

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>PRE-WORK: Foundational/ Relational/ Preparation</p>	<ul style="list-style-type: none"> • Will agendas be created together for the conversation/meetings? • Have you established TRUST, and do you understand the Status, Certainty, Autonomy, Relatedness, and Fairness (SCARF) of this coach/coachee relationship? • What is my working knowledge of this leader, the organization, and the people? What gaps do I need to fill or research? • _____ 	<ul style="list-style-type: none"> • Have you worked with a coach before? • What is your preference or style (<u>Business Chemistry</u>) for conversations or decisions? • _____ • _____ • _____ 	
<p>ECF: 2.1-2.2</p>	<p>ENTERING the CONVERSATION</p>	<ul style="list-style-type: none"> • 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. • How will you celebrate strengths and accomplishments? • Life is really a series of conversations. Treat each one with care. • _____ • _____ 	<ul style="list-style-type: none"> • 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? • What is the amount of time for the conversation? • 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? • _____ • _____ 	

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

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)¹
- And what else? (The Awe Question)¹
- What do you hope to take away from this conversation?
- Tell me more.
- Say more.
- You wonder...
- You believe...
- You feel...
- You mentioned ___. Can you tell me more about ___?
- You said ___ and it is significant to you. What does that mean to you?
- You are interested in...
- In other words ...
- *(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)¹
- What do you want instead of ___?
- You mentioned ___. Can you tell me more? When you say ___, what does that mean?
- You are ___.
- You are interested in ___.
- Might you elaborate on ___?
- 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 ___.
- How might you articulate the purpose of ___ in your own words?
- Considering ___, what are your highest hopes and key expectations for ___?

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 might you use to ___?
- How did you decide or come to the conclusion of ___?
- On a scale of zero to 10, with zero being the worst "this" has ever been and 10 being ___ (ideal outcome), where are you now?
 - You're at ___ (e.g. 4) now. How did you get up from ___ (e.g. 3)?
 - What kept you from backsliding?

Reflecting

- What are you most excited about?
- What do you want? (The Foundation Question)¹
- 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?
- What fundamental beliefs must you (or one) hold to take that position?
- What data or evidence most validates your viewpoint?
- Your perspective seems ___. 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?
- What were the most significant insights or takeaways?
- How did ___ align with or differ from your expectations?
- What surprised you the most?
- What specific strategies, practices, or ideas did you observe that may be applicable or adapted to your organization?
- How do these new insights challenge or validate your current organization practices or strategies?

Challenging/Changing/Taking Action

- If you are saying Yes to this, what are you saying No to? (The Strategic Question)¹
- 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 might you do to improve things?
- 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 ___?
- How have you overcome similar situations in the past?
- What is already working?
- 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 conditions would have to be in place just before you achieve your desired outcome? What would have to happen just before that? And, just before that? ...
- What would it look like if you had no constraints? *Design Thinking Strategy*
- If __ isn't working, what might be your alternative solutions?
- Who do you know that has overcome a similar problem? How were they successful? How might you do that?
- 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?
- How might you effectively communicate the purpose to all other stakeholders?
- 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?
- As a leader of change, what do you want your stakeholders to know? ...to feel? ...to do?
 - What needs to happen to achieve those goals?
- Your area of reinforcement with this initiative would be __? ...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?
- How do you see your role in bringing your vision to life?
- What potential gaps in understanding do you foresee, and how might you address them to ensure clarity and alignment for all stakeholders?
- Which stakeholder groups will be most impacted by implementing __, and how might they be engaged effectively?
- What actions will you take to ensure that each team member gains valuable and relevant insights from __?
- How do you envision __ impacting your next steps?
- What possible reasons might stakeholders have for accepting or rejecting __?
- What potential obstacles or challenges do you foresee in implementing any of the ideas?
- How might you prioritize which insights or practices to pursue, and what criteria will guide those decisions?
- How might you engage your stakeholders in translating the insights into actionable steps?
- What follow-up actions or collaborations (internally or externally) might help sustain momentum or deepen the impact of what you've learned?
- What potential partnerships or external resources could be leveraged to support the integration of these insights?

- How does this experience inform or influence the leadership style or mindset required to move these ideas forward in your organization?

Adding Value

- How might I help?
- What would be most helpful at this point?
- What was most useful for you? (The Learning Question)¹
- 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 learn about yourself today?
- 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:

1. Bungay Stanier, M. (2016). *The coaching habit*. Box of Crayons Press.
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3. Gallagher, A., & Thordarson, K. (2018). *Design thinking for school leaders: Five roles and mindsets that ignite positive change*. ASCD.
4. Kee, K. (2017). *Results coaching next steps: Leading for Growth and Change*. Corwin A SAGE Company.
5. Barter, A. (2018). *The art of servant leadership II: How you get results is more important than the results themselves*. Wheatmark.
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.