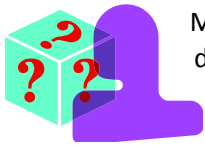


Insight One:

Rationalizing and coming to terms with the need to change

Feedback – informal and formal – can be a powerful trigger for change. And, it is the job of the coach to challenge assumptions and help reframe situations. Two examples:



Mary's boss gave her feedback about 'minimal communication' but she found it difficult to understand. Then her team gave her similar feedback. Using the Myers-Briggs Type Indicator we discovered Mary's clear preferences for Introversion and Intuition. Through this, Mary began to understand how it could impact on her colleagues, especially if they had different personality preferences. What she saw as wasting time on talking was actually giving people the context they needed, and explaining how she had arrived at certain decisions.

Richard had been told that he came over as being aggressive in meetings. He had grown up strongly valuing 'straight talking' and regarded it as part of his personal 'brand'. But he had not thought through what impact he would have on the recipient and other people present - nor the way different cultures respond to a direct or blunt approach. He recognised that he needed to get the message over in a way that the recipient could receive and process - without antagonising them, so that they could 'hear the message'.

