

coach

Virtual handout



Coach



Coach

> Mindset

My situation

Coaching for performance

The way I coach

Enable

Challenge

Observe

Guide




My actions




5 tips for success




Further sources

Mindset




What do each of these coaching mindsets look  , sound  and feel  like?




	Distracted	vs	Focused
			
			
			

	Prejudging	vs	Curious
			
			
			

	Weakness-focused	vs	Strengths-favoured
			
			
			

	I'm okay/ You're not okay	vs	I'm okay/ You're okay
			
			
			

	Parent/ child	vs	Adult/ adult
			
			
			

	Performance	vs	Potential and performance
			
			
			

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How do you feel about the person you intend to coach?

What assumptions do you hold about them?

What are your expectations about what they're capable of?

Do you believe in their potential, or are you focusing on fixing their poor performance?

How could you flex your style to get the best out of them?

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The way I coach

What are my strengths in coaching?

Where do I self-sabotage?

What is my biggest challenge?

Where do I have room for improvement?

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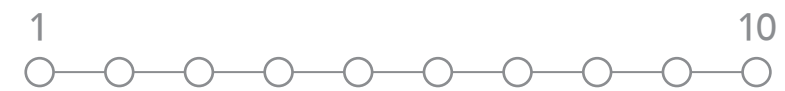
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Trusting

How much responsibility do I give my coachees?



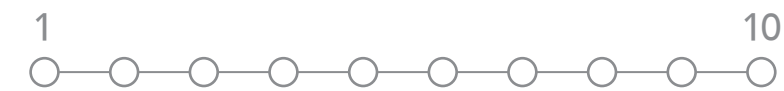
Why am I here?

What does ten look like?

If I move up the scale by one, what will be different?

Encouraging

How well do I motivate and support my coachees?



Why am I here?

What does ten look like?

If I move up the scale by one, what will be different?

Protecting

How free are my coachees to make mistakes and learn from them?



Why am I here?

What does ten look like?

If I move up the scale by one, what will be different?

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Exploring outcomes



Questions that paint the picture of goals and the coachee's end destination

What fills you with energy and hope?

What could success look like?

What's your goal?

Finding solutions



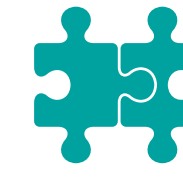
Questions that focus on finding solutions to help a coachee make a change

What can you do to solve your current challenge? Why will this work?

How can I support you in this? What resources do you need?

How will we know if the situation has improved?

Understanding context



Questions that focus on challenges and experiences faced by coachees

What's the problem, issue or concern you're facing at the moment? What would you like to change?

Have you experienced a similar challenge before, and what happened?

What's going well at the moment?

Planning options



Questions that consider the potential effects of each route of action

What are the options to move forward?

What risks are associated with each idea?

Who else might be affected by this?

How will you monitor your success?

Digging deeper



Questions to discover further levels of context in a coachee's story

Could you say more about that? What did you enjoy the most?

What do you find challenging about this?

What else is going on for you?

Evaluating action



Questions that explore the coachee's progress in making a change

What have you learnt? What went well?

What's the impact on others?

What will you do differently next time?

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Observe

My opportunities to observe:

Language

- Frame it as supportive
- Use descriptive feedback to acknowledge great performance and celebrate potential
- Use specific examples to highlight development feedback

Opportunity

- Tailor your approach based on what works best for each individual
- Plan your observation around where they most need support
- Create a safe space by role playing scenarios around goals

Follow up

- Keep track of your observations
- Pay attention to emotional responses to feedback
- Be available to support when things get tough

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Role modelling

Lead by example



Championing

Highlight their success
across the business



Equipping

Share your expertise
and use examples
to bring it to life

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My actions

What have I learnt today that will most benefit my coachees?

Which coaching behaviour will I focus on improving?

What will I do differently to demonstrate this behaviour more often?

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01

Find time each day to coach for performance.

02

Explore new ways of observing your team in action.

03

Pause before each conversation: Is my mindset right?

04

Keep adding to your repertoire of coaching questions.

05

Seek out coaching role models to stretch your own performance.

Further sources

Cox, E., Bachkirova, T., & Clutterbuck, D. (2010) The complete handbook of coaching. London: Sage

Gawande, A. (2007) Better: a surgeon's notes on performance. London: Profile books

Whitmore, J. (2008) Coaching for performance. Nicholas Brealey