

# SPOTLIGHT: IDENTIFYING GOALS

Making the Conversation Purposeful

**COACHING CONVERSATIONS**



To ensure you're creating goals that are genuinely right for you, ask yourself, "What is the purpose behind my goal? Is it a goal I want to pursue or feel like I have to pursue?" If you feel that you have to pursue the goal, then get rid of it. If it's a goal you want to pursue, continue to remind yourself why it's important to you. What value in your life is this goal honoring?

**Guagliardo, R. (2018)**

## INTRODUCTION

This Spotlight is one of a series of Spotlights to support the Institute's 'Coaching Conversations', an accredited Institute of Leadership and Management product that recognises coaching both as an invaluable tool for any leader or manager, and for developing your ability to support your colleagues in the workplace or those you may meet in a voluntary capacity.

This Spotlight provides a transcription of 'What is Business Coaching Like?' (1:30 – 5:12): the coach helps the coachee to identify a clear goal early on and to recognise how she will know when the goal has been met.

The excerpt concludes with the coach explaining how she has focused the conversation.

## REFERENCES

Guagliardo, R., (2018). 13 Questions To Ask Yourself To Identify The Right Goal <https://www.forbes.com/sites/forbescoachescouncil/2018/08/22/13-questions-to-ask-yourself-to-identify-the-right-goal/#298b1d6c355e>

Marie, A., (2012). What is Business Coaching Like? <https://youtu.be/Pe9kucCm6rA>

The Institute of Leadership & Management, (2019). Making the Conversation Purposeful

## 'What is Business Coaching Like?' (1:30 – 5.12)

COACH	TEAM MEMBER
- Can you think of a real issue, something that you would want to be coached on?	- I have a book in me. At least one...
- Do you?	- ...I definitely know that I have a book to write.
- So, you'd like to talk about that?	- I'd like to talk about that. I am writing now, so I've actually gotten to the point where I have dedicated time, I'm writing and loving it and I have three, four, ten ideas. And I have concerns about all of them and I really want, yeah, I want to talk about that.
- Ok, and what would you like to walk away with from this conversation?	- I would like to know which book I'm writing first.
- That might be good.	- Haha yes.
- So you'd like to know which book you're writing first. And what would help? What do you think you are looking for, are you looking for an insight, or a plan or a brainstorm?	- I actually think I'm looking for what – for the story of that book.
- Ok. How will you know we've landed on the one you should start with first?	- I know how it's gonna end. I want to know how the book's gonna end.
- Ok. So you will have come to how that book will end.	- Yes.
- Ok. Anything else about how we'll know we're at the end of this conversation and you've got what you wanted from this session?	- When people ask me what my book is about, I'll be able to tell them, I'll be able to give them, Oh it's a book about dadadada. And they'll actually get it. It won't seem fuzzy, or like I don't know what I'm talking about, or I don't know what I'm writing about.
- Ok, so we would then come to that place where you can answer that question. 'What's my book about'	- 'What's my book about' yes.

### Summary: Focusing the Conversation

'So, what I just did was focus the conversation. Too often I hear new coaches or inexperienced coaches just assume they understand and know what the client wants. This is really easy, this can easily happen if you've known the client for a long time, you just jump in, but what I did was ask a few more questions about the issue and what she would, how we would know she actually got what she wanted from the session. That's called a drill-down or focusing the conversation, and it's where most coaches kind of get off-track right from the beginning. As a coach, what you want to ask yourself is

- "Do I understand what the issue is?"
- "Do I know how they will know?"
- "Do I know what they want from this conversation?"
- "How they know that they will get that?"

One thing that Paula didn't do, because she's so clear, that a lot of clients do is they say something subjective like

- "Well, I'll feel better"
- "I'll feel like I have the right answer"

and that's when you really want to keep digging:

- "Well how is that feeling?"
- "How will we know that you arrive there?"
- "What might get you there?"

and you want to keep digging.

The drill-down can last anywhere from a minute to 20 minutes; it depends on how clear that client is about the topic they want to get coaching on.'