

Alignment Resources	Portion of the Conversation	Considerations for the Coach (YOU)	Considerations regarding the Coachee (the Executive)	Your Draft Coaching Notes
<p>ECF: 1.1-1.6</p>	<p><b>PRE-WORK: Foundational/ Relational/ Preparation</b></p>	<ul style="list-style-type: none"> <li>• Will agendas be created together for the conversation/meetings?</li> <li>• Have you established TRUST, and do you understand the Status, Certainty, Autonomy, Relatedness, and Fairness (SCARF) of this coach/coachee relationship?</li> <li>• What is my working knowledge of this leader, the organization, and the people? What gaps do I need to fill or research?</li> <li>• _____</li> </ul>	<ul style="list-style-type: none"> <li>• Have you worked with a coach before?</li> <li>• What is your preference or style (<u>Business Chemistry</u>) for conversations or decisions?</li> <li>• _____</li> <li>• _____</li> <li>• _____</li> </ul>	
<p>ECF: 2.1-2.2</p>	<p><b>ENTERING the CONVERSATION</b></p>	<ul style="list-style-type: none"> <li>• How will you ensure this connection is a leadership moment, grounded in purpose, values, and relationship-building? Great leaders consciously invest in these moments to affirm others' value and build deep wells of trust.</li> <li>• How will you celebrate strengths and accomplishments?</li> <li>• Life is really a series of conversations. Treat each one with care.</li> <li>• _____</li> <li>• _____</li> </ul>	<ul style="list-style-type: none"> <li>• Define the relationship. What values do you hold? How do those values influence your day-to-day actions? Why are we here? What expectations do you have of me as your coach? What is your best hope for our times together?</li> <li>• What is the amount of time for the conversation?</li> <li>• Discuss and align priorities. Based on goals/prior actions, what will this conversation focus on? How is it aligned, and what is the desired goal or outcome? What does the client hope to gain from this conversation as an executive leader?</li> <li>• _____</li> <li>• _____</li> </ul>	

<p>ECF: 3.1-3.5</p>	<p><b>Leveraging the ART of Coaching:</b> Listening, Thinking, Paraphrasing, Questioning, Revelation, Ideation</p>	<ul style="list-style-type: none"> <li>• <i>Listen. Listen. Listen. Give this gift.</i></li> <li>• <i>Your job as a leader is to draw out the best and highest from within people - to inspire, not merely motivate. Cultivate an attitude of discovery and curiosity.</i></li> <li>• <i>Acknowledge and allow genuine struggle in the client. He/she may not grow unless provided the gift of “seeing” with clarity.</i></li> <li>• <i>Draw out realizations with follow-up questions.</i></li> <li>• <i>Inspire people by being fully present and authentic. Your words, tone of voice, and body language need to be in harmony with each other.</i></li> <li>• <i>Be wary of “why” when exploring people’s rationale for doing things, to not imply judgment or criticism.</i></li> <li>• <i>Use “we” and “us” instead of “I”. Be cautious when giving praise or accepting blame.</i></li> <li>• <i>When there is silence, wait. Allow thinking and processing time. Value the silence.</i></li> <li>• _____</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Say less and ASK more. Let the responses flow.</i></li> <li>• <i>Tame your inner need to give advice.</i></li> <li>• <i>Remember, once a coach starts trying to fix or solve a problem, or give advice, they are consulting, not coaching.</i></li> <li>• <i>Ask open-ended questions. (See possible questions noted in the latter portion of this document.)</i></li> <li>• <i>Great questions arise from great listening.</i></li> <li>• <i>There is a reason behind everything a client shares in a coaching session.</i></li> <li>• <i>Listen for the leverage point to move your client from where they are now to where they claim they want to be.</i></li> <li>• _____</li> <li>• _____</li> <li>• _____</li> <li>• _____</li> </ul>	
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<p><b>ECF: 4.1-4.3</b></p>	<p><b>EXITING the CONVERSATION</b></p>	<ul style="list-style-type: none"> <li>• Summarize the conversation.</li> <li>• Determine what must be accomplished before the next conversation and who is responsible.</li> <li>• Seek feedback – ask what worked well and what you might do differently next time.</li> <li>• Set dates and timelines as needed.</li> <li>• _____</li> </ul>	<ul style="list-style-type: none"> <li>• What do you (the executive) think are the best next steps?</li> <li>• What did I do well? What worked or didn't work so I can improve? What else can I do for you at this time?</li> <li>• _____</li> <li>• _____</li> </ul>	
<p><b>ECF: 5.1-5.4, 6.1-6.2</b></p>	<p><b>Measuring Outcomes, Cultivating Growth, &amp; Adding Value</b></p>	<ul style="list-style-type: none"> <li>• What type of check-in cadence is needed?</li> <li>• How might I add value outside of our conversations for the client? What might that look like?</li> <li>• What does the data show? What are good ways to share this information with the executive?</li> <li>• _____</li> <li>• _____</li> </ul>	<ul style="list-style-type: none"> <li>• Since we spoke, what has been the most successful, and what are a few barriers?</li> <li>• Are you seeing results? How do you know?</li> <li>• _____</li> <li>• _____</li> <li>• _____</li> </ul>	

## Sample Questions and Sentence Stems

*“We live in the world our questions create.” -David Cooperrider*

### Active Listening

- What is on your mind? (The Kickstart Question)<sup>1</sup>
- And what else? (The Awe Question)<sup>1</sup>
- What do you hope to take away from this conversation?
- In other words ...
- Tell me more.
- Say more.
- You mentioned \_\_\_. Can you tell me more about \_\_\_?
- I'm hearing ... Is there anything else you feel I should know about ...?
- When you said \_\_\_, it struck me as being significant to you. What does that mean to you?
- I'm interested in ...
- *(Internal coach reflection: Why are they telling me this? What makes this a problem for this person?)*

### Clarifying

- What's the real challenge here for you? (The Focus Question)<sup>1</sup>
- What do you want instead of \_\_\_?
- You mentioned \_\_\_. Can you tell me more? When you say \_\_\_, what does that mean?
- I want to make sure I understand correctly. Are you saying \_\_\_?
- I've seen you do \_\_\_ very well. How might you use this skill to ...?
- What I hear you saying is ... I'm interested in ...
- Can you offer an explanation?
- Can you provide an example of what you mean by \_\_\_?
- When you refer to \_\_\_, how does it relate to \_\_\_?
- You have stated your goal is...

## Probing

- What are the best and worst possible outcomes that may come from this situation?
- What's another way you might ...?
- What would it look like if ...?
- How is this different or similar to ...?
- What criteria do you use to ...?
- How did you decide or come to the conclusion of ...?
- Elaborate, if you would.
- I would like to hear you expand on that.

## Reflecting

- What are you most excited about?
- What do you want? (The Foundation Question)<sup>1</sup>
- What do you notice?
- What else do you notice?
- What are you aware of now that you were not aware of before?
- What surprised you, either positively or negatively?
- What is really helpful and why?
- What would you like to ponder on more?
- What data points or insights resonated most strongly with your own experiences and observations?
- Where are the areas where the evidence seems to tell a different story than your perceptions? How do you make sense of those discrepancies?
- How do you feel differently now about \_\_\_?
- What's really true here?
- What values can you see reflected or not reflected in the evidence?
- What qualities lie underneath the strengths you see reflected in the evidence?
- Looking at the bright spots, what do you see as the key strengths?
- What issues feel most pressing to address?
- Can you tell me why you feel that way?
- What fundamental beliefs must you hold to take that position?
- What data or evidence most validates your viewpoint?
- Your perspective seems quite different from others. How did you get there?
- If you held the opposite view, what would be the strongest argument or evidence?
- What core values are connected to and support your opinion?
- If you "kick that rock over," what might you find under it?

- How might history, culture, or context be influencing the current state of affairs?
- Why do you think others might agree with you? ...disagree with you?
- What are the implications of believing this is the most valid viewpoint?
- What do you hope to do with this data and evidence?
- What would you say to you if you were me?
- What led you to that conclusion?

## Challenging/Changing

- If you are saying Yes to this, what are you saying No to? (The Strategic Question)<sup>1</sup>
- What's the real challenge for you here?
- What else is a real challenge for you here?
- What is it costing you to \_\_\_? What else?
- What would it mean to you if ...?
- What is the simplest thing you can do that will have the most profound impact and move you closer to your goal?
- What would success look like if you had no constraints?
- What would success look like in addressing some of the key growth opportunities?
- How might the perception of the constraints be shifted to viewing each as an opportunity rather than a barrier?
- What is another way you might ...?
- What else might you do?
- What is important right now?
- What else is important?
- What else might be possible?
- What would happen if you did make this change?
- What wouldn't happen if you did make this change?
- What would happen if you didn't make this change?
- What wouldn't happen if you didn't make this change?
- What options are available?
- What would it look like if you had no constraints? *Design Thinking Strategy*
- If \_\_\_ isn't working, what might be your alternative solutions?
- What would you want to happen in an ideal world?
- What do you want to do?
- What could you do?
- What strategies have you found to be effective in the past and how might you apply them to your current situation?
- What might be one action you could take now, next week, next month to help realize your vision?



- What additional resources or information would support ...?
- How might a role play support you with ...?
- What innovative or possibly different way are you willing to try?
- Your area of reinforcement with this initiative would be ...? and your area of refinement would be ...?
- I wonder...
- What is the biggest difference you could make?
- Who might you recruit to tell your story and share your vision?

## Adding Value

- How might I help?
- What would be most helpful at this point?
- What was most useful for you? (The Learning Question)<sup>1</sup>
- What is your biggest win from this conversation?
- How will you know when the problem is solved?
- When this problem is solved completely, what will it look like?
- Describe your new habit.
- What did you find most valuable about this chat?
- What might I do differently next time we visit to further your growth?

## Additional Tips

- Avoid “usually,” “always,” and “rarely.” Instead, consider, “Tell me about the last time you \_\_.”
- Encourage stories to allow clients to reveal how they think about and perceive the world.
- Pay attention to nonverbal cues, including facial expressions and body language.
- Gain insights by listening for possible inconsistencies between what people say and what they do.
- Allow for silence so as to encourage deeper reflection and responses.
- Avoid binary questions that can be answered in one word.

### Citations:

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6. Ziglar, T., & Blanchard, K. H. (2021). *10 leadership virtues for disruptive times: Coaching your team through immense change and challenge*. Nelson Books an imprint of Thomas Nelson.