

SPOTLIGHT: OPEN CONVERSATIONS

Building Rapport

COACHING CONVERSATIONS



Honesty builds trust in the relationship. Without honesty, the coaching is simply a pleasant conversation without much hope for change.

Inam, H, (2017)

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 'Demonstration of the Inner Game' (1.12 – 5:13): the coach explores the concept of Performance is equal to Potential minus Interference (Gallwey, 2000) and invites the team member to explore with him the interference that might prevent him achieving his goal. The goal is for him to talk to his friend and colleague to clarify boundaries between them and their different relationships. The team member becomes demonstrably more open and expressive as mutual respect and trust is developed during the session.

REFERENCES

Gallwey, W., T., (2000). *The Inner Game of Work* New York: Random House

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The Institute of Leadership & Management, (2019). *Coaching Essentials: Building Rapport*

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'Demonstration of the Inner Game' (0:45-4:44)

COACH

TEAM MEMBER

<p>– We've discussed before that sort of nice equation from Galway that talks about sort of performance, which equals potential minus interference. In terms of, just think that the performance of you, what you want to achieve. If you had this conversation what would it give you?</p>	<p>– I think I've had a growing sense of slight uncomfortableness in the relationship and in the way we've been working together. I feel like in terms of I'm being asked for more and more and more and I actually need to draw a line somewhere in terms of how that might progress forward. So what it would give me is I think personally would give me a sense of congruence that, you know, I'm not holding something back because it's also a friend and somehow I've known for 20 years so it's important to me to really preserve the relationship in it.</p>
<p>– So, I hear the importance of maintaining the relationship, the fact that this is a kind of old friend.</p>	<p>– Yes, absolutely.</p>
<p>– And it can be kind of a challenging conversation.</p>	<p>– Yeah because I think it's a bit blurred in terms of the boundaries, when is it work, when is it friendship, when am I just supporting, when am I – that sort of thing, so for me a really positive outcome would be that I feel really congruent.</p>
<p>– Hmm.</p>	<p>– If that makes sense. So that what I'm saying is really consistent with my values but also what I care about and believe in, in the friendship and the relationship with the colleague.</p>
<p>– Ok. There's those two other elements in the equation, that talks about potential and interference. Invitation to look at both of those. Which would be more interesting to go first?</p>	<p>– Interference is easier, haha, comes to mind a lot quicker.</p>
<p>– Haha ok. So then again there's a sort of concept within interference, there's an inner interference, which goes on within you, and an outer interference. So again, which is, where do you want to start with that? Inner or outer?</p>	<p>– I think inner. Just because it's easier for me to access. Inner interference is around – it's primarily mental and feelings, so I'm thinking I don't want to let this person down, I don't want to over complicate the relationship or the interaction. Feeling like I know this person would do anything for me, in fact. So, it's a matter of making sure there's a good sense of, I guess, equality, in the relationship, but I think the inner interference is that they'll see it as not, if I have the conversation. And I guess it's all sorts of expectations around the way the conversation's interpreted. Because they're not particularly good at that sort of thing as a rule. And I guess the interference is that I think they're not particularly good at it.</p>
<p>– Ah ok.</p>	<p>– Which is quite interesting to think about.</p>
<p>– So just hearing you say that, what's the bit you got from that?</p>	<p>– That I might be making some pretty big assumptions about that person's ability to hold the intensity and honesty of the conversation that I need to have with them.</p>
<p>– Yes. Again, what do you reckon their inner interference is?</p>	<p>– That's a really good question. I don't know what their interferences are, my guess would be that they feel that they really need me for a lot of things. Or my input for a lot of things. Which I actually don't think they do.</p>
<p>– Mm-hmm, ok.</p>	<p>– Yes.</p>