



Coaching Toolkit



Glossary of Terms

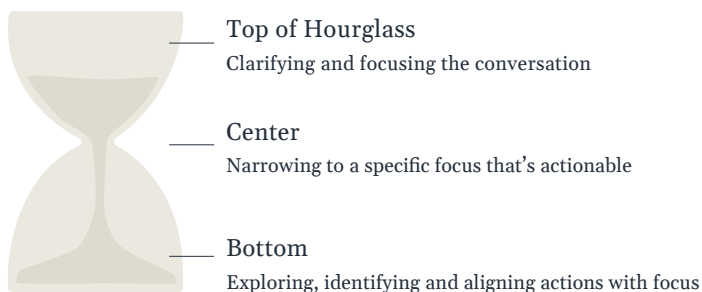
- PBC is “person being coached”
- Coachee is synonymous for PBC and also the “person being coached”
- Hour glass model is used for the structure of a conversation: discovery, clarity & action
- Open-ended questions are talking never using questions which illicit a yes/ no response
- Active listening is a whole body experience: getting curious about the other person and leaving your own biases at home

What is coaching?

1. Encourages people to use their own resources
2. It is never about the leader or manager using a coaching skill set
3. Unlocks a person’s potential to maximize their own performance
4. Provides a company culture of trust, accountability, and higher productivity

Coaching helps get someone from point A to point B, through a methodology that trusts the other person is the expert of their own situation and position.

The Shape of a Coaching Conversation



Time Tracking

- In pure coaching, the coach is responsible for monitoring the time
- If time goes over in a meeting, for example, it can communicate that the facilitator or presider doesn't respect the time of those attending
- As a coach, be explicit and state the time



Questions to Help Time Tracking

- **In the beginning:** We have 30 minutes together in this meeting, what do you want to leave with?
- **Near the End:** We have 5 minutes together, what percentage are you at in accomplishing what you wanted today? What else do we need to touch base on?

Magic Five

Five Questions to Structure a Coaching Conversation

1. **Begin:** What's on your mind?
2. **Clarify:** What do you want to accomplish today?
3. **Build Perspective:** What are your options? Which one feels/you think/your gut is best? (Enneagram centers)
4. **Design Action:** What is a step you can?
5. **Close:** What is your main takeaway?

Five Word Question

Make sure your questions are clear and brief. This is harder for folks who are oral processors. As a guideline, keep your questions to five words or five "fingers":

- What can you do?
- What isn't fitting here?
- Who don't you trust?

Five Word Response

Make sure your questions are clear and brief. This is harder for folks who are oral processors. As a guideline, keep your response to five words or five “fingers”:

- I hear you.
- That sounds tough.
- You totally can do it!

Triple A

Acknowledge

Assess the obstacles directly: What will get in the way of this happening?

Listening for the underlying fear and tune into it instead of glossing over, this requires level three listening.

Be a mirror by reflecting back tone and words or phrases that the coachee used.

Action

Coaching is about going from getting stuck to unstuck! Action is the path forward. After the fear is addressed, it is time to move forward with no roadblocks.

Ask:

- What are you going to do with this newly found realization?
- How do you want to move forward?
- We have five minutes left, what are you going to do?
- What action do you want to commit to?

Accountability

Design accountability and commitment with the action steps by getting a little annoying!

Use these questions: Who, What, When, Where, How?

- You seem jazzed about this! What does accountability look like here?
- How can I support you?
- What do you need from the team?
- On a scale from 1 to 10, how committed are you to that plan? What would make it a _____? (say 1 number higher)

Productive Questions

How does one ask a productive or powerful questions?

Make your questions:

- Open-ended
- Non-judgmental
- Not advice-giving in form of question
- Genuinely curious



A good question makes the other's world larger and not smaller.



Questions to Ask Each Other

Exploration:

1. What would you do if resources were not a concern?
2. If anything were possible, what would you do?
3. What else can you think of?
4. How might you broaden your current line of thinking?

Self-Leadership:

1. If you had no restrictions at all, who would you be?
2. How do you feel you could best motivate yourself?
3. What are the best ways for you to support yourself at this point?

Situating

1. Describe what you can observe...
2. What did you say to yourself or tell yourself at that point?
3. What did you then do?
4. How did it end?

Management

1. What matters the most to you in your professional life? What do you believe passionately in?
2. What skills, talents, or competencies do you have that you are most proud of? Which makes you the happiest? Which make you feel accomplished?
3. What would you love to be able to list on your ideal resume? How about if there were no barriers or boundaries?
4. Describe the last time you felt driven and motivated by your role (current or past). What were you doing? Who was around? Where were you?
5. When trying to learn a skill you're passionate about, what are some barriers you've faced? How did you overcome these? Which did you need help with?
6. What do you feel is preventing you from learning the knowledge you're after? Have you asked anyone else for help? If so, what happened?
7. What is one step you could take to get you closer to that career goal?
8. How would you go about achieving your career goal if you had unlimited resources? What is already possible right now?
9. Have you told others around you about your career goals? Has anyone achieved a similar objective?

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