

Coaching Transcripts

Coaching Model

Step 1 – Clarify the Agenda

Step 2 – Seize the Coachable Moment

Step 3 – Invite the Shift

Step 4 – Frame the Masterpiece

Coaching Transcript 1- Clarifying the Agenda

Team member: I'd like to talk about time management today. [TOPIC BUT NOT NECESSARILY THE AGENDA.] I'm feeling really behind on this new project.

Coach: What's going on?

Team member: I'm so bored. There's just no juice for me in this. Every time I sit down to work on it something else distracts me. Like today, when I was supposed to be writing an update, I just kept checking my email and voice mail, wasting time.

Coach: What are you avoiding?

Team member: I don't know.

Coach: (waits in silence)

Team member: I guess I'm avoiding the next step of this project.

Coach: What happens in the next step?

Team member: I'm supposed to give a report to the team. I'm not ready to do that and I'm way behind deadline. I'll have to face my team manager. I don't even feel qualified to do this. I feel resentful that he gave it to me in the first place!

Coach: (pause)

Team member: I didn't realize I was so angry about this. I've needed some additional help since the get go and I haven't asked for it.

Coach: It's great that you've realized that now. What would you really like to get out of this session today?

If the coach had misunderstood the topic of time management for a clear agenda, he might have jumped immediately into strategizing with the team member and missed the underlying agenda.

The coach's direct question: "What are you avoiding?" helped this session cut to the chase. When a team member says, "I don't know", they usually do know. Give them the space to ex-press the truth. In this case, the coach's well-timed silence calls the team member to say more, uncovering the real issue.

Coaching Transcript 2- Clarifying the Agenda

Team member: I've got a big writing assignment in my new job and I'm still developing a project for the other department I've been working for. That project is not going to be done for a while. It feels like I've got one foot in my past and one foot in my future. I feel scattered. Maybe I need to develop a better scheduling system, learn how to divide my day up differently.

You might think it's best to start coaching around the scheduling system. But the team member's statement "I've got one foot in my past and one foot in my future" indicates a potential perspective shift the team member may need first, before she can move into pragmatic solutions. It's an opportunity to help the team member connect her previous work with her new work.

Coach: When you said you have one foot in the past and one in the future, I think you've hit the nail on the head. Would it help you to build a bridge between the two projects?

Team member: Yes! I'd love to find a way to relate them.

Coach: Are there common factors in the projects that would allow you to leverage your work?

Team member: Well, they are both writing projects for marketing to social services organizations and I have complete control over the topics... You know what I could do? I could make the topics the same for both projects. Then I could write each piece from a different angle!

Coach: Great idea. I imagine your expertise will grow a lot from working those projects that way. Would you like to brainstorm more about this?

Often the team member will not state their agenda plainly. "My agenda for today is..." Instead, they will let you in on what they've been thinking, what's been getting in their way. If you do not understand exactly the topic that the team member is bringing to you or what they want to achieve in the session, ask questions until it's crystal clear.

Coaching Transcript 3- Hijacking the Agenda

You cannot hold your team member's agenda and yours at the same time. If you let go of the team member's agenda and bring in yours instead, the session will spiral downward. That is called "hijacking" the agenda.

Here's an example of hijacking a team member's agenda:

Team member: I don't feel like working on my business plan today even though I said that was my agenda on my prep form. I've had a great realization come to me and I want to tell you about it.

Coach: Okay, let's start there.

Team member: I just moved offices for my new role. . It's feeling so real all of a sudden that I'm doing this. I know that I've made all the right choices for myself around this new job. I've been working really hard on transforming myself and I've watched myself be-come who I want to be over the last year. I'm ready for this challenge!

Coach: It's fun to hear your excitement. I've enjoyed witnessing your transformation.

Team member: I also feel humbled by this new role. . It's so wild. I don't always know what I'm doing. I feel like sometimes I'm just dangling in the wind. There's something re-ally liberating about that, but it's also frightening.

Coach: I think if you focused on your accountabilities you'd have some direction and it wouldn't seem so frightening. [AGENDA HIJACKED]

Team member: No, really, I feel exhilarated by the risk I'm taking. I've recognized the value of being in this new role. .

Coach: That's great but don't go too long without focusing on your accountabilities in the role.

Notice how the coach's comment about the accountabilities of the role made the team member

defensive. The team member's agenda was never fully stated or clarified. The coach had not heard enough details or found out what the team member wants to take away from this session. Instead, this coach gracelessly pushed what she thought should be the team member's agenda at her. The team member's energy was in a different place. The coach began by listening, but then made the team member wrong.

Don't be too eager to get to solutions and action with your team members if they're not there yet, and certainly not at the beginning of the session before the agenda is clarified. Stay with the energy of the moment. **Explore without manipulating.**

Here's a different outcome to the same conversation:

Team member:...There's something really liberating about that, but it's also frightening.

Coach: Sometimes those feelings go hand in hand.

Team member: Yes. I'm learning that it's part of being in a new role – taking risks so I can have a high return on my investment of time and energy.

Coach: Excellent! If you can acknowledge and move through those feelings into action, you'll build your way to success in your new role. Do you know what you'd like to take away from this conversation today?

Team member: What's most important to me right now is to process my realizations out loud and not focus on anything pragmatic today. I trust my inspiration will lead into action.

Coach: Great. Tell me more.

This time the coach encouraged the team member and made her point without being a killjoy or hijacking the agenda. She endorsed the team member's self-discovery and let her have a simple agenda – to process out loud.

Coaching Transcript 4- Coachable Moment indicated by Offbeat or Repeated Words and Phrases

Sometimes you'll hear your team member say something that seems a bit strange. It's often something valuable to explore. Also, they may repeat words or phrases that indicate a coach-able moment.

Coach: How are you?

Team member: I'm fine. For the purpose of this session, I'm fine anyway. Maybe a bit stuck. It looks bad on me that nothing is getting done... You know, it's like you're unable to get into a good state of mind. It's about how others perceive you. I'm behind on projects. I am struggling to keep up. My staff is starting to question my sanity in taking on more work.

Coach: For this moment, put other people's perceptions and feelings aside. How do you feel about this situation?

Team member: I feel like I'm buried alive in obligations and I just keep taking on more!

This team member kept repeating, "I'm fine" when it was obvious she didn't feel that way. Also, her speech lapsed into second person, which often indicates an opportunity to become more self-aware. Now the coach can ask the team member what she wants without her being muddled by interpretations of what others think.

Coaching Transcript 5- Coachable Moment indicated by Missing Pieces in the Story

Often, when something is missing from your team member's story, it's also missing from their awareness. They might be disregarding something or not wanting to face a certain critical piece of information. It's not the coach's job to force the team member to deal with it. But it is the coach's job to check it out with the team member.

Team member: I've got a dilemma that I want to resolve in our conversation. I'd like to find a new job where there are great opportunities, but I won't be ready for another year...I'm not well suited to my job here in this department. I've been asking myself: Do I stay in this job I hate or find a new job now? I'm certainly marketable with my skill set. But high-level positions in the company are few and far between.

Coach: I have a sense of your dilemma. Now let's fill in the details. You mentioned that you'd like to make a move into a new role. Tell me what considerations went into deciding to wait another year?

Team member: I figured with the experience in my field I would be credible enough to make a lateral move now...

Coach: How many years have you worked in supply chain management so far?

Team member: Going on eight now. I just feel a decade is a significant body of experience. It will have an impact on my ability to be successful at the next level.

Coach: Eight years. That's significant. Let's look at something else for a minute. I want you to rate your passion for me. From 1 to 10, with 10 being highest, what's your level of passion for making a move to a higher-level role.

Team member: Oh, it's a 10! I love the idea of having an impact on strategic planning and improving processes is something I've got a real knack for.

Coach: Is it possible eight years is pretty hefty tenure already?

Team member: Ten would be better.

Coach: Is there something I don't know about the hospital industry that makes ten years the magic number?

Team member: No. It's just a bias I have.

Coach: That bias may be the only thing keeping you from moving on your plans more quickly. What would it be like to dump the bias, make your move to a higher-level role now?

Team member:...I could do it. I guess ten years was an arbitrary goal I set for myself a long time ago and I've just been doing the time. Some changes that I'm working in right now have me wanting out of this scene as soon as possible. I'd have to get my act together, but I could do it.

Coach: Would it help to talk through a transition plan that's more timely?

Team member: This really changes the picture...I COULD move on my plans sooner. I've just had this arbitrary number in the way. Yeah, let's work on that transition plan!

Sometimes, uncovering the missing pieces magically unlocks the team member's mind about their issue and decisions are more easily made.

Coaching Transcript 6- Coachable Moment as indicated by Inconsistent Statements

If you hear a team member say something that doesn't fit with something else they've said, make a non-judgmental comment or ask a question that points that out.

Team member: I'm ticked off that my boss didn't tell me what was going on. He doesn't seem to have any integrity. I try to operate from my personal values at work. It's not okay for him not to be straight with me! I don't know. If I talk to him about it, I'm afraid I'll appear too confrontational.

Coach: Tell me about your personal values.

Team member: Integrity. Being honest and up front with people, giving them the benefit of the doubt.

Coach: I think I heard you say that you didn't want to bring this issue to your boss because you don't want to appear confrontational. Does that support your personal values of being honest and up front with people?

Team member: I see your point. So you think I should talk to him about this?

Coach: If your intention is to operate from your values, I support you in doing whatever allows you to do that. What do you think?

First, the coach gave this team member some time to rant without interruption. The coach's silence gives the team member impetus to go into more depth.

It would have been so easy for the coach to step over this coachable moment and agree with the team member – "yes, you don't want to be confrontational." Instead, the coach didn't let this team member wiggle away from being at his best. He showed his team member another opportunity to operate from his values.

Essentially, the coach just held up a mirror to help the team member see the way he was being, contrasted with the way he wants to be. Mirroring is transformational because it allows the team member to see himself or herself from the observer place.