

Coaching Roles

Non-directive Support

“Turn the question back”

You do things to help strengthen their commitment and ability to find a solution without taking on the issue. You might:

- Stay neutral about the outcome; Your goal is a better relationship with them by helping them problem solve
- Believe that staff have choice
- Show how you care about staff
- Say how this issue impacts you
- Be clear about your own expectations
- Help them to be clear on purpose and what to do
- Help them be clear why are they coming to you, what do they want from you?
- Use empathy to listen to their feelings and thoughts now
- Help them surface options, support the options they choose

Rescue

“Take on the responsibility!”

You take on the issue before asking them to work it out with your help. All the anxiety rests with you. You do things that draws you in more and weakens them. You might:

- Focus on how you are feeling
- Bounce it to others
- Blame them or yourself
- Try to sell your idea
- Decide who or what is “bad”
- Talk about your “war” stories

Advice

“Tell them what to do!”

You suggest possible solutions and be clear about your expectations and consequences. Perhaps you may even make the decision. You might do this to:

- They have no clue and are ready to accept advice
- Implement an unpopular decision
- Resolve a minor issue when time is short
- Avoid violence
- Ensure that the organizational interests are being met
- Avoid solutions that are hurtful or unlikely to hold over time
- Give more time to train staff