

SPOTLIGHT: ENGAGEMENT WITH THE PROCESS

Building Rapport

COACHING CONVERSATIONS



The more fully present you can be in the encounter, the greater the level of engagement with your client. Presence involves awareness of self, awareness of the client, awareness of the space between and awareness of the developing relationship.

Coats, C, (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 'What is Business Coaching Like?' (6:16 – 8:40): the coach demonstrates curiosity in supporting the coachee to explore ways in which to help her to create possibilities to meet her aspirations. The coachee is visibly engaged with the process, smiling and laughing as she visualises success. The second transcription is from 'Effective Coaching Conversations: Chapter 2 How we influence' (1.10 – 3.12): 'In this demonstration, we see how a 'tell' or 'directive' style of conversation can limit outcomes and results. We also see how when we encourage an individual to be self-directing, we gain improvements to understanding, engagement and results'.

REFERENCES

Connor, M., and Pokora, J., (2012). *Coaching & Mentoring at Work* 2nd ed, OUP, McGraw-Hill Education

Marie, A., (2012). *What is Business Coaching Like?*, <https://youtu.be/Pe9kucCm6rA>

Starr Consulting, (2014). *Effective Coaching Conversations: Chapter 2 How we influence*, https://youtu.be/GcPnpXO_j_A

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'What is Business Coaching Like?' (6:16 – 8:40)

COACH	TEAM MEMBER
– So, we're putting a question on the table, just to recap, and the question is 'what's my book about?'	– Yes, what's my book about.
– Ok. I want you to imagine you can easily answer that question, what does that get you?	– One is, social status. It's actually fairly important to me. I like being popular, I like being well thought of. And in my world, people who write books are well thought of.
– Ok, so it gets you that, what else?	– Focus, for my actual writing. When I'm able to tell other people what my writing is about it will give me focus on what my writing is about.
– Mm-hmm what else would focus give you?	– Discipline. I actually thought of a couple of things, commitment, direction, maybe even a plan. If I have what the end product looks like, I'll be able to come up with the steps to get there.
– Ok, and let's go a little bit further. You have the book. You now have the book. Maybe you're being interviewed on Oprah. Then what's possible?	– One of the reasons I want to write a book is to model success for my clients. I know that – so for me coaching is about living the life of your dreams. And I've always wanted to write a book and so I want to live that dream. I don't actually want to be known as a writer. When I'm sitting down with Oprah, or whoever her successor is, and she says I'd like to welcome dadadada, I want that dadadada to be 'Life and business coach, Paula Ficasso, who happened to write this bestselling book.'

'Effective Coaching Conversations: Chapter 2 How we influence' (1.10 – 3.12)

SPEAKER	COACH	TEAM MEMBER
– Sometimes, when a manager is being directive it's not actually obvious to them that that's what's happening. Things like softening our tone of voice, or giving a gentle advisory tone, doesn't actually change the impact of what we're doing. If we're giving instruction, if we're offering even gentle advice, we're still not getting the individual to think and act for themselves. Let's have a look at what that looks like in a more subtle example.	– Alex, you know, what I'm thinking we really need to do is to start thinking about getting you some extra resource. I'm thinking that it might be time to start recruiting some temporary staff. What do you think?	– Well, certainly that's a good idea.
– When a manager is less directive, they're doing more listening, perhaps more questioning, they are offering observations perhaps or summaries of what they're hearing, reflections even on what they're hearing, but less are they giving direct instruction or advice. Let's see how that looks in conversation.	– Okay, and what are the things that you would need to think about that might help you make that decision about when's the right time to recruit?	– Well, certainly, there's a progression in the clients coming on board depending on market factors and we can look at hiring as soon as the market picks up a little bit.
– The benefits of a less directive style is that people are being provoked, challenged, perhaps by being listened to, or being questioned to think things through for themselves, so to own situations, to engage with situations, and to feel more responsible in a situation. Over time, people develop more resourcefulness, more resilience, in situations and their natural reliance on their managers reduces.	– Okay, and do you have a sense of what your own numbers need to be to be in the right place to do that?	– Absolutely, yes, I think I think certainly.