

BASIC STEPS

BACKGROUND

- ▶ What's on your mind?
- ▶ What's the situation?
- ▶ What's happened since we last met?
- ▶ What have you achieved?
- ▶ What's the real issue here?
- ▶ What else is relevant?

- ✓ Try to shed your own perspective and enter your coachee's.
- ✓ Try to get to the root cause of the situation.
- ✓ Don't worry if you spend a long time on background.

AIM

- ▶ What do you want?
- ▶ What does success look like?
- ▶ If you sorted this, what would the outcome look like?
- ▶ How would you feel if you achieved this?

- ✓ Don't forget that you can come back to the aim if needed.
- ✓ Is your coachee's aim **SMART** (specific, measurable, achievable, relevant, time-bound)?
- ✓ Use the model: "By, I am, so that"

STRATEGY

- ▶ What are your high-level options?
- ▶ What could you try here?
- ▶ What did you do that worked when have you been in a similar situation?
- ▶ What else could you do?
- ▶ Who can help?

- ✓ Might *Objective-Strategy-Tactics* be useful?
- ✓ Use pros and cons or the *binary decision-making matrix*
- ✓ Revisiting background can help with ideas

IMPLEMENTATION

- ▶ What do you think you need to do first?
- ▶ What are the obstacles here that you need to overcome?
- ▶ When is the best time to do this?
- ▶ What else do you need to plan for?

- ✓ How much forward planning your coachee needs to do.
- ✓ Consider using *Kotter's change model* to help structure actions.
- ✓ Use the *pre-mortem* to identify and solve problems in advance.

COMMITMENT

- ▶ Out of ten, how likely is it you will do this?
- ▶ What could you do to get this number higher?
- ▶ What could stop you achieving this?
- ▶ What can you do about this?

- ✓ Sometimes it isn't necessary to check for commitment because your coachee is so bought in.
- ✓ Consider using *Kim Scott's Radical Candour* approach.
- ✓ Leave coachee feeling positive.

BASIC QUALITIES

BUILD TRUST

- ▶ Can you say a bit more about this?
- ▶ Tell me why this matters to you.
- ▶ Can I share a model that might help with this?
- ▶ What do you find helpful about how our conversations are working?
- ▶ I've had an idea. Would you like to hear it?

REMAIN CURIOUS

- ▶ I'm interested in this. What did you do?
- ▶ Tell me more about that.
- ▶ What really matters to you about this?
- ▶ What do you think about this now?
- ▶ I'd be fascinated to know more. What happened next?

SHOW EMPATHY

- ▶ How do you think this happened?
- ▶ How has this left you feeling?
- ▶ This sounds tough. When you have dug deep before, what has helped you?
- ▶ Let's explore what you can do. Who can help you?
- ▶ You seem rather deflated by this.

STAY POSITIVE

- ▶ What are you most pleased about that you have achieved since we last met?
- ▶ What have you tried before that has worked?
- ▶ How would you feel if this plan worked?
- ▶ Who would want to help with this?

BASIC HABITS

ASK FIRST

- ▶ Tell me more about this.
- ▶ What does success look like?
- ▶ How can you achieve this?
- ▶ What do you need to do first to get this started?
- ▶ Shall I show you one way you could do this?
- ▶ Could that work?

LISTEN HARD

- ▶ Let your coachee know you are listening by nodding and looking attentive.
- ▶ Try to understand their perspective rather than impose your own.
- ▶ Talk less, listen more..
- ▶ What is it that they are not saying?
- ▶ Consider using *match-pace-lead*.

FRAME WELL

- ▶ Use open not closed questions.
- ▶ Use how and what not why.
- ▶ What could make this manageable?
- ▶ How could this work?
- ▶ What has stopped you doing this up to now?
- ▶ How will you know if this is affordable?

PLAY BACK

- ▶ It sounds like...
- ▶ I am wondering if what you mean is...
- ▶ Have I understood this correctly? Are you saying...?
- ▶ You seem to be suggesting... Tell me more about that.
- ▶ Do you mean...?

BASIC FEEDBACK

MAKE CONNECTION

- ▶ I thought that... was really good. I particularly liked... What were you most pleased with?
- ▶ What have I missed that you thought went well?
- ▶ I am curious about what you thought about...
- ▶ What do you want to focus on?

FEED FORWARD

- ▶ You have identified you want to be better at... What do you think you could do?
- ▶ How do you think you can improve on that?
- ▶ What can I help with?
- ▶ From what I have shared, what might work for you?

