

ESSENTIAL QUESTIONS WHEN COACHING

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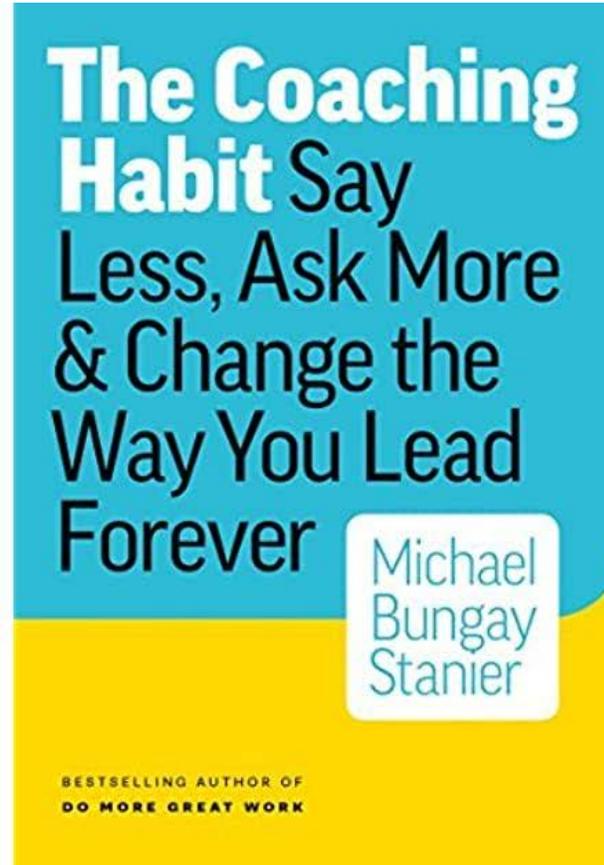
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LEADERSHIP NUGGETS

Learn some impactful questions to help you when coaching someone and giving feedback.

7 Essential Questions that have the potential to transform your weekly check-in one to ones, your team meetings, client meetings and those non-meeting moments between events.

SOURCE:



7 ESSENTIAL QUESTIONS

- **Note: Ask one question at a time.**

1. The Kickstart Question: What's on your mind?
2. The AWE Question: And what else?
3. The Focus Question: What's the real challenge here for you?
4. The Foundation Question: What do you want?
5. The Lazy Question: How Can I Help?
6. The Strategic Question: If you're saying Yes to this, what are you saying No to?
7. The Learning Question: What was most useful to you?

1. The Kickstart Question: What's on your mind?

I. THE KICKSTART QUESTION: “WHAT’S ON YOUR MIND?”

- An almost fail-safe way to start a chat that quickly turns into a real conversation is, “What’s on your mind?”
- Open question: invites people to get to the heart of the matter and share what’s most important to them
- You’re not telling them or guiding them - granting them the autonomy to make the choice for themselves
- Not an invitation to tell you anything or everything.
- Encouragement to go right away to what’s exciting, creating anxiety, all-consuming, or keeping them up at night

THE 3P MODEL

- Once you've asked, "What's on your mind?", then use the 3P model to focus the conversation even further to figure out where to start:
 - Project – any challenges around the actual content
 - People – any issues with team members/colleagues/partners/supervisors/clients
 - Patterns – if there's a way you're getting in your own way, and not showing up in the best possible way

*#1. THE KICKSTART QUESTION:
"WHAT'S ON YOUR MIND?"*

1. The Kickstart Question: What's on your mind?
2. The AWE Question: And what else?

#2. AND WHAT ELSE? (AWE)

This magical question creates more – more wisdom, more insights, more self-awareness, more possibilities



More options can lead to better decisions,
you rein yourself in,
you buy yourself time

- When you've asked someone, "What's on your mind?" and she answers, then you ask, "And what else?"
- When someone's told you his intended course of action, challenge him with "And what else could you do?"
- When looking for new ideas, ask, "And what else might be possible?"

THE RIGHT
MOMENT
TO USE
AWE

#2. AND WHAT ELSE?
(AWE)

1. The Kickstart Question: What's on your mind?
2. The AWE Question: And what else?
3. The Focus Question: What's the real challenge here for you?

**#3. WHAT'S THE REAL
CHALLENGE HERE FOR
YOU?**

THE FOCUS QUESTION

FOCUS

Stop spending so much time and effort solving the wrong problem

Typically, organizations are full of fixers – fix it, solve it, offer a solution to it

Your team: anytime there's a problem, rather than trying to figure it out themselves, they came to you for the answer

It's overwhelming to do your own job AND some of the jobs of the others on your team

Stop yourself from getting entangled in the first problem that's put on the table

Slow down and get to the heart of the issue

*#3. WHAT'S THE REAL
CHALLENGE HERE FOR YOU?*

3 STRATEGIES TO MAKE
THIS QUESTION WORK
FOR YOU

1

Trust that you're
being useful

2

Remember that
there is a place
for your advice

3

Remember the
second question:
“And What Else?”

When you're trying to get to the heart of an issue and you ask, “What's the real challenge here for you” and she provides a timid or vague answer, push deeper by asking, “And what else is the real challenge here for you?”

*#3. WHAT'S THE REAL
CHALLENGE HERE FOR YOU?*

PRO TIP:
“FOR YOU”



Conversations are more development- than performance-oriented



“For you” adds personal insight, and with personal insight comes increased growth and capability



Adding “for you” to a question helps people figure out answers faster and more accurately

#3. WHAT'S THE REAL
CHALLENGE HERE FOR
YOU?

1. The Kickstart Question: What's on your mind?
2. The AWE Question: And what else?
3. The Focus Question: What's the real challenge here for you?
4. The Foundation Question: What do you want?

#4: WHAT DO YOU WANT?

- The question that lies at the very heart of adult-to-adult relationships is discussed.
- It's a difficult question to answer
 - We often don't know what we want
 - Even If you do know, it's often hard to ask for it
 - We make up reasons about why it's not appropriate just now to make the request; it's because the timing's not right, or the person's only going to say no, or "who are you anyway to make such a boldfaced ask?"

FOUNDATION QUESTION

It's direct rather than indirect

Pulls people to the outcome

Once you see the destination, the journey becomes clearer

#4: WHAT DO YOU WANT?

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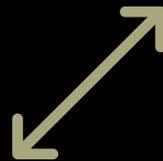
#5: HOW CAN I HELP?



“The question that will make you more useful to those you manage, while working less hard, and you decide that being lazy is a good thing after all”



When we are in Rescuer mode, we're jumping in to solve problems, offer advice, and taking over responsibilities that others should rightfully keep for themselves



Jumping in for them, limits opportunities for growth and for expanding the potential of those you're working with

THE POWER OF
THIS QUESTION

#5:
HOW CAN I HELP?

1. You're forcing your colleague/supervisee/mentee to make a direct and clear request

2. It stops you from thinking that you know how best to help and leaping into action

- The goal isn't to avoid ever providing an answer, but it is to get better at having people find their own answers

THERE IS A
TIME AND
PLACE FOR
GIVING
ADVICE

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6. The Strategic Question: If you're saying Yes to this, what are you saying No to?

#6. IF YOU ARE SAYING YES TO THIS, WHAT ARE YOU SAYING NO TO?

YES IS
NOTHING
WITHOUT
THE NO THAT
GIVES IT
BOUNDARIES
AND FORM.

- Saying Yes more slowly means being willing to stay curious before committing
 - Why are you asking me?
 - Whom else have you asked?
 - When you say this is urgent, what do you mean?
 - According to what standard does this need to be completed? By when?
 - If I couldn't do all of this, but could do just a part, what part would you have me do?
 - What do you want me to take off my plate so I can do this?

REGARDLESS OF THE ANSWER, YOU HAVE A RANGE OF RESPONSES AVAILABLE TO YOU:

- Yes is always one response, but you don't have to say yes.
- No, I can't do that is another option. No is one of the ways you stop being overly helpful.
- I can't do that... but I could do [insert counteroffer] is a nice middle ground. Don't just give them a "No", give them some other choices.
- And finally, you can just buy yourself some time. "Let me think about that," or "I'm not sure – I'll need to check a few things out."

#6. IF YOU ARE SAYING YES TO THIS, WHAT ARE YOU SAYING NO TO?

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7. The Learning Question: What was most useful to you?

**#7. WHAT WAS
MOST USEFUL
FOR YOU?**

This is the Learning
Question.

The question in which
you discover how to
finish any conversation
in a way that will make
you look like a genius

Your job as the coach
is to create the space
for those learning
moments

Stops the forgetting

“To learn, retrieve”
(recasting)

WHY THIS QUESTION IS THE SUPERFOOD OF REFLECTION QUESTIONS

- 1. It Assumes the Conversation Was Useful
- 2. It Asks People to Identify the Big Thing That Was Most Useful
- 3. It Makes it Personal
- 4. It Gives You Feedback
- 5. It's Learning, Not Judgment
- 6. It Reminds People How Useful You Are to Them

#7. WHAT WAS MOST USEFUL FOR YOU?



ONE MORE
TIME FOR
THE
PEOPLE IN
THE BACK:

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FACILITATOR MODELING:

What was most useful to you?

YOU ARE INVITED
TO PRACTICE
ASKING THESE
QUESTIONS AND
NOTE YOUR
SUCCESS.

HAPPY COACHING!