

## Your coaching style

### Activity

Read each of the six situations on the next two pages and tick the response that most closely matches the one that you would be likely to make.

#### Situation 1

***A member of your team asks for advice on how to deal with a new starter who has started to arrive late for work.***

- A. You see this as something that might get worse, is that right?
- B. You should tell him that you won't stand for it.
- C. How many times has he been late, over what period?
- D. It's best to nip that sort of behaviour in the bud.
- E. Why don't you talk to him and find out why he's been late?


#### Situation 2

***You are asked to advise on how a piece of work should be completed when the available staff are reduced through sickness.***

- A. You've got a real problem there. The work has to be done and you need all the help you can get.
- B. Perhaps you can tell me how far behind you are and the sort of staff you need.
- C. With the staff you've got you're saying you cannot complete the work on time, is that right?
- D. Didn't you take possible staff shortages into account?
- E. If you don't get the work finished on time we'll be in a right mess. Why not get the staff to work late?


#### Situation 3

***A member of your staff has trouble completing a certain task. You have called her aside to help her do better.***

- A. The way you've tackled it so far hasn't worked, has it? Why don't you try ...
- B. I had much the same difficulty when I was doing the work. Don't worry we can work it out.
- C. Have you tried any other way of tackling it?
- D. You seem to have trouble, and can't seem to find an answer.
- E. How would you describe your difficulty?


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#### Situation 4

***You overhear a member of your staff talking on the phone to a public finance officer in an unsatisfactory manner. Later in the day you have called the member of staff into your office.***

- A. You seem to have lost control in that interview. Can you tell me about it?
- B. I know some people are difficult and perhaps we shouldn't put too much importance on this occasion, particularly in view of your good past record.
- C. You really have to be less aggressive when dealing with people.
- D. You sounded uncomfortable with that person. Is that right?
- E. How much emphasis did your phone handling training place on that type of person and problem?


#### Situation 5

***You believe that one of your staff has the wrong attitude towards a certain piece of work. You decide a talk may help to remedy the problem.***

- A. Because I'm very happy with your attitude to the rest of your work I feel I can talk to you about this problem.
- B. Whenever I give you this sort of work your attitude to the job changes.
- C. How do you feel within yourself when you are doing this particular job?
- D. Whenever you get this particular job you get angry and stubborn. Have I got it right?
- E. Have you thought about why this particular work causes you some problems?


#### Situation 6

***A member of your staff has trouble interpreting some recent legislation affecting their work. They need your advice.***

- A. You're saying these new rules do not complement those we apply currently?
- B. It can't be such a problem, after all the rules are very flexible.
- C. It will probably take a lot of careful planning and thinking, you'll want to go carefully.
- D. You're worried about how this could affect your work?
- E. With which parts of the legislation are you having difficulties?


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Circle your responses on the grid below then total the number of circled responses in each column. The column with the highest total shows your preferred coaching style.

Each of the five styles is described below.

1	E	B	D	C	A
2	E	D	A	B	C
3	A	D	B	C	E
4	C	A	B	E	D
5	B	D	A	E	C
6	B	A	C	E	D
	<b>E</b>	<b>I</b>	<b>S</b>	<b>P</b>	<b>R</b>
	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

- E**      **Evaluative**  
You tend to make judgements based on what you've heard and suggest answers.
- I**      **Interpretative**  
You tend to interpret what you've heard without always checking the accuracy of what you've heard.
- S**      **Supportive**  
You offer general sympathy, but little else.
- P**      **Probing**  
You try to find out more information.
- R**      **Reflective**  
You try to feed back your listener's perception of what's been said in order to check its accuracy.

Although we're most likely to make evaluative responses this is not the most effective coaching style.

The best coaches use a combination of reflective and probing responses as this encourages staff to think through a problem and come up with their own solutions.

## What is Coaching?

*“The art of improving the performance of others”*

