# SPOTLIGHT: MEASURING PROGRESS

## Questioning

### COACHING CONVERSATIONS

> " Effective coaching is about achieving goals. The coach helps the employee set meaningful ones and identify specific behaviors or steps for meeting them. The coach helps to clarify milestones or measures of success and holds the employee accountable for them.
>
> **Frankovelgia, C., (2010)**

## 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 transcriptions of '**A short Coaching Session**' with Mike Roarty (7:47 – 11:15): the coach uses a scaling framework to help the team member describe her progress, in dealing with a build-up of admin tasks to date, and what success could look like, and '**Scaling Questions**' with Peter Szabo (0.00 - 2.24).

## REFERENCES

Frankovelgia, C. (2010). **The Key To Effective Coaching** https://www.forbes.com/2010/04/28/coaching-talent-development-leadership-managing-ccl.html#474d6c0938e0

Roarty, M. (2011). **A short Coaching Session with Mike Roarty** https://youtu.be/cFZFbv7cGwI

Szabo, P. (2008). **Scaling Questions with Peter Szabo** https://youtu.be/HC6As-jzoQ0

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

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## 'A short Coaching Session' with Mike Roarty (7:47 – 11:15)

| COACH | TEAM MEMBER |
|---|---|
| – Ah well I'm interested in what you've just said. Because that's what I was about to ask you about, in a minute or so, is if we had a scale of one to ten, ten is what you've described to me, the two week backlog's gone, you're up to date with your admin, the office is tidy, up to about six things on your to do list, that's ten, and one is the lowest you've been with this, where would you put yourself? | – I think about a six. |
| – A six. | – Maybe six to seven, let's call it a six. |
| – Ok and the lowest you've been? | – Oh, three to four. |
| – Three to four. How long ago was that? | – Maybe about two months ago. |
| – Ok so two months. So, in the last two months there's been a positive improvement or change or whatever. I know you told me a minute ago about the Mondays, etc, so that might be one of the things, but what has helped you get from three or four up to a six? | – Well one of the big things was completing my Master's, so that meant that I handed in my work– my dissertation, and I've had a lot more time. So, time has helped. Also I have been focusing, as a result of that, knowing that I could not prioritise administration and prioritise less urgent things like that, over the last six months, say, so that hence a backlog has built up, and what I've done then is prioritise, doing maybe certain pieces of admin, or saying to myself a certain piece of work needs to be done today, when maybe it doesn't necessarily. Sometimes I've set myself a deadline, I've just decided that something is a priority for today and that needs to be done.  I've also had a bit of coaching to come to a decision about how to keep on top of my administration and keep that up to date, and that's working, so I think those are the main things. |

## 'Scaling Questions' with Peter Szabo (0.00 – 2.24)

| COACH | TEAM MEMBER |
|---|---|
| – So, on a scale from one to ten, ten meaning you got as far as you think you want to take things in, and zero meaning the total opposite and not there at all yet, so where are you right now? | – Probably a six. |
| – Okay, Jonathan so that's six. Tell me some of the differences between the six that you're at right now - my immediate reaction was almost a congratulation. Yeah, can I do that? Okay, so that's six. And what one or zero was, what, how's it different? | – One or zero I would, I would, just kind of take what was in front of me on a daily basis and not think of the greater scheme of my actions, I would dawdle a lot and procrastinate. |
| – And so how is it different now that you're in six? | – That I know that every day I have an agenda that I want to accomplish by the end of the day so that I can leave my day feeling like I've left my day, and I also, I'm in a situation right now where I am only in my office three days a week, so I work towards really leaving my office for two of those days so I can care for my child those riser days, and if I was at a 10 I think I would kind of start the day, end the day, and leave everything behind it at my office. |