



The Big Blue Box Ltd

Alternate Outcomes 2

Coaching can facilitate a wide range of outcomes, and even though the process may not have worked as expected, the interaction can still be catalytic.

Coaching typically has to be delivered with the wholehearted participation of the coachee, their engagement is essential; they must be committed to the process. But engagement itself can appear in unexpected forms.

Sometimes the impact of coaching doesn't appear immediately in the coaching session, sometimes its impact is felt over time, upon reflection and outside the session. In this case, the coachee appeared substantially disengaged during the coaching session, yet the impact was substantial.

The Background

K was a very bright professional but his management team had long been feeling that they were not getting the best from him. The appraisal, development and performance management processes had been ineffective in inspiring K to achieve his potential. The coaching project Brief was to engage with K and encourage him to engage with his career development.

The Process

At the very beginning of the coaching project K was difficult to contact, not sharing his mobile phone number and not responding to emails or messages. At our first meeting he arrived, looking very relaxed, but brought no business card, note book or background materials.

The conversation explored his story to date. His family background illuminated clear expectations that K would 'inherit or follow' his father's career path, which was not going to plan. In his job K had proved himself to be hugely capable but uncommitted and unmotivated and consequently his expectations of promotion had not been delivered. He was clearly unwilling to be flexible in his style or approach; there was an arrogance and sense of entitlement that K brought with him into the conversation.

In the second coaching session a 'challenging conversation' took place and with his permission K was given some feedback about his presentation and behaviour in the coaching sessions, and how he was managing his career. The 'Chemistry' was apparently not working and it was agreed that the coaching sessions would not continue without clear engagement.

The Outcome

Outwardly it appeared that K had not effectively engaged in the coaching conversations and was not engaged in his current career or with his colleagues. Without a change in his attitude, contribution and engagement K would be facing a performance management process.

In reflecting on his situation outside the coaching sessions K had clearly come to realise that there was a growing expectation that he should change, and he made a decision to act.

K resigned his position shortly after the second coaching session.

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Contact: 1 The Laurels, Oatlands Drive, Weybridge, Surrey. KT13 9LF

Tel: voice/fax: 01932 843933 www.thebigbluebox.co.uk

Registered Office: Suite 1, Concept House, 23 Billet Lane, Hornchurch, Essex, RM11 1XP

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