

SPOTLIGHT: REFLECTION ON LEARNING

Structuring the Conversation

COACHING CONVERSATIONS



Powerful questioning will help the client reveal, realize and understand how to resolve the issue without threatening or “pushy” dialogue. Listen to what the client is saying and not saying; this will help you come up with questions that ignite reflection. When clients comes up with the solution on their own, they are more likely to take action through heightened awareness.

Vargas, R, (2019)

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 ‘Executive Coaching Session – How Coaching Works’ (1:34 – 5:40): the coach closes the problem-solving coaching session with a reflection on learning and a commitment from the coachee to a way forward.

REFERENCES

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

Vargas, R., (2019). 13 Strategies For Guiding A Reluctant Coaching Client Toward Their Goal <https://www.forbes.com/sites/forbescoachesouncil/2019/03/01/13-strategies-for-guiding-a-reluctant-coaching-client-toward-their-goal/#3bf7795f6c74>

Wezowski, P., (2015). Executive Coaching Session – How Coaching Works, <https://youtu.be/xlm1E38yPTE>

COACH

TEAM MEMBER

	<ul style="list-style-type: none"> - So, we were coached on that and there was an evolution, in a certain time I thought, well you know, this is going well I can let go a little bit more of the Belgian team they need less of my attention, and that backfired immediately. As soon as I felt that I let go, they were falling back into old habits. Today, we're again two years further down the line and again I have that same feeling I can let go more, because by now they should know how to communicate to each other, which they do but it's still not entirely where I want it to be, but at the same time I have my own ambition which I feel is becoming more and more international and at European level again. So, I am struggling today, with, when is it ok for me to let go the Belgian team, who's asking, still asking for attention. And how can I devote enough time to my international role, which is something I really want to do?
<ul style="list-style-type: none"> - Hmm. So you're seeking approval. 	<ul style="list-style-type: none"> - Yes.
<ul style="list-style-type: none"> - There's your problem. So you're putting in a structure, that has you be liked, seeking approval, and it's getting in the way of you doing what you need to do. 	<ul style="list-style-type: none"> - Clear.
<ul style="list-style-type: none"> - Hmm. So what are the things you should have done, that you haven't done, that would have enabled you to have moved two years ago or, if not two years ago, now? 	<ul style="list-style-type: none"> - Well one of the questions I'm asking myself recently, is in preparation of that move, should I start communicating to them about my problem, of not letting them go?
<ul style="list-style-type: none"> - But they were the ones with the communication problem. 	<ul style="list-style-type: none"> - Yes, haha, spot on, haha.
<ul style="list-style-type: none"> - So where does this communication problem start? 	<ul style="list-style-type: none"> - Well, on that issue, it starts with me.
<ul style="list-style-type: none"> - Yes. 	<ul style="list-style-type: none"> - I agree.
<ul style="list-style-type: none"> - Well who's the boss here? 	<ul style="list-style-type: none"> - I am.
<ul style="list-style-type: none"> - Ah, everything starts with the boss, Eric. 	<ul style="list-style-type: none"> - Yes.
<ul style="list-style-type: none"> - Good, so what's the problem? 	<ul style="list-style-type: none"> - To make that step in telling them and to warn them about what is going to happen, and to prepare them for it.
<ul style="list-style-type: none"> - Mm.. Well, that's the communication piece. So when are you going to start? 	<ul style="list-style-type: none"> - Good question. Ah...
<ul style="list-style-type: none"> - So, let me check in. How are we going here? Are you getting what you need? What else do you need? What have you learned? 	<ul style="list-style-type: none"> - You know, I've certain ideas and we talk about them and I seem to get, at least so far, some confirmation that there doesn't seem to be anything horribly wrong with my plan. So that helps.
<ul style="list-style-type: none"> - But what have you learned about yourself in this conversation? 	<ul style="list-style-type: none"> - Mmm when you have something in mind you have a plan, just go for it. Don't wait. Make sure you've thought about all the options and consequences of your decision. As much as you can. But once you've done it, go for it.
<ul style="list-style-type: none"> - Ok, and what steps will you take not to create the same issue, wherever you go, to the one you're facing now? 	<ul style="list-style-type: none"> - Communicate better and faster.
<ul style="list-style-type: none"> - Right. So, that's the thing you've learned here. 	<ul style="list-style-type: none"> - It stays too long in here [pointing to head]. And it needs to come out quicker.