








## Coaching – Compliance and Compassion

	<b>Objective:</b> To develop the ability to coach with compassion.
	<b>Time Requirements:</b> a. Preparation: 5 minutes b. Activity: 15-20 minutes
	<b>Items:</b> a. Coaching with Compassion Handout b. Coaching for Compliance Handout
	<b>Learning Outcomes:</b> a. Enhanced ability to listen empathetically, to identify emotions expressed by another (EI Subskill 3: Understanding Others' Emotions) b. Enhanced ability to respond with empathy, to propose developmental and/or growth pathways for others (EI Subskill 4: Using Emotions; Managing others' Emotions)
	<b>Key Learning Point:</b> Coaching with compassion helps others develop to their best possible selves.
Self-Disclosure: ****	
Difficulty: Advanced	

### Instructions

1. Ask participants to form pairs. Within each pair, ask one individual to assume the role of the coach. Coaches are to provide a one-on-one coaching session with their activity partner – the trainee. Randomly distribute the Coaching with Compassion and Coaching for Compliance Handouts to all coaches. Give coaches 5 minutes to read through the instructions on each of the handouts.
2. Coaches are then required to conduct a one-to-one coaching session with their trainees. Ask all coaches to adhere to their instructions and guidelines on their handouts as closely as possible. Allow 15-20 minutes for this activity.
3. Discuss the experiences with the coaching session first with the trainees first. Ask if they enjoyed the experience, found it insightful and motivated further personal development, or otherwise. After some discussion, you can reveal that some coaches coached for compliance while others coached with compassion. Use this time to draw a clearer distinction between these two forms of coaching. Tell participants that coaching for compliance often means causing the person being coached to feel a little more defensive since the coach is seen as targeting their weaknesses and flaws. Contrast this with coaching with compassion, which instead focuses helping individuals grow by focusing on their strengths and virtues.

	<b>Reflection Questions:</b> a. How similar or different is the form of coaching you experienced here with that being practiced in your current work environment?
	<b>Further Reading and References:</b> a. Boyatzis, R. E., Smith, M. L., & Blaize, N. (2006). Developing sustainable leaders through coaching and compassion. <i>Academy of Management Learning &amp; Education</i> , 5(1), 8-24. doi: 10.1177/0021886312462236