

# SPOTLIGHT: COMMITTING TO A PLAN OF ACTION

Structuring the Conversation

**COACHING CONVERSATIONS**



One of the foremost steps to finding success is clearly defining your goals. Clearly defining what you want to pursue helps you establish what kinds of skills or accomplishments you need to gain in order to accomplish your goal — something vital for leaders.

Expert Panel, (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 'Corridor Coaching Example' (0:13 – 3:50): although time is short, the manager is able to set boundaries and agree expectations, specifically that the team member will have to think of the solutions for herself. He uses empathy and visualisation to support her in reaching a plan of action.

## REFERENCES

Cari Coats, C., (2018). How To Have Coaching Conversations That Ignite And Engage People <https://www.forbes.com/sites/forbescoachescouncil/2018/04/16/how-to-have-coaching-conversations-that-ignite-and-engage-people/#588899501c95>

Management Futures, (2015). Corridor Coaching Example, <https://youtu.be/FG5qEjkWyBY>

The Institute of Leadership & Management, (2019). Coaching Essentials: Structuring the Conversation

**'Corridor Coaching Example' (0:13-3:50)**

<b>COACH</b>	<b>TEAM MEMBER</b>
	– Hi Tim, have you got a couple of minutes?
– Hi Emma, yes, I do, in fact I've got two minutes before I've got to go to a meeting.	– Right ok. Look I've got a bit of an issue with a client at the moment and I really would like some advice.
– Ok, ok, so this sounds like something you need to think through for yourself. What's going on at the moment?	– We're about to slip on a deadline.
– Ok.	– Yes, and this particular client is, I find them quite intimidating. So, they're quite tough, and I just – I'm not entirely sure how to deal with them.
– Ok, so it's never easy, especially when deadlines are slipping.	– Yeah.
– Ok, what exactly do you need to take from this conversation?	– I guess I need to get some clarity how I'm going to deal with this person and how – what am I going to do, basically.
– Ok. So you need to work out what you're going to do. And how you're going to deal with this situation. Ok, so what have you thought of already?	– Well I feel a bit blank, to be honest. I have been feeling blank, but I know that this person likes solutions. Doesn't like you to come to them with the problems. And I know he doesn't want me to be explaining why we've slipped. I know he probably wants me to be talking about what's going well, what's working, and the solutions as they were, and also perhaps what the benefits are of these extra three days that we're going to be slipping by.
– Ok, so you've thought about this a lot.	– Well, yes, but in the face of talking to him, I get really nervous, and so I go blank and I think I don't know what I'm going to do, I don't know how I'm going to deal with him.
– Right, so it sounds like you know what you have to do, it's just nerves that are going to get in the way. So, what's your advice to yourself about this, Emma?	– I think my advice to myself is to call him. Because I know at some point he's going to be calling me. At some point today.
– Sounds like he might haha.	– Because I know he's going to be aware, because of a couple of emails that have gone through. So, if I were to pre-empt that call and perhaps take control then I would be in a better position with him.
– So that sounds like a good idea. Get in there first.	– Yeah, I think so because otherwise I'm on the back foot with him, and I always feel on the back foot with him.
– Yeah, ok. So, in terms of getting on the front foot then and really taking this on, what do you need to do here?	– I need to – I need to call him first. I also need to structure what exactly I'm going to say to him. I also probably need to think about what he might say. And have some answers for them. Because I know he's pretty quick, I've dealt with him a few times.
– Ok, so it sounds to me like, get on the front foot, give him a call, work out what you want to say, and also have a little think about what they might come back with, so that you're prepared for that as well.	– Yes.
– Ok, ok that's starting to sound like a plan to me. I do have to jump into this meeting now. So how would it be if we left it?	– No that's great, I feel much better actually, and can I give you a call later just to let you know how it went?
– Yes, of course you can.	