

# SPOTLIGHT: CONTRACTING

Keeping A Future Focus

**COACHING CONVERSATIONS**



Effective contracting is crucial to the success of coaching relationships. Why? Well, the origins of any problems that occur as the relationships develop can usually be traced back to the contracting stage.

**Newby, A. (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 'Coach & Co. Workplace Coaching Session' (5:50 – 8:01): the coach asks the coachee to contract for the issue to be worked on and consider what the outcome could look like if he is successful, and a transcription of 'Creating a Coaching Brief and Contract' (0:20 – 1:15): a manager about to take a step up to become a director, being coached on her gravitas, her visibility, and her confidence.

## REFERENCES

Coach & Co, (2013). *Workplace Coaching Session* <https://youtu.be/6qi-5cERNyI>

Gorell, R., (2009). *Creating a Coaching Brief and Contract* <https://youtu.be/68vIRY4JxzI>

Newby, A., (2017). *Why contract in coaching?* <https://newbycoachlive.wordpress.com/2017/08/14/why-contract-in-coaching/>

The Institute of Leadership & Management, (2019). *Coaching Essentials: Keeping a Future Focus*

## 'Workplace Coaching Session' (5:50 – 8:01)

COACH	TEAM MEMBER
<p>– So, by the end of this conversation, say we've got around ten minutes left, if you had clarity on 'Is delegation worth my while', is that something that would be useful?</p>	<p>– Absolutely.</p>
<p>– Ok, great, and so could you just let me know how useful, that would be, like how engaged you would be in that conversation?</p>	<p>– Very. Because it's been occupying a lot of headspace.</p>
<p>– Ok so I'm just going to write that down because that's kind of like our verbal contract. With each other if you like.</p>	<p>– Ok.</p>
<p>– So, it keeps us on track. There's a structure obviously to our conversation which I know you know, so I'll keep you to that, in that time, but I do want to spend a bit of time up front just reminding you, making sure you are actually working on the right issue or problem or whatever it is, skill or solution, and that you go away with whatever it is that's going to make the most difference for you. Ok, so the question at the moment is 'Is delegating..or delegation?'</p>	<p>– Yeah, I'm sort of tossing around between those words too. Is delegating, I think.</p>
<p>– Ok 'Is delegating worth my while?'</p>	<p>– Yes.</p>
<p>– Are they your words? Does that sound right or would you ask yourself that question in a different way?</p>	<p>– Well, I think at the start of this I would have asked it a different way, but through talking about it, it definitely has to include 'worth my while' rather than worthwhile just in general, so yes.</p>
<p>– Ok. So, 'Is delegating worth my while?' So, what do you sense is the core issue for you when it comes to delegation?</p>	<p>– It comes down to whether it's worth putting in the time and effort required to set up a structure where I can delegate more. And whether that's going to affect – whether that's going to improve the amount of time I've got available and what impact it's going to have on the quality of the work, of the output.</p>

## 'Creating a Coaching Brief and Contract' (0:20 – 1:15)

COACH	TEAM MEMBER
<p>– So, Ro, it's great to finally meet you and I know we had a brief telephone conversation. What I'd like to do today is to really establish sort of a contract between us and talk about what you're hoping to get from the coaching, and to discuss some of your background.</p>	<p>– Okay.</p>
<p>– But before we do that, I'd just like to reiterate some of the things that we said about confidentiality. What goes on in our coaching sessions will not be discussed with anybody outside of our coaching sessions, i.e. your manager, or the HR department. It may well be that the actions that are agreed get fed into your development plan, which is something we'll talk about later, but our discussions are between us.</p>	<p>– Okay. So, really, I've got control over how much information gets given to either my manager or HR, and I can decide what action is going to my development plan?</p>