

## **12 sure-fire tips for a dreadful coach**

**by Stefan Hölscher**

1. Instead of going on a voyage of discovery with the other, believing to know, how it is, how it should be and what the other at any rate should do!
2. Instead of seriously enquiring about the situation, bombarding the other with statements, and with one's own experience and good advice!
3. Instead of taking the other seriously as a person and colleague/co-worker/boss etc. and holding him/her in high esteem, viewing him/her as poor, small, dumb, pitiful, arrogant, neurotic, immature and / or crazy!
4. Instead of building on abilities and resources, focussing on mistakes, weaknesses and deficits!
5. Instead of looking at underlying assumptions, attitudes and values, leaping to measures as quick as possible!
6. Instead of addressing and using emerging feelings, going around them elegantly, in order to stay objective!
7. Instead of giving the other an honest (and maybe partially embarrassing) feedback, to talk as nicely as possible about his world, his conduct and endeavours!
8. Instead of summoning up benevolent neutrality towards all involved, allying oneself to the person being coached and adopting his perspective!
9. Instead of bringing in other relevant perspectives, insisting on looking for the good/right/moral values etc. or better still: already "knowing", what it is!
10. Instead of examining interactions of behaviour, pursuing a black-white- and culprit-victim scheme!
11. Instead of reflecting on the joint coaching process with each other and modifying it if necessary, continuing on a strategy which you already decided on regardless of its effects.
12. Instead of agreeing on certain actions to be taken, friendlily chatting to each other.