

Instant Pay-off Coaching Model

(Ref: Landsberg, M. (2015) *The Tao of Coaching: Boost Your Effectiveness at Work by Developing Those Around You*. Profile Books: London)

1. Ask the coachee to describe the current **issue or problem**, with specific examples and a small amount of relevant background.
2. Ask him/her to **describe the outcome** – paint as specific a ‘picture’ as possible of how things would be if s/he had sorted out the problem. Do not try to solve the problem, but note the emerging ideas
3. With the coachee, list all the **obstacles/blocks** that lie between 1 and 2. Sort them into three groups:
 - Blocks that exist in the coachee (lack of skill/knowledge, low motivation, attitude etc).
 - Blocks that exist in others (anxious customer, manager stressed and panicking etc.)
 - Blocks in the situation (inadequate resources, shift in deadline etc.)
4. Jointly brainstorm ways around these blocks, and **possible next steps**. Agree an approach, actions and timing.

Example:

Bob – ‘What’s the problem?’

Alex – ‘Tom really isn’t skilled at interviewing, and I’m nervous about the reaction to him of our new French subsidiary. I can’t see how I can help him, as well as manage the overall project, as well as complete my own work on the marketing strategy.... It’s simply too much. Given the enormous value of this project to the company, surely we can get agreement to adding another team member – just for a month or two?’

Bob – thought there may be a better solution – one which would encourage Alex to be less of a ‘control freak’. ‘Let’s explore the issue more fully. Tell me what you would see if the problem was fixed; don’t tell me how we could do it, just tell me what success would look like’

Alex – ‘Well. Tom would have completed all the interviews, would have built relationships with the key executives in France, and would have drafted a report summarising the findings, which I could discuss with him a few days before the next steering group meeting..’

Bob – ‘Before we examine Tom’s abilities, tell me the obstacles between where we are now and where you said you’d like us to be’. Bob then listed all the obstacles Alex described and asked Alex to indicate where each obstacle lay, in himself, in someone else or in the situation.

Alex – Was surprised to see how many of the obstacles were in fact to do with himself. He then began to see a way forward. ‘... if you would talk to the Chief Executive of the French subsidiary about his people’s dismissive attitudes to Tom. We’ll send Tom on a one-day interviewing course, and I’ll see if I can come off the recruiting task-force just for a couple of days’

Another example

Problem - I struggle to complete my assignments on time to a high standard

Desired Outcome:

- I am able to complete my assignments by the deadline
- I have confidence that my assignments are high quality, because I have not had to rush and work under immense pressure. I have been able to conduct more thorough research and proof read several times for spelling mistakes.
- I do not get referrals causing me re-work.
- I do not feel anxious around assignment deadlines.
- I do not waste quality time on re-work so I am able to spend more time with family/friends/leisure activities.
- This provides me with a strong discipline for any area of further studies or even professional work in the future.

Barriers / Obstacles / Blocks :

- Conflicting demands from my other areas of study (my time management / extenuating circumstances)
- Work / home life commitments (my time management / support from my partner or other family members)
- The sheer volume of work required for the assignment (myself/my tutors/my peers)
- Not knowing where to access the most appropriate research (myself/library services/my tutors/my peers)
- I.T limitations (myself/on-line tutorials / I.T course provider)
- Lack of motivation (myself/visualise success)

Next Steps :

1. Prioritise my commitments Urgent v Important/ be strict with my time keeping
2. Obtain support from partner/family/peers/appoint a mentor
3. Seek assistance in breaking your assignment down into sections and sub sections – bite size chunks that are easier to tackle.
4. Seek guidance on effective research methods
5. Make personal goals to improve I.T capability
6. Re-visit your original motivation for undertaking your qualification. Make a list of all of the positives associated with the achievement of this qualification. Think of a reward for yourself upon completion