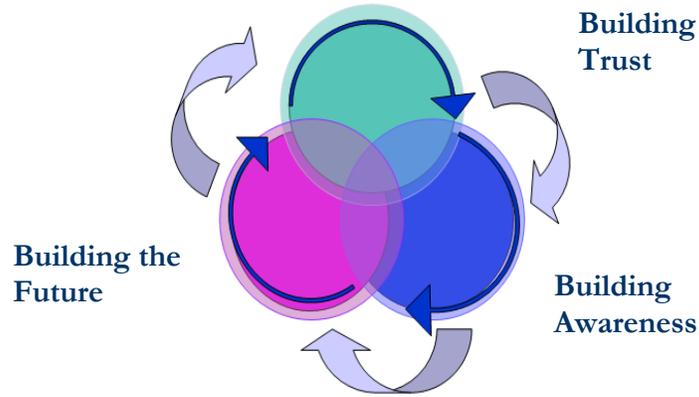




THE COACHING PROJECT
Leaders Coaching Leaders

The Coaching Process Guide



| Stage | Focus | Steps |
|-------|--|--|
| One | Building Trust “What So?” | 1. Create the appreciative connection 2. Understand the issue/goal/story 3. Use active listening, empathy, clarifying questions 4. Reflect on themes, hunches, causes |
| Two | Building Awareness “So What?” | 5. Agree on the coachable gap 6. Offer feedback as a learning tool 7. Use dialogue to search, explore, gain insight, understand resistance 8. Challenge discontinuities 9. Reframe issue to create new direction |
| Three | Building the Future “What’s Next?” | 10. Develop alternative goals/futures 11. Seek commitment to accountable action plans 12. Encourage, support, evaluate, celebrate, recycle |



THE COACHING PROJECT

Leaders Coaching Leaders

Powerful Comments and Questions

Stage One: Building Trust

1. Create the Appreciative Connection:

How are you? How are you feeling? Let's take a minute to check in... What's up with you? What going on in your world?

2. Understand the Issue/Goal/Story:

Tell me something about the situation...What did you do? How did you feel? What happened next? Who else was involved? What role did they play? How did they react? Where does it stand now? What will happen next? I think I understand... Would it be helpful if we focused on...?

3. Use Active Listening, Empathy, Clarifying Questions:

That sounds like quite a challenge/an experience...I hear you say it was (frustrating, fearful, joyous, wonderful...etc). Tell me more about that... Was that very difficult (or stressful or emotional...)? I hear some anger in your voice... Is that how you are feeling?

4. Reflect on Themes, Hunches, Causes (after the coaching meeting):

What did you observe in the individual's behavior? I wonder if there is another meaning to... What did the person mean when she said...? What do I need to know in order to fully understand? What is preventing her from dealing with this situation?

Stage Two: Building Awareness

5. Agree on the Coachable Gap:

I wonder what you think about... How does that fit for you? A different interpretation of the issue might be... How do you feel about that? How could we think about that as something we could work on? Is this a gap that you are interested in exploring? What is the nature of the gap you are referring to, do you think?

6. Offer Feedback as a Learning Tool:

Could I offer you some feedback on that? What I see as a strength is... What I see as a learning edge is... Your body language tells me you are feeling uncomfortable... Is that the case? What can we learn from this? Would you like some time to reflect and we'll meet again tomorrow?

7. Use Dialogue to Search, Explore, Gain Insight, Understand Resistance:

So, what does all this tell us? What do you think it means? What's your best guess about why that is so? How does this relate to that? How does it all fit together? I hear your reluctance to discuss this... What are the voices in your head saying to you? Can you rephrase the statement using "I" instead of "They"?

8. Challenge Discontinuities:

I notice you said "x" today and "y" last week...can you explain? You say you're not good at strategy and yet I see you leading the team in this area – how do these two views fit for you? I have a hunch we are avoiding the issue of work/life balance – how can you do this within a reasonable work day?

9. Reframe Issues to Create New Directions:

What alternatives do you see for achieving that goal? What would a better option than the current one be for you? How could you see that working? Paint me a picture... What if we step back and see the bigger picture – what would that look like?

Stage Three: Building the Future

10. Develop Alternative Goals/Futures:

Let's make these scenarios real – can you describe your perfect day in your new life? Do you feel yourself being pulled toward the future? Is it compelling? Does it draw you forward and inspire you? What are the benefits and consequences of moving in this direction? Of all the scenarios, which are the pieces that appeal to you most? How could you put those together?

11. Seek Commitment to Accountable Action Plans:

You're doing a great job! Let's think about your next career move and what you might need to learn next. OR Our experience over the past month or two suggests that there is some barrier to you achieving your goals. Can we discuss that? OR You've missed another deadline. Can you make a commitment to act on your goals and deliver on it?

12. Encourage, Support, Evaluate, Celebrate, Recycle:

Your progress is exciting! How are you feeling about it? What more do you need to know to get over this hurdle? In what way do you sense yourself getting closer to your dream? What have you learned about yourself and your approach to change? What are your particular strengths?