



# Activity: “My Coaching Story”

Independently: Self-reflection and Writing

- What is your experience giving, receiving or observing coaching?
- What were the characteristics of the most effective coaches?

Self-Reflection:

In Groups: Share your "coaching story." What were characteristics of the effective coaches in your collective stories?

Clear Responses



# Activity: What Coaching IS and IS NOT

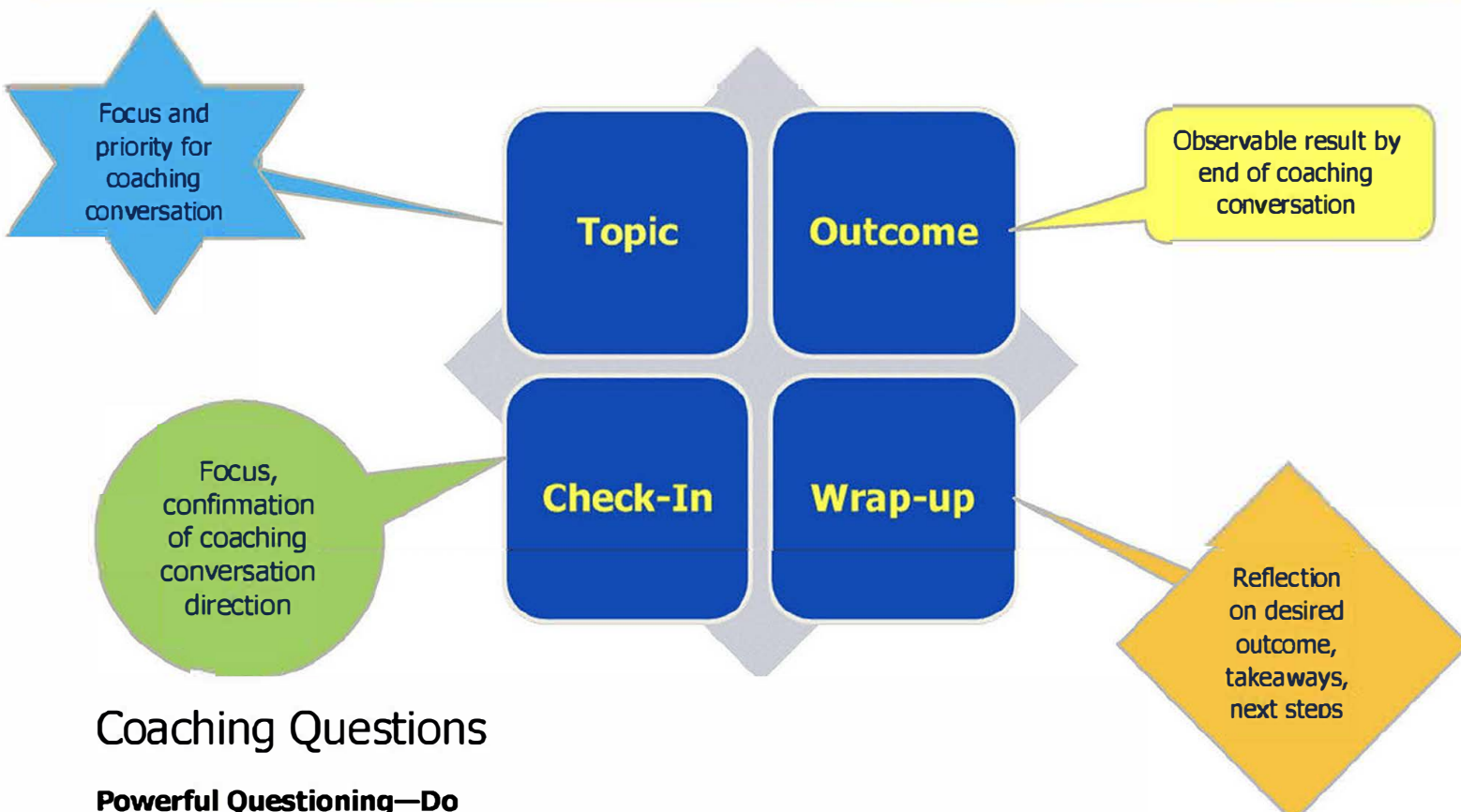
## Compare and Contrast:

Coaching	Advising	Counseling	Mentoring	Training	Consulting

**Clear Responses**



# Tool: Coaching Quadrant and Powerful Questions



## Coaching Questions

### Powerful Questioning—Do

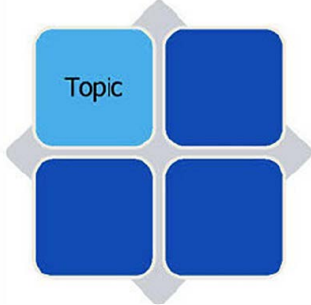
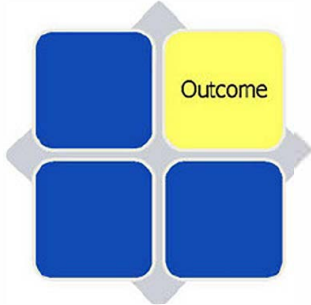
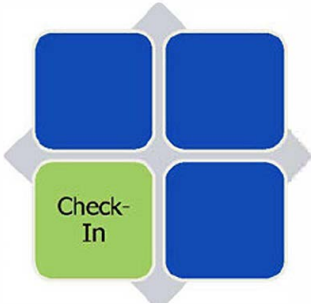
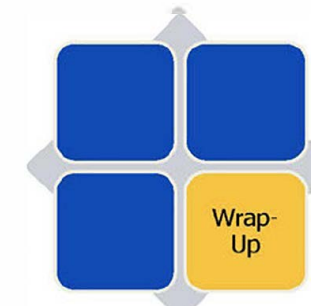
- Pay attention
- Ask questions that reflect active listening
- Listen deeply (perhaps intuitively)
- Ask open ended questions that create greater clarity (e.g., “*What would the deal outcome look like?*” “*How do you want to start?*”) rather than closed ended questions that require “yes,” “no,” or a number

### Powerful Questioning—Don't

- Don't layer questions (follow a question with more questions)
- Don't answer for the person
- Don't judge
- Don't ask “why” questions; ask questions that move people toward what they desire, not questions that ask them to justify what they've already done



# Tool: Coaching Quadrant and Powerful Questions

	<p><b>Topic</b></p> <ul style="list-style-type: none"><li>• What would you like to talk about?</li><li>• What can I help you with today?</li><li>• What's on your mind?</li><li>• What's the latest update?</li><li>• Where are you right now?</li><li>• What are your burning questions about this idea?</li><li>• How did it go when you tried it?</li></ul>
	<p><b>Outcome/Goal</b></p> <ul style="list-style-type: none"><li>• Where do you want to head with the plan/idea/goal?</li><li>• What do you want?</li><li>• What would success look like?</li><li>• What is your desired outcome/goal?</li><li>• What would you gain?</li><li>• How will you know you have reached it?</li><li>• What would it look like?</li><li>• What if you did know?</li></ul>
	<p><b>Check-in</b></p> <ul style="list-style-type: none"><li>• Where do things stand?</li><li>• What is holding you back?</li><li>• How are we doing?</li><li>• How is this working?</li><li>• Where would you like to go?</li><li>• What do you want to explore further?</li></ul>
	<p><b>Wrap-up/Summary</b></p> <ul style="list-style-type: none"><li>• What action will you take? And after that?</li><li>• What is your conclusion?</li><li>• How would you summarize your effort so far?</li><li>• What are you telling yourself?</li></ul>



# Worksheet: Getting Coaching Conversation Started

**Coachee Role** – What topics would you be interested in discussing when you are in the “coachee” role receiving coaching? Pick topics that you are comfortable discussing, that are meaningful to you, and in which you would welcome self discovery.

- I want to advance in my career.
- I want to spend more time in leisure or recharging my batteries.
- I want to increase my influence with peers/leaders/others.
- I want to help my team be more agile.
- I want to improve how I conduct performance appraisal meetings.
- I want to be a better listener.
- I want to spend more time being proactive versus reactive.
- I want to give feedback that may be difficult to hear.
- I want \_\_\_\_\_.

**Coach Role:** How might you start the coaching conversation? Write ideas you like and may use during the coaching conversation. What are some questions you might use during the coaching conversation that could help move it forward?

## Possible outcomes from a coaching conversation:

- Clarity
- Reflection
- Defining a goal
- Designing actions steps
- Evaluating a plan



# Tool: Coach Speak: Going Beyond the Questions



## Coach Speak: Going Beyond the Questions

**Articulating**—Succinctly describing, without judgment, what is going on; synthesizing information in order to provide insight; mirroring the coachee’s language choices.

- “What I’m hearing is...”
- “If I were to summarize what you’ve shared, it sounds like...”

**Clarifying**—a combination of listening, asking, and reframing that brings a goal into sharp focus, adding detail and holding it up for inspection.

- “Here’s what I’m hearing...Is that right?”
- “Is sounds like you’re looking for...Is that accurate?”

**Meta-View**—Addressing the big picture and opening up room for perspective.

- “Let’s step back. What is at the heart of this goal?” What is the greater plan?”
- “If a friend came to you about this, what would you recommend to them?”
- “If you were to visualize your success, what do you see?”

**Acknowledging**—Recognizing the inner character/strength of the coachee and/or a value that the coachee has honored. Celebrating their strengths so that they might better see them and access them.

- “Your willingness to try really shows...”
- “That you accomplished this demonstrates how...”

(Source: Kimsey-House, et al., 2011)