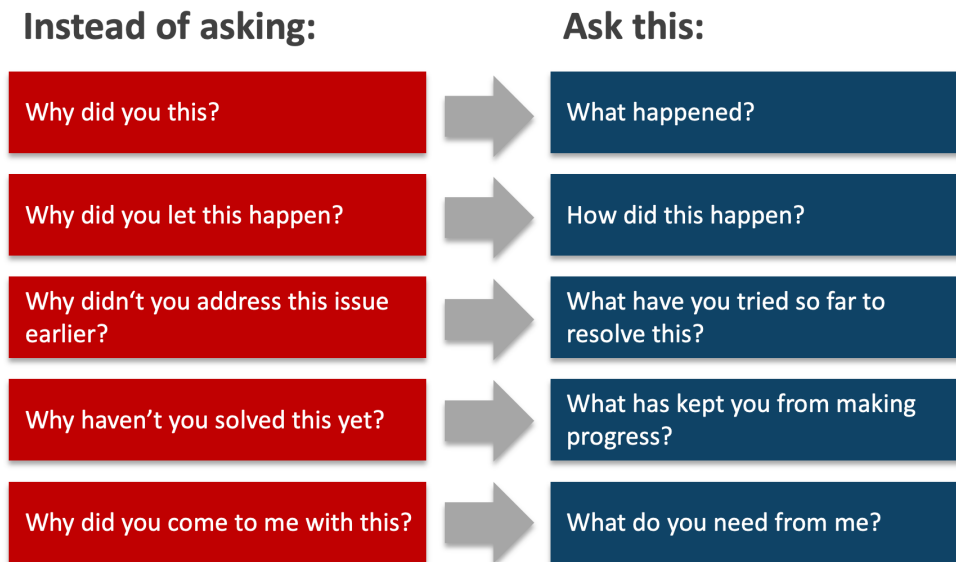


The Manager as a Coach – Essential Coaching Questions

“It’s not what you said, but how you said it!” Coaching questions can help “diffuse” situations by showing that you care and want to solve the issue without looking for someone to blame. If you want to find out why something happened, don’t ask WHY! WHY questions are often perceived as accusations and will evoke a defensive response. Being curious about the circumstances of the situation instead, will generate a more open and collaborative discussion.



To find out what the problem is, try asking WHAT:

- What happened?
- What have you tried so far to resolve this?
- What hasn't worked so far?
- What have you done in the past to resolve similar issues?
- What has kept you from making progress?
- What are the consequences if this issue is not addressed?
- What do you want to do next?
- What do you need help with right now?
- What do you specifically need from me?

To get further insights, try asking HOW:

- How did this happen?
- How are you getting on?
- How is the team feeling?
- How has this issue impacted you/us so far?
- How are you planning the next steps?
- How can I help?

For a follow-up and to find out where the biggest impact lies, try WHERE:

- Where are you now?
- Where do you want to go from here?

- Where do you want to focus your attention now?
- Where are the challenges/obstacles?
- Where do you see risks or opportunities for improvement?

To get more information about involved stakeholders, try asking WHO:

- Who needs to be involved or informed?
- Who have you consulted so far?
- Who else could help you with that?
- What resource/person could help with that?
- Who is not yet on board with this?
- Who will be making the final decision

To get accountability, try asking WHEN:

- When will you know that this plan has been successful?
- By when do you plan / will you do that?
- When you do that, what will change?
- When you will have achieved that, what will be different?
- When will we know that the plan has been successful?
- When do you plan to do that?
- When you do that, what will change?

To encourage further discussion / more input, try this:

- Tell me more.
- What else?

WHAT?

To **understand** the **issue** at hand

HOW?

To get further **insights** and more details

WHERE?

To find out where the **biggest impact** lies

WHO?

To understand the involvement of other **stakeholders**

WHEN?

To get a **commitment** and action plan