedback loop that solidifies learning, evaluates progress, and refines the coaching process for future engagement.

The CLEAR framework offers a rich, relationally grounded framework for transformative coaching. Its sequential emphasis on contracting, listening, exploration, action, and review supports sustained, meaningful change. However, the framework requires time, emotional readiness, and coach skill; thereby, making it less suited for quick-fix coaching scenarios.

Oskar (Outcome, Scaling, Know-How, Affirm/Action, Review)

The OSKAR coaching framework, developed by Paul Z. Jackson and Mark McKergow [3], emerged in the early 2000s as part of *solution-focused coaching*. It is an adaptation of solution-focused brief therapy [15, 16] into the context of workplace coaching and leadership development. By emphasizing resources, strengths, and small actionable steps toward progress, OSKAR provides an alternative to more problem-focused coaching frameworks. Its structured but flexible design makes it particularly useful in time-limited coaching engagements, team coaching, and contexts where clients may feel stuck or overwhelmed by challenges [16] as the framework’s simplicity also lends itself well to use by line managers and leaders who wish to adopt a coaching style of management [17]. The OSKAR framework has five stages. Firstly, defining the expected Outcome by establishing the client’s desired future state rather than analysing the problem. Secondly, Scaling by using a numerical scale (typically 0–10) to help the client assess their current position relative to the desired

outcome, and to make progress more tangible. Thirdly, listing the Know-How by identifying the skills, knowledge, and resources the client already possesses that can help move them forward. Fourthly, Affirm/Action stage by affirming strengths and successes, while jointly defining specific, small, and achievable next steps. Lastly, Review by reflecting on what has been learned, what progress has been made, and what needs to be adjusted in future actions.

One of the OSKAR framework's strengths is its *solution orientation*: it encourages clients to focus on progress, existing resources, and achievable steps rather than problems and deficits. This positive framing has been linked to improved self-efficacy [18]. Additionally, the use of scaling provides a concrete and measurable way of tracking change, which can help both coaches and clients assess effectiveness over time [3]. However, the framework assumes a certain level of client readiness and resourcefulness, which may not be present in all coaching contexts [19].

Fuel (Frame, Understand, Explore, Layout)

The FUEL framework is developed by Zenger and Stinnett [4] as part of their work on building a pragmatic coaching methodology for organizational leaders. Emerging from their research on leadership effectiveness, the FUEL was designed as a practical, conversational structure that managers could use to facilitate performance development and problem-solving within the workplace [20]. Unlike earlier frameworks such as GROW [11], which emphasized performance coaching and goal setting, FUEL is positioned more squarely within the context of leader-as-coach, focusing on enabling constructive dialogue, relationship-building, and actionable outcomes in organizational settings. Its structure makes it especially suitable for managers who coach employees within the flow of work, as it emphasizes actionable outcomes while preserving the reflective and exploratory dimensions of coaching. Compared with frameworks such as OSKAR, which draw on solution-focused therapy, FUEL is more deeply embedded in business and managerial language; thereby, enhancing its acceptance among corporate leaders [21]. The FUEL framework unfolds through four stages. Firstly, Frame the conversation, where the coach and coachee agree on the purpose, scope, and desired outcomes of the dialogue, thereby creating clarity and psychological safety. Secondly, Understand the current state, which requires active listening, inquiry, and empathy to uncover the coachee's perspective, challenges, and underlying beliefs. Thirdly, Explore the desired state, in which the coach encourages forward-thinking, solution generation,

and alternative perspectives, helping the coachee define an achievable and aspirational future state. Finally, Layout a success plan, which involves committing to concrete next steps, accountability mechanisms, and metrics for progress evaluation.

The strengths of FUEL include its balance of inquiry and action, its adaptability across different organizational settings, and its accessibility for managers with limited coaching experience. It is often praised for providing a clear structure that encourages accountability without constraining the flexibility needed for genuine dialogue [4]. However, its limitations include a relatively narrow empirical evidence base compared to more established frameworks such as GROW [11]. Critics also note that its managerial origins may bias coaching towards performance-driven outcomes, potentially overshadowing deeper developmental or transformational goals [21]. Furthermore, its action-orientation, while practical, may risk prematurely closing off exploration if coaches feel pressured to produce immediate results.

Kinder Evoke®

The EVOKE® coaching framework was developed by George Kinder as part of a broader movement to integrate financial advising with personal life goals, emphasizing a holistic approach to client engagement [22]. The EVOKE® framework is designed to facilitate deep, values-based conversations that empower clients to align their financial decisions with their most cherished aspirations. The EVOKE® framework consists of five stages. Firstly, Exploration where the coach engages in open-ended dialogue to understand the client's life story, values, and current circumstances. This stage sets the foundation for a trusting relationship and uncovers the client's core motivations. Secondly, Vision by utilizing Kinder's renowned "Three Questions," the coach helps the client envision their ideal future, free from financial constraints. These questions are designed to elicit profound insights into the client's dreams and desires. Thirdly, Obstacles where the coach and client collaboratively identify potential internal and external barriers that may impede the realization of the client's vision. This stage encourages self-reflection and awareness. Fourthly, Knowledge where the coach gathers relevant financial information, ensuring that the client's resources are aligned with their aspirations. This stage bridges the gap between vision and practical implementation. Lastly, Execution where the coach and client together develop actionable steps to overcome identified obstacles and move toward the envisioned future. This stage emphasizes accountability and the integration of financial strategies with personal goals.

One of the primary strengths of the EVOKE® framework is its client-centred approach, which fosters a deep understanding of the client's values and aspirations. By focusing on the whole person rather than just financial metrics, the framework facilitates meaningful and sustainable change. Additionally, the structured yet flexible framework allows for adaptability across diverse client situations. However, the framework's effectiveness is contingent upon the coach's ability to engage in empathetic listening and facilitate profound conversations. Coaches must be adept at navigating complex emotional landscapes and addressing sensitive topics. Furthermore, the framework's depth may require more time and resources than other coaching frameworks, potentially limiting its applicability in fast-paced or resource-constrained environments.

Appreciative Inquiry

Appreciative Inquiry (AI) is developed as an organizational development methodology, intended to shift the focus from problem-solving to the identification and amplification of strengths, successes, and potentials within organizations [23]; has been widely applied across organizational development, leadership coaching, team-building, and community engagement [24]. The approach was influenced by positive psychology, social constructionism, and organizational behaviour theories, emphasizing that focusing on what works well can lead to generative change. AI follows a 4-D or 5-D cycle [23]: namely, (i) Define to establish the focus of inquiry and clarify the topic for positive change; (ii) Discover to explore organizational or personal successes and strengths, identifying what works well; (iii) Dream to envision the ideal future by building on existing strengths and aspirations; (iv) Design to co-create strategies, structures, or processes that support the realization of the envisioned future; and (v) Destiny/Delivery to implement and sustain the designed changes, embedding new practices into daily life or organizational routines: to guide organizational or individual transformation. This framework is particularly effective in contexts that require collective buy-in, creative solutions, and a focus on long-term sustainability of positive change; but is demanding on both time and facilitation skills [25].

Co-Active Coaching

Co-Active Coaching evolved from a synthesis of humanistic psychology, adult learning theory, and experiential coaching methods; by emphasizing the relational and holistic aspects of coaching, viewing clients as naturally creative, resourceful, and whole, and recognizing that meaningful change emerges from the intersection of being

and doing [26]. It is structured around four cornerstones and five contexts of coaching, which together create a framework for transformational engagement. The Four Cornerstones are (i) Fulfilment as helping clients clarify what brings meaning, satisfaction, and purpose in life; (ii) Balance by supporting clients in making conscious choices that align with their values and priorities, (iii) Process by focusing on awareness and experience in the moment, rather than outcomes alone; and (iv) Fulfilment and Challenge by encouraging clients to step into their potential while honouring their present reality. The Five Contexts (or coaching competencies) are (i) Being – the coach's presence and ability to listen deeply; (ii) Client-centred relationship – engaging the coachee as active participants in the process; (iii) Evocation – drawing out coachee's wisdom, insights, and self-generated solutions; (iv) Action – encouraging practical steps that translate insight into behaviour; and (v) Learning – reflection on progress, growth, and transformation.

Co-Active Coaching is non-linear and relational, emphasizing collaboration, self-discovery, and accountability. Coaches leverage questions, reflection, and dialogue to evoke clients' inner wisdom and create alignment between their values, actions, and desired outcomes. As a result, it is holistic [27] and empowering for the coachee [26]; but is also highly dependent on the coach's ability to be present, listen, and evoke insights [27].

Transformational Coaching

Transformational Coaching emerged in the late 20th and early 21st centuries as a response to traditional performance-oriented coaching, emphasizing not only behavioural change but also deep personal growth and identity development. Influenced by humanistic psychology, adult developmental theory, and transformational leadership research, transformational coaching focuses on facilitating profound shifts in clients' perspectives, self-concept, and purpose, rather than simply achieving external goals [28]. Transformational coaching is less prescriptive than frameworks, such as GROW [11] or FUEL [4]; but it can be conceptualized in several stages [28]: (i) Awareness, which is developing insight into the client's beliefs, values, assumptions, and patterns of thought and behaviour; (ii) Visioning, which is helping the client articulate an aspirational identity and life vision that aligns with their authentic self; (iii) Deep Reflection and Exploration, which are using questioning, dialogue, and experiential exercises to explore inner conflicts, limiting beliefs, and emotional blocks; (iv) Transformation, which is facilitating shifts in perception, emotional intelligence, and self-concept, enabling clients to act from a higher

level of self-awareness; and (v) Integration and Sustained Action, which are supporting the client to embed changes in daily behaviours, relationships, and decision-making, ensuring alignment between internal transformation and external outcomes.

The hallmark of transformational coaching is its focus on identity, meaning, and personal evolution, in contrast to frameworks primarily aimed at problem-solving or performance enhancement. Transformational coaching represents a paradigm of coaching that prioritizes identity, self-concept, and personal evolution. Its strength lies in facilitating deep, sustainable change, particularly in complex, high-stakes, or transitional contexts (Passmore, 2010). While it requires significant time, skill, and reflection, its potential to cultivate authentic, purpose-driven action makes it a valuable complement to more structured, performance-oriented coaching frameworks [29].

Integral Coaching

Integral Coaching was developed to support human development in leadership, organizational, and personal contexts. Drawing upon Wilber's Integral Theory [30], adult development psychology, and somatic learning principles, Integral Coaching integrates multiple dimensions of human experience; cognitive, emotional, behavioural, and developmental; into a holistic coaching methodology [31], and is used extensively in leadership development, executive coaching, and personal growth contexts [31]. This approach was motivated by the need for coaching frameworks that addressed both performance outcomes and deep personal transformation, bridging gaps between traditional executive coaching and transformational or developmental approaches. Integral Coaching is structured around five core principles [31]: (i) Holistic Assessment – Identifying the client's cognitive, emotional, behavioural, and developmental capacities, as well as context-specific challenges and goals; (ii) Developmental Orientation – Recognizing that clients operate at varying stages of personal and professional development and tailoring coaching interventions accordingly; (iii) Coaching for Mastery – Supporting clients in cultivating desired capacities and skills to achieve mastery in chosen domains; (iv) Somatic Awareness – Integrating body awareness and embodied learning to enhance self-regulation, presence, and resilience; and (v) Sustained Practice – Encouraging continuous practice and reflection to embed learning and enable lasting change.

Integral Coaching represents a comprehensive, multi-dimensional approach to coaching that integrates performance, personal growth, and developmental mastery. By addressing

cognitive, emotional, behavioural, and somatic dimensions, it facilitates sustainable transformation and leadership development. While its complexity and resource demands may limit its applicability in some contexts, Integral Coaching provides a robust framework for clients seeking deep, holistic, and lasting change.

Narrative Coaching

Narrative Coaching emerged in the early 2000s through the work of David Drake and other scholars who drew upon narrative therapy, constructivist psychology, and adult learning theory [10, 32]. The approach recognizes that people construct meaning in their lives through stories, and that these narratives shape behaviour, identity, and decision-making. Narrative Coaching applies this understanding to help clients re-author limiting or constraining narratives, enabling new possibilities and empowering action. Narrative Coaching is a reflective, conversational, and co-creative process rather than a prescriptive methodology. It has four key components story [10, 32]; namely, (i) Externalization of Stories where coachee articulate the narratives through which they interpret their lives, separating themselves from problem-saturated or limiting stories; (ii) Deconstruction where the coach facilitates exploration of how these narratives were formed, identifying cultural, social, or internal influences that shape the client's perceptions and actions; (iii) Re-authoring where coachee are guided to reconstruct or reframe narratives, emphasizing strengths, successes, and alternative possibilities; and (iv) Integration and Action where new narratives are integrated into identity and behaviour, enabling the client to take meaningful action aligned with their re-authored.

The coaching process is iterative, focusing on dialogue, reflection, and meaning-making rather than linear goal-setting or action plans. Narrative techniques, including metaphor, journaling, and storytelling, are frequently used to deepen insight and transformation. Hence, it is applicable to personal development, leadership, career transitions, and organizational change [33]. While its reflective nature and reliance on skilled facilitation present challenges, Narrative Coaching complements goal-oriented and solution-focused frameworks, offering a profound lens for understanding and cultivating human potential.

COMPARATIVE SYNTHESIS OF 10 COACHING FRAMEWORKS

Coaching frameworks provide structured approaches to facilitating growth, performance, and transformation in clients. While each framework has unique emphases, collectively they illuminate the spectrum of strategies

available for personal, professional, and organizational development. A summary of the 10 abovementioned coaching frameworks is provided in Table 1.

From the comparisons, six key observations were made. Firstly, GROW [1], CLEAR [2], OSKAR [3], and FUEL [4] are structured and goal-focused frameworks which emphasize

Table1. Summary of Coaching Frameworks.

Framework	Core Focus	Process Orientation	Strengths	Limitations
GROW [1]	Goal achievement, problem-solving	Goal → Reality → Options → Will	Simple, structured, widely used; actionable	Limited focus on deeper personal growth or values alignment
CLEAR [2]	Coaching relationship, exploration	Contract → Listen → Explore → Action → Review	Strong relational foundation; supports action planning	Less emphasis on long-term vision or transformative outcomes
OSKAR [3]	Solution-focused coaching	Outcome → Scaling → Know-How → Affirm/Action → Review	Practical, structured; encourages incremental progress	May overlook underlying beliefs or systemic issues
FUEL [4]	Structured exploration	Frame → Understand → Explore → Layout	Encourages diagnostic clarity; integrates reflection with planning	Limited focus on relational or identity-based elements
EVOKE® [5]	Values-based life planning	Explore → Vision → Obstacles → Knowledge → Execution	Holistic, client-centered; integrates life goals with financial planning	Time-intensive; requires deep listening and facilitation skills
Appreciative Inquiry [6]	Strengths, potential, positive change	Define → Discover → Dream → Design → Destiny	Generates engagement and creativity; strengths-based	May neglect urgent problems; facilitation skill required
Co-Active Coaching [7]	Holistic development, relational	Four cornerstones + Five contexts	Integrates being and doing; fosters deep engagement	Less structured for rapid problem-solving; skill-dependent
Transformational Coaching [8]	Identity, purpose, deep growth	Awareness → Visioning → Reflection → Transformation → Integration	Facilitates profound change; holistic	Time- and skill-intensive; outcomes difficult to quantify
Integral Coaching [9]	Multi-dimensional development	Assessment → Developmental Orientation → Mastery → Somatic Awareness → Sustained Practice	Integrates cognition, emotion, behavior; somatic awareness; sustainable	Complex; resource-intensive; requires expert facilitation
Narrative Coaching [10]	Identity, story re-authoring	Externalize → Deconstruct → Re-author → Integrate	Focuses on meaning-making and self-concept; empowering	Less structured for immediate problem-solving; subjective outcomes

clarity, actionable steps, and measurable progress. They are particularly suited for performance coaching, short-term interventions, and contexts where specific goals are the priority. Limitations arise when deeper identity work,

values alignment, or transformational growth is required.

Secondly, EVOKE® [5], and Appreciative Inquiry [6] are values and strengths-oriented frameworks which extend coaching into holistic and purpose-driven domains,

emphasizing alignment with personal values, aspirations, and strengths. They encourage generative conversations, deep reflection, and long-term planning, but require more time, relational skill, and facilitation capacity. Thirdly, Co-Active Coaching [7], Transformational Coaching [8], Integral Coaching [9], and Narrative Coaching [10] are relational and developmental frameworks which prioritize identity, self-concept, meaning-making, and developmental progression. They are particularly effective for transformative coaching, leadership development, and complex life transitions. Their main limitations are time demands, dependence on skilled facilitation, and the difficulty of measuring subjective outcomes. Fourthly, there is a spectrum between action-oriented (e.g., GROW [1], OSKAR [3], FUEL [4]) and reflection / identity-oriented (e.g., Transformational [8], Integral [9], and Narrative [10]) coaching. Effective coaching often integrates both dimensions, combining clarity, planning, and accountability with deeper self-awareness, values exploration, and identity alignment. Fifthly, each framework has its own contextual suitability. Goal-oriented frameworks work well in fast-paced, performance-driven environments, whereas transformational, narrative, and integral approaches are better for leadership development, life transitions, or situations requiring deep behavioural and cognitive change. Frameworks such as EVOKE® [5], AI [6] bridge the action-reflection continuum by integrating structured steps with holistic inquiry. Lastly, there is varying requirements on coaching skills on the part of the coach. Relational and identity-focused frameworks require high levels of coach presence, listening, and facilitation expertise. Structured frameworks can often be applied effectively with moderate training, making them more scalable in organizations with multiple coaches.

Based on the above analysis, there are two important key gaps in the reviewed coaching frameworks. Firstly, sustainability of growth is not focused. Most frameworks focus on discrete outcomes or transformations, without explicitly addressing the concept of continual, compounding personal or professional development. Secondly, few frameworks consider holistic and long-term trajectory, resulting in the need to use separate frameworks for separate purposes.

THE CONTINUAL HARVEST FRAMEWORK: PRINCIPLES, STRUCTURE, AND INTEGRATION WITH EXISTING COACHING FRAMEWORKS

The Continual Harvest Framework (CHF) is a meta-coaching framework designed to support sustainable, long-term development across multiple life domains. Inspired by the metaphor of an orchard, CHF conceptualizes growth as a perpetual, cyclical process in which small,

deliberate actions, insights, and habits compound over time, producing consistent and sustainable outcomes, which is akin to a continual harvest rather than a singular windfall.

By integrating the strengths of widely used coaching approaches (GROW [1], CLEAR [2], OSKAR [3], FUEL [4], EVOKE® [5], Appreciative Inquiry [6], Co-Active Coaching [7], Transformational Coaching [8], Integral Coaching [9], and Narrative Coaching [10]), CHF creates a holistic, multi-dimensional, and adaptive framework for sustained client growth.

The Five Core Principles of CHF are as Follows:

1. **Perpetual growth orientation:** CHF emphasizes continuous development, viewing coaching outcomes as cumulative rather than finite. This principle draws from (i) GROW's [1], and OSKAR's [3] structured goal setting and incremental progress; and (ii) Transformational Coaching's [8], and Integral Coaching's [9] developmental progression and capacity-building over time. By combining short-term actionable steps with long-term growth cycles, CHF ensures coachee experience both immediate results and compounding benefits.
2. **Multi-domain integration:** CHF integrates cognitive, emotional, behavioural, relational, and financial domains, supporting a holistic client experience. This draws from (i) Co-Active Coaching's [7] holistic focus on being and doing; and (ii) EVOKE®'s [5], and Appreciative Inquiry's [6] alignment of values, strengths, and vision. This encourages alignment across various spheres; thereby, reducing compartmentalization and enhancing coherence in decision-making.
3. **Action-reflection balance:** CHF explicitly alternates between structured action and deep reflection, facilitating both performance and self-awareness. This draws from (i) GROW's [1], CLEAR's [2], and FUEL's [4] structured planning and accountability; and (ii) Transformational Coaching's [8], and Narrative Coaching's [10] reflective exploration of identity, meaning, and purpose. This ensures that coachee move forward without losing sight of alignment with values, identity, and purpose.
4. **Strengths-based and generative orientation:** CHF builds on client strengths and potential, cultivating engagement and creativity. This principle draws

inspiration from (i) Appreciative Inquiry's [6] emphasis on strengths and positive potential; (ii) OSKAR's [3] focuses on "what works" and incremental solutions. This counterbalances deficit-focused approaches, enhancing motivation and self-efficacy.

5. Adaptive and contextual flexibility: CHF is responsive to coachee's context, stage of development, and situational constraints. It integrates principles from (i) Integral Coaching's [9] multi-dimensional and developmental adaptation; and (ii) EVOKE®'s [5], and Co-Active Coaching's [7] emphasis on relational and values-based customization. This ensures that coaching interventions remain relevant, practical, and aligned with client readiness and environmental demands.

CHF Is Organized into Iterative Four-Phases Cycles:

1. Planting (Vision and Values), which is analogous to planting seeds for the orchard, where the coachee clarifies long-term aspirations, values, and purpose. This provides the foundation for sustained growth. Planting phase directly reflecting EVOKE®'s [5] exploration of client aspirations, and Appreciative Inquiry's [6] strengths-focused inquiry. Co-Active Coaching [7] contributes the relational and holistic perspective, ensuring alignment across personal and professional domains.
2. Cultivation (Action and Skill Development) is where the coachee implement actionable steps, acquire skills, and practice behaviours. This phase incorporates the goal-setting, options exploration, scaling, and action planning found in GROW [1], CLEAR [2], OSKAR [3], and FUEL [4]. Structured interventions, milestones, and skill-building practices are also implemented in this phase.
3. Nurturing (Reflection and Integration) where coachee engages in reflective processes to internalize learning, explore identity, and adjust strategies. This phase emphasizes reflection, self-awareness, identity alignment, and developmental growth, drawing from Transformational Coaching's [8] deep change focus, Integral Coaching's [9] multi-dimensional developmental lens, and Narrative Coaching's [10] re-authoring of client stories.
4. Harvesting (Evaluation and Reinforcement) where outcomes are assessed, successes celebrated, and lessons embedded for future cycles. This phase emphasizes recognition of successes, reinforcement of strengths, and integration of lessons learned,

reflecting AI's [6] generative approach and OSKAR's [3] solution-focused affirmation.

CHF Explicitly Addresses the Following Gaps Identified in Commonly Used Coaching Frameworks:

- Short-term, discrete focus (GROW [1], CLEAR [2], OSKAR [3], FUEL [4]) by perpetual growth cycles ensure long-term development and compounding outcomes.
- Siloed domain focus (most frameworks) by integrating and aligning various aspects of life and values.
- Imbalance between action and reflection by alternating between structured action (planning, skill building) and deep reflection (identity, meaning, vision).
- Limited strength-based orientation (some performance frameworks) with generative, strengths-focused approach inspired by Appreciative Inquiry [6] and OSKAR [3].
- Dependence on linear frameworks with Adaptive cycles allow flexibility to client context, readiness, and stage of development (Integral [9] and Co-Active [7] influence).
- Measurement challenges in identity-focused approaches by combining reflective qualitative insights with actionable, trackable progress, creating a hybrid of measurable and developmental outcomes.

Therefore, CHF represents an integrative, multi-dimensional approach to coaching, combining structured action, reflective growth, and multi-domain integration. By leveraging the strengths of established coaching frameworks while addressing their limitations, CHF provides a sustainable, holistic, and adaptive methodology for long-term development, empowerment, and fulfilment. Its cyclical structure ensures that growth is continuous, cumulative, and generative, reflecting the principle that personal and professional development is best conceived as a perennial harvest rather than a singular achievement.

CONTINUAL HARVEST FRAMEWORK IS NOT JUST ITERATIVE USE OF COACHING FRAMEWORKS

Most established coaching frameworks are structured around a sequence of stages or steps intended to guide clients through a coaching conversation. For example, the GROW [1] progresses through Goals, Reality, Options, and Will; the CLEAR [2] cycles through Contracting, Listening, Exploring, Action, and Review; the OSKAR [3] focuses on Outcome, Scaling, Know-how, Affirm and action, and Review. While these frameworks vary in terminology and emphasis, they often function as linear progressions designed for a single coaching cycle.

However, when these frameworks are applied iteratively across multiple sessions, their linearity begins to resemble a cyclical, developmental process. Each iteration revisits earlier stages with greater depth, leading to ongoing transformation rather than a one-time resolution. This observation raises a critical question: is CHF merely a re-interpretation of iterative coaching practice? The answer lies in CHF's explicit design as a living cycle rather than a session-based or problem-solving framework. Where other frameworks extend into cycles only by repetition, CHF begins and ends with the assumption of continuity where each harvest naturally seeding the next planting, without requiring re-entry into a predefined linear framework. CHF foregrounds the principle of ongoing cultivation as personal growth is never fully complete but harvested at multiple points in time. This lens emphasizes sustainability, resilience, and continual learning rather than closure at the end of a coaching program. Therefore, CHF is not just a coaching sequence applied multiple times but a framework that embodies sustainability, rhythm, and long-term growth as its foundation.

In this way, CHF can be seen as a meta-framework that overlays the iterative use of existing frameworks. It does not replace them but rather illuminates the developmental pattern that emerges when they are revisited repeatedly. By acknowledging the cyclical rhythm of human growth, CHF offers a more natural alignment with how individuals actually evolve – seasonally, incrementally, and continuously.

More importantly, one of the most distinctive features of the CHF is that it does not operate as a single, linear cycle. Instead, it is designed to be layered and embedded, much like the natural rhythms of an orchard where different trees and plants bloom, fruit, and ripen at varying times of the year. In an orchard, a farmer does not depend on a single crop to provide sustenance. Instead, a mixture of early-bearing, mid-season, and late-season plants ensures that harvests occur continually throughout the year. This metaphor captures the essence of CHF, where different goals, projects, or developmental threads may be in different stages of the cycle at any given time. One initiative may be in its “planting” phase (visioning and goal-setting), while another is already being “nurtured” (implementation and refinement), and yet another is entering “harvest” (realization and reflection).

By allowing multiple cycles to coexist, CHF avoids the rigidity of a single-start, single-end process. It embraces the reality of personal and professional growth as multi-threaded and overlapping, where diverse aspirations evolve at their own natural pace. Furthermore, CHF can be

embedded across levels where it is applied simultaneously at the individual, team, organizational, and even societal scale. For instance, an individual may be cultivating a new personal habit within a team nurturing a shared project toward delivery within an organization may be planting the seeds of a new cultural initiative. All of these cycles can coexist, interact, and even cross-pollinate, creating a living ecosystem of growth rather than a static, compartmentalized program.

The power of layering and embedding lies in how it mirrors natural systems of renewal. Just as no orchard bears fruit from a single tree alone, no person or community flourishes by pursuing only one isolated cycle of development. The continual harvest comes from recognizing interdependence, timing, and diversity – the very principles that make CHF not only practical but sustainable over the long term.

CONCLUSION

The Continual Harvest Framework (CHF) represents an integrative, multi-dimensional approach to coaching that synthesizes and extends the principles of ten widely used coaching frameworks: GROW [1], CLEAR [2], OSKAR [3], FUEL [4], EVOKE® [5], Appreciative Inquiry [6], Co-Active Coaching [7], Transformational Coaching [8], Integral Coaching [9], and Narrative Coaching [10]. By bridging the strengths of structured goal-setting, action-oriented strategies, reflective exploration, developmental progression, and strengths-based inquiry, CHF provides a comprehensive methodology for sustainable, long-term growth.

Conflict of Interest

The author intends to use Continual Harvest Framework as the main coaching framework for his pro bono and/or paid coaching and mentoring services.

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