

# SPOTLIGHT: FOCUS

Making the Conversation Purposeful

**COACHING CONVERSATIONS**



Through coaching, we are able to name and define a real issue by focusing on one piece at a time and separating fact from feelings.

Constable, K, (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 'Good Coaching Sample' (0:00-2:50), which demonstrates how, by using a purposeful conversation, the manager/coach invites the employee to focus constructively on an issue of performance.

He works with the employee to help him identify what in his behaviour needs to change, to manage multiple demands on his time, and what support he needs in order to achieve the change.

## REFERENCES

Constable, K., (2017). How Coaching Really Works (And How To Make The Most Of It) <https://www.forbes.com/sites/forbescoachescouncil/2017/03/13/how-coaching-really-works-and-how-to-make-the-most-of-it/#461d7d566ba9>

Lee, S., (2014). Good Coaching Sample, <https://youtu.be/ZU5BxhTrgz4>

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

## 'Good Coaching Sample' (0:00-2:50)

### COACH

– Sean, thanks for coming in. The reason I've brought you in is because on Project Oberon you've missed a deadline. And the concern I have is, in the past, we've spoken about hitting deadlines and we kind of went through a few things to help with you if somethings not working correctly or something's preventing you meeting the deadline so can we have a discussion about it so we can see how we can help you so we can ensure we don't miss deadlines going forward?

– Ok, so is it requests coming from other groups that are handling different responsibilities than the group with the responsibilities that you have? Is it just people off-loading work onto you because they don't have resources or they just want to push it to you 'cos you're very good at what you do technically and people see you as a person who'll get things done? If it's a matter of too much work and you feel there's too much work coming in for you, maybe what we should do is just sit down, list down all the requests that have been given to you and we can go through them one by one, where we can kind of say, yes this is a priority for you for this deadline, no this is not your work, and then the two of us can go and talk to the individual who gave it to you, and say that this shouldn't be assigned to you and go down through the list. Do you think that would be beneficial to you? Or will we try something else as well?

– Yes.

– Ok, sounds like a good thing to do. You can generate the list of what's on your plate at the moment and once you've that done, we can sit down with the list and go through it.

### TEAM MEMBER

– Yeah, James, actually I've been meaning to talk to you about it. For this project there are so many requests that are coming through, so many different people giving me directions on what to tweak and how to change things. And it makes it very hard for me to really concentrate and try to crank up the deliverable. And it's not really me, it's all of these other requests, so I don't know what to do. They're all managers from the other teams and they're all working on the same project so how am I supposed to handle all of these together?

– No, I think that would be helpful it's a little bit of a combination of both of those so, there are a lot of requests, a lot of demands, some are very project oriented, some are not, but you know me, I like to help others.

– so, when they have a request and I know the data point that they need, I'm going to give it to them. But sometimes I guess that why projects get a little bit longer to roll out than others, so maybe what you can, if I may, next time when I have these requests, can you help me prioritise? Because sometimes I don't know from a corporation perspective, what is more important than the others. They're all coming to me. So, if I give you a list and maybe we go through it every week or every other week, and maybe you can give me some techniques on how to prioritise them, what to ignore and what not to.