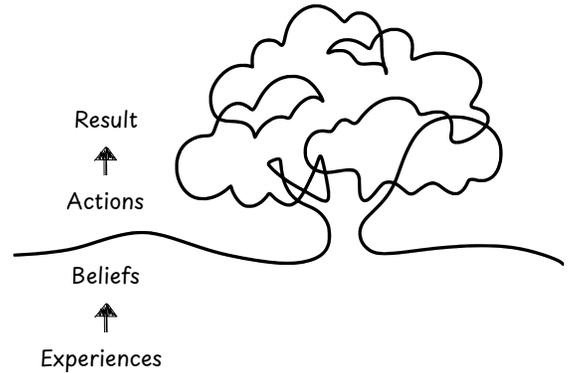


Coaching as a Leadership Style

In coaching cultures:

"...all members of the culture fearlessly engage in candid, respectful coaching conversations, unrestricted by reporting relationships, about how they can improve their working relationships and about how they can improve their individual and collective work performance.

~Thomas Crane, The Heart of Coaching



ROLE	BELIEF	ACTIONS	RESULTS

Coaching Beliefs

Coaching Presuppositions

Presupposition	Key Points
1. Stay _____, not _____.	We are all responsible to each other, but we can't want someone's success more than they do. Being 100% committed means staying focused, dedicated, and invested in the effort. Being 100% unattached means avoiding becoming overly dependent, staying flexible and adaptable, and maintaining a certain detachment from the result.
2. There is no _____, only _____.	Every outcome provides valuable information for learning and growth. If we are learning, we are winning.
3. The _____ deserves our attention, the _____ deserves our energy.	We need to focus the energy in a coaching conversation on possibilities and options. Once the problem is identified, move on. It's more important to focus on where the coachee wants to go than where they have been.
4. The _____ problem is usually not the _____ problem.	People typically voice the surface problem or the immediate problem. If we can stay curious and ask generative questions, we typically find the unseen or 'real' problem.
5. People's _____ makes sense to them.	People's choices make sense to them. The only thing that has to make sense to you is that it makes sense to them.
6. There is a _____ for every thought, behavior, choice, and action we take.	There is always a reward for everything we do. That reward may be healthy or unhealthy, constructive or destructive.
7. Better solutions result when we come to conversations in a state of intense _____.	Staying curious as coaches helps us avoid coming with a pre-planned solution and bias. It also helps us address the real problem rather than the presenting problem.
8. The more choices _____ generate, the more control and ownership _____ take.	As coaches, our primary role is not to solve problems or give advice. We want the other person (parties) to generate solutions. This expands their thinking and gains commitment over compliance.
9. People are _____, _____ beings, having everything they need to succeed and achieve their desired outcomes.	We can avoid solving problems for others when we remember that they are whole, resourceful, and quite capable of utilizing their resources to solve problems. We may be one of those resources, but we are not their only resource. Our goal is to grow their ability to access resources and find solutions.
10. Tell people, they _____ . Involve people, they _____ .	We are much more likely to encourage buy-in and accountability, when a solution is that person's idea. The brain pushes back when told what to do.

Levels of Listening

4 Levels of Listening

DOWNLOADING

RESULT: Reconfirming what you already know and believe

Listening from habits

Downloading questions are typically:

- Closed-ended – “Are you going to talk to her?”
- Advice-heavy – “Did you think about talking to her?” “If I were you, I would...”

1

FACTUAL

RESULT: Listening to disagree and recognizing the new

Listening from the outside

Factual questions are typically:

- Closed-ended – “Did you consider she might be having a bad day?”
- Advice-heavy – “Did you tell her that bothered you?”
- Start with Why – “Why didn't you just walk away?”

2

EMPATHIC

RESULT: Listening to understand another's perspective and see the world through their eyes

Listening from another's perspective

Empathic questions may begin with 'how' or 'what' but focus on connecting with the other person's feelings, emotions, experiences, and perspective

- How did that make you feel?
- How has that affected you?
- What can I do to support you?

3

GENERATIVE

RESULT: Listening to connect with future possibilities

Listening from the future

Generative questions are about future possibilities, transformation, innovation, and moving forward. They almost always begin with 'how' and 'what.'

- What is this showing up to teach you?
- How are you thinking about handling this situation?
- What are your best next steps?
- Where do you need clarity?

4

Generative Questions

1. What's on your mind?
2. What are you trying to achieve?
3. And what else?
4. What are some reasons why this important to you?
5. What have you tried so far?
6. How has it worked/not worked?
7. What options do you see going forward?
8. Sounds like you have a lot of passion around this.
9. What about it is making you so upset?
10. What solutions have you already tried?
11. What is your "go forward" plan?
12. What do you see as the best-case scenario?
13. What do you see as the worst-case scenario?
14. Who do you know is an expert in handling situations like this? What do you think he/she would do?
15. What are 2 or 3 options you are thinking about trying?
16. Have you faced similar situations? What did you do?
17. What do you see as the root cause?
18. What additional information do you think you are going to need to handle the problem or situation?
19. What input would you like from me?
20. How can I best support you?
21. Tell me more about ...?
22. If you had a magic wand, what would you want to see changed?
23. What would be the consequences if you take action?
24. What would be the consequences if you do not take action?
25. What's the real challenge here for you?
26. What do you want?
27. How can I help?
28. What was most valuable for you?
29. What is this teaching you?
30. What lessons do you want to preserve from this experience?

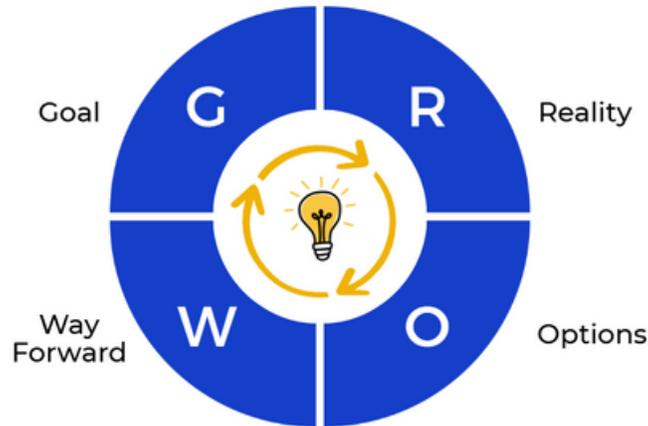
Generative Questions

31. What deeper truth is emerging from this situation?
32. What might you need to stop/start/continue?
33. What opportunities have you not yet explored?
34. If we are having this conversation three years from now, looking back, what will make you feel good about your progress?
35. If you had no limitations, what would you create?
36. If fear were not a factor, what actions would you take?
37. What patterns (about yourself, circumstances, etc) are you recognizing?
38. If we are at the top of a theater watching this play out, what are we seeing?
39. What might you be missing?
40. What do you value most? How might you respond to this situation in alignment with your values?
41. What do you aspire to be? How might you respond to this situation in alignment with who you aspire to be?
42. What advice would you give to a close friend going through a similar experience?
43. What would be most beneficial to your future self?
44. What small change(s) could make the biggest difference?
45. Who is someone you greatly admire? How might they respond to this situation?
46. What are any obstacles or challenges that may prevent your success?
47. What resources or support may be helpful to you?
48. What is yours to own? (and what isn't)?
49. What serves the greater good?
50. What would success look like for you in this situation?

Generative Listening Tips

- Listen **for** as much as listen **to**
- Listen for agreement
- Listen to learn
- Stay curious ... Stay lazy
- Tame the advice monster
- Be more interested than interesting
- Listen for the REAL issue
- Look beyond their perspective to what is truly possible

GROW for Coaching



Goal:

Clarify the goal

- What is important to you right now?
- What would you like to focus on in our conversation?
- What goal do you want to work on?
- How will we know when we've been successful?

Reality:

Discuss the current reality

- What makes this important to you right now?
- Where are you now in relation to your goal?
- One a scale of 1-10, where are you?
- What's the real challenge here for you?
- And what else?

Options:

Explore possibilities and options

- What do you really, really want?
- What are your options?
- What are you resisting or avoiding?
- How have you tackled this or a similar situation before?
- What could you do differently?
- Who do you know who has encountered a similar situation?

Way Forward:

Determine a concrete next step

- What options feel right for you?
- What actions are you motivated to take?
- What will you do first?
- What are potential obstacles?
- Who do you need to reach out to?
- When are you going to start?
- How will you know when you've been successful?