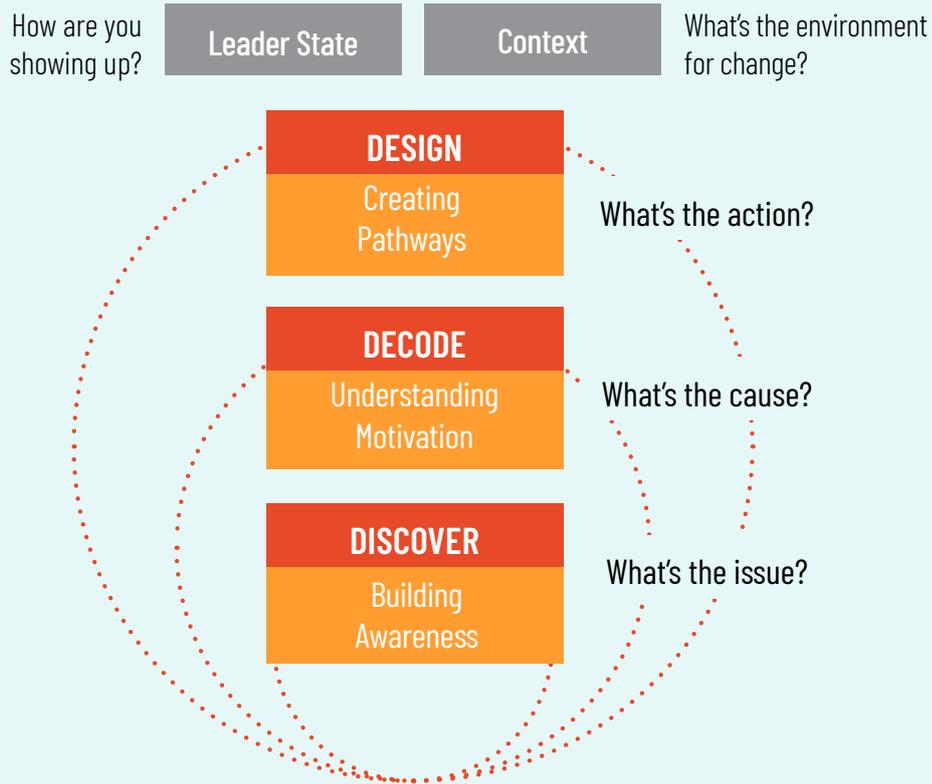




Leaders Who Ask 3D Model of Coaching



© Armour Blundell Cohen

DISCOVER: Building awareness. What's the problem?

- What is an/the issue you would like to work on?
- If you could summarise the issue in two sentences, what would it be?
- What's the best use of our time today?
- What would you like to gain from this conversation?
- What is happening that you don't want to happen?
- What would you like to happen instead? What would be the result of that?
- What is the impact of this on business results? On you personally/professionally?
- What results are you achieving with this current approach / behaviour?
- How are you doing in relation to 'x'?
- Thinking about 'x' habit/behaviour/situation, how well is that serving you right now?
- What is important about this goal/situation that you need to share with me?

DECODE: Understanding Motivation. What's the cause?

- What is the reality of the current situation as you see it?
- What action/steps have you taken so far?
- How would your colleague/boss/partner explain this situation?
- How have you/we contributed to that?
- What could you/we have done differently to produce a different result?
- How does it serve/help/hinder the group?
- What do you think is driving their behaviour? What if that weren't true?
- What are you trying to achieve with this behaviour?
- How else could this behaviour be interpreted?
- What was/is your/their intention with this choice?
- What would achieving/blocking this give you/them?
- What, if any, internal obstacle or personal resistances do you have to taking action?

DESIGN: Co-Creating Pathway. What's the action?

- What possibilities for action do you see? (Don't worry about whether they are realistic right now).
- What could you do as a first step?
- What else could you do? And what else?
- What would you do if you could start again with a clean sheet?
- What would you tell me to do if I were in your situation?
- What if you knew the answer? What would it be?
- What options do you think will work best?
- What action has the most clarity and energy for you?
- What specifically are you willing to commit to? When will you start/finish?
- What might get in the way of this? What will you do to prevent/overcome this?
- What support do you need and from whom? How often?
- What do you need from me?
- What commitment (scale of 1-10) do you have to completing these agreed actions? What could you do to raise this to an 8/9/10?

WILD CARD QUESTIONS

- *If you were guaranteed to succeed, what would you do?*
- *What you are afraid of?*
- *What is the excuse you have used to yourself so far for not achieving this?*
- *Imagine it was six months from now. What would you describe if you looked back to now?*
- *Imagine you were an engineer / actor/ politician / football player / CEO, how would you consider this situation and the possibilities?*

If the coachee continually wants you to tell them what to do, consider asking:

- *What do you think I am going to advise you to do?*
- *What is the next question I need to ask you right now?*
- *What is the question you don't want me to ask you right now?*

LEADER STATE: How are you showing up?

These are reflective questions for you and not for the coachee.

- How are you 'showing up' in this coaching conversation?
- What do you believe to be true about this person? How might that be impacting your ability to coach them?
- What do you need to let go of right now, to be fully present in this coaching conversation?
- On a scale of 1-5, how curious are you about this person and their potential?
- What could you do to scale that curiosity up?
- How well are you prepared to listen during this conversation?
- What would help you focus more on intention and less on behaviour right now?
- How ready are you to sit with uncertainty and ambiguity? What could increase that?
- What biases might you have that could be limiting you?

CONTEXT: What is the environment?

Build your understanding of the context so you can best support your coachee.

- How might the culture of the team impact this plan?
- How could the organisational culture shift our thinking?
- What external environmental factors need to be taken into account with this plan?
- How does this conversation relate to the coachee's KPIs?
- Who are the key stakeholders? What impact might they have on the outcome?
- What are the forces for change in your environment?
- What are the forces opposing change in your environment?
- How can we leverage the current environment to support development?
- How might your past interactions with this person influence your / their level of comfort in this conversation?

Notes:
