



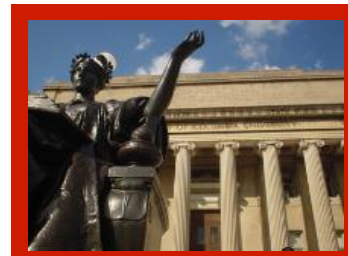
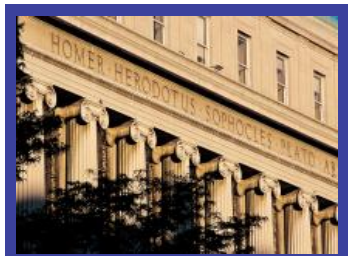
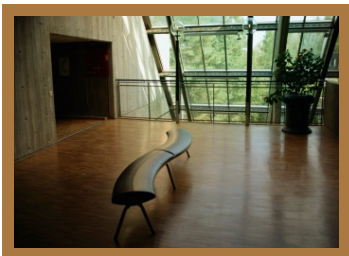
COLUMBIA UNIVERSITY

2014 COACHING CONFERENCE

Round 2 | Track 2B

Coaching for Difficult Situations

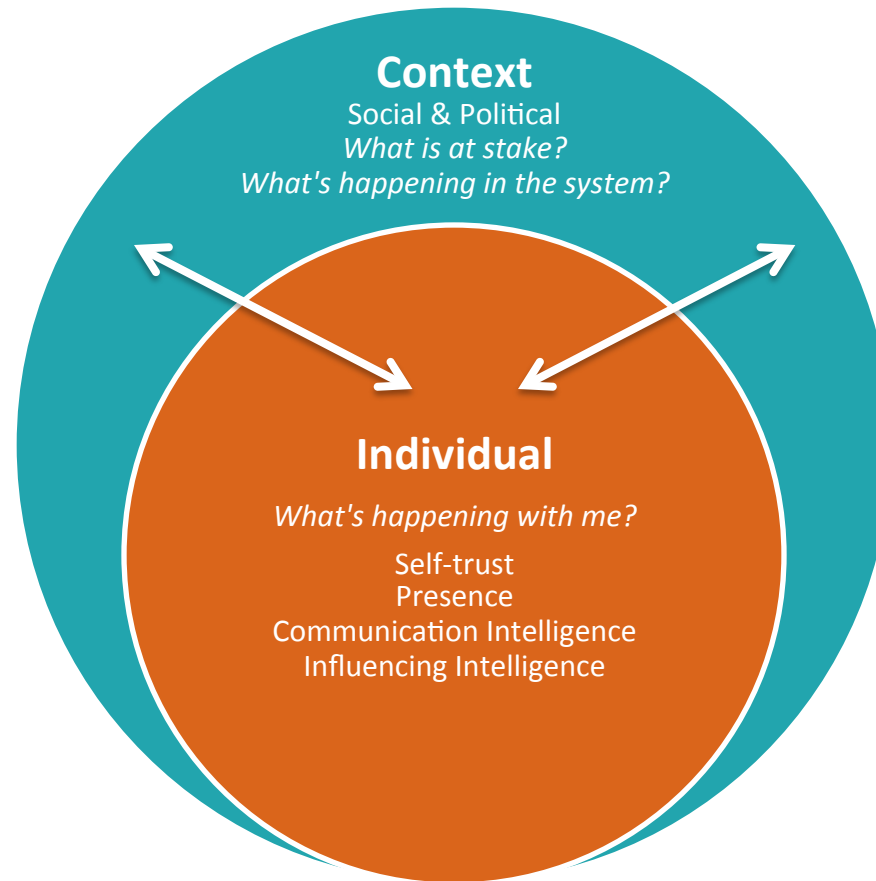
Felipe Paiva – Partner, Artisan Consultoria



Coaching for difficult situations

- **Difficult situations:** conflicts, power struggles, criticism, confrontation, harassment and bullying.
- Issues linked to conflict, trust, politics and confrontation are the first source of stress for executives, followed by overcoming job-related constraints to relationships, and personal insecurity (Campbell, Baltes, Martin, & Meddings, 2007)
- Coaching for difficult situations is about supporting individuals that need to respond quickly to a challenge that, if not handled properly, may result in removal from the organization or another significant professional loss.

Coaching for difficult situations space



Methodology

- **Three instrumental cases:** objective to provide an insight into an specific type of coaching practice.
 - *Opportunity to learn and transfer knowledge from the researcher-practitioner to the coaching practice field – what do coaches do?*
- **Process:**
 - *Review of coaching logs.*
 - *Review of clients homework.*
 - *Sessions were analyzed individually and classified according to CCCP's coaching phases.*
 - *Categorization of sessions according to practitioner interpretation*

Three instrumental cases

	Antonio	Sandra	Carlos
Position	Marketing Director	CFO	Technical Director
	Senior executives in Brazilian operations of global companies		
Context	Left alone in the battlefield by his boss	Accused of corporate bullying	Caught in the middle of a global x local resources dispute without boss support
Individual	Lost confidence Cognitive blockage	Devastated Hopeless Treated unfairly	Unappreciated Hard feelings for the boss “The odd man out”

Characteristics

- **Contracting:** may not involve the supervisor in the contracting phase, as he/she may be part or the creator of the difficult situation the client is experiencing.
- **Lack of a compass to operate:** individuals arrive emotionally and cognitively impaired. Difficulties to diagnose self and context situation.
- **Motivation for change:** clients urge to solve problem/situation and put coaching as first priority. Higher engagement than most developmental jobs.
- **Time:** fast paced job to address practical issues – 5 sessions in less than a month.
- **Multidisciplinary:** deals with emotional states, political and social systems, and communication & influencing intelligence.

Coaching phases

Diagnosing the self and the system Session #1

- 1 Session: 90' to 120'
- Awareness of the situation (politically and personally)
- Surfacing emotional state and mental models
- Clarify what needs to be achieved

Build-up Sessions #2 to #4

- 3 Sessions: 90' to 120'
- Regaining self-trust
- Explore options, think about critical success factors and practice
- Plan the political and social actions
- Strength communication and influencing skills

Termination Session #5

- 1 Session: 90'
- Check-up for consistency and readiness
- Celebrate progress
- Encourage for continuous development

Diagnosing the self and the system

- *Heifetz and Linsky (2002) adaptive leadership framework serve as a compass for clients to make sense of their situation and plan for action*

	Self	System
Diagnosis	What's happening with me?	What's happening in the system?
Intervention	What do I have to do to myself?	What do I have to do to the system?

Diagnosing the self and the system

Diagnosing the self and the system
Session #1

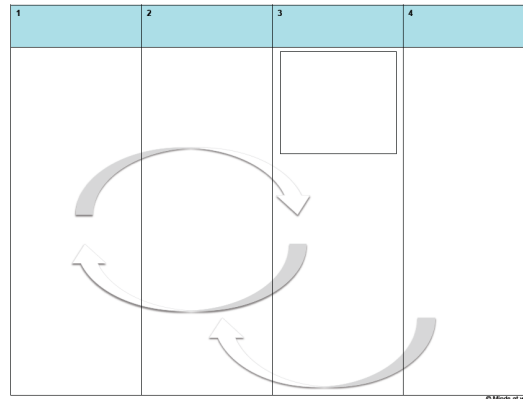
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Antonio

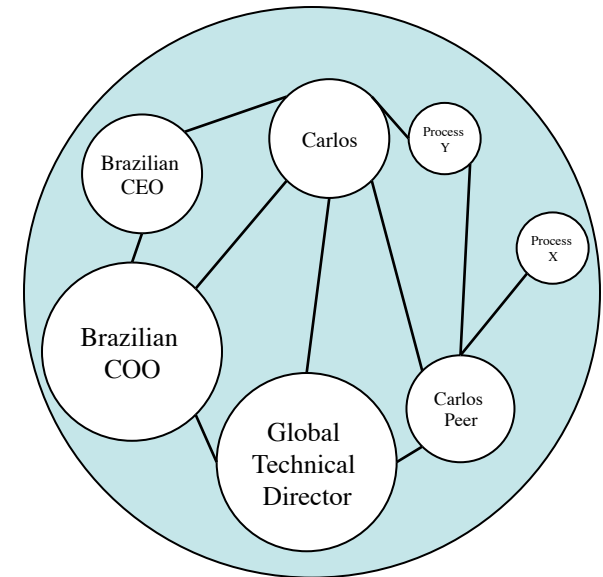
	Self	System
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ORID
Questions

Sandra



Carlos



Build-up

Build-up
Sessions #2 to #4

- 3 Sessions: 90' to 120'
- Regaining self-trust
- Planning the political and social actions
- Strengthening communication and influencing skills

Antonio

- Tuning-up
- New positive image
- Muscular & breathing relaxation
- Communication strategy (impact, image & message)
- Film & Feedback

Sandra

- Interaction principles
- Meta-mirror/
Perceptual positions

Carlos

- Relationship strategy map
- Reframing through
- Storytelling

Termination

Termination
Session #5

- 1 Session: 90'
- Check-up for consistency and readiness
- Celebrate progress
- Encourage for continuous development

- Final rehearsal
- Asking clients to describe their situations as stories, to interpret them from the first person, and to describe the different angles and solutions
- What if questions
- Plan for continuous development
- Farewell

Conclusions

- Coaching for difficult situations is a complex task. Coaches need a framework to navigate. CCCP framework adheres to this need.
- It is a task for the versed practitioner.
 - *Deep-rooted theory and technique, experience & pragmatism.*
 - *Big losses involved.*
- The process generates short-term results for a clear situation.
- Organizations may use the format for other objectives
 - *Developing personal mastery and system understanding – key elements for leadership development.*
 - *Tackling stress and life-balance agenda.*