

# Executive Coaching Framework

# Conversation Guide



Alignment Resources	Portion of the Conversation	Possible Questions for the Coach (YOU)	Possible Questions for the Coachee (the Executive)	Your Draft Coaching Notes
<p><b>ECF:</b> <b>1.1-1.6</b></p>	<p><b>PRE-WORK</b></p>	<ul style="list-style-type: none"> <li>• <i>Will agendas be created together for the conversation/meetings?</i></li> <li>• <i>Have you established TRUST, and do you understand the Status, Certainty, Autonomy, Relatedness, and Fairness (SCARF) of this coach/coachee relationship?</i></li> <li>• <i>What is my working knowledge of this leader, the organization, and the people? What gaps do I need to fill or research?</i></li> <li>• _____</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Have you worked with a coach before?</i></li> <li>• <i>What is your preference or style (Business Chemistry) for conversations or decisions?</i></li> <li>• _____</li> <li>• _____</li> <li>• _____</li> </ul>	
<p><b>ECF:</b> <b>2.1-2.2</b></p>	<p><b>PART I</b> <b>Enter the Conversation</b></p>	<ul style="list-style-type: none"> <li>• <i>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.</i></li> <li>• <i>How will you celebrate strengths and accomplishments?</i></li> <li>• <i>Life is really a series of conversations. Treat each one with care.</i></li> <li>• _____</li> <li>• _____</li> </ul>	<ul style="list-style-type: none"> <li>• <i>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?</i></li> <li>• <i>What is the amount of time for the conversation?</i></li> <li>• <i>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?</i></li> <li>• _____</li> <li>• _____</li> </ul>	

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<p>ECF: 3.1-3.5</p>	<p><b>PART II (The ART): Coaching, Listening, Thinking, Questioning, Revelation, Ideation</b></p>	<ul style="list-style-type: none"> <li>• Listen. Listen. Listen. Give this gift.</li> <li>• 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.</li> <li>• Acknowledge and allow genuine struggle in the client. He/she may not grow unless provided the gift of “seeing” with clarity.</li> <li>• Draw out realizations with follow-up questions.</li> <li>• Inspire people by being fully present and authentic. Your words, tone of voice, and body language need to be in harmony with each other.</li> <li>• Be wary of “why” when exploring people’s rationale for doing things.</li> <li>• Use “we” and “us” instead of “I” and “you.” Be cautious when giving praise or accepting blame.</li> <li>• When there’s an uncomfortable silence, wait 10 seconds. Then clarify.</li> <li>• _____</li> </ul>	<ul style="list-style-type: none"> <li>• Ask open-ended questions that begin with “how” or “what.”</li> <li>• What are the best and worst possible outcomes that can result from this situation?</li> <li>• What might be one action to take now to help this situation go smoothly?</li> <li>• What would this look like if you had no constraints? <u>Design Thinking Strategy</u></li> <li>• _____</li> <li>• _____</li> <li>• _____</li> <li>• _____</li> </ul>	
<p>ECF: 4.1-4.3</p>	<p><b>PART III Conclude &amp; Exit 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>ECF: 5.1-5.4, 6.1-6.2</p>	<p><b>POST CONVERSATION</b>  <b>Measuring Outcomes &amp; Adding Value</b></p>	<ul style="list-style-type: none"> <li>• <i>What type of check-in cadence is needed?</i></li> <li>• <i>How might I add value outside of our conversations for the client? What might that look like?</i></li> <li>• <i>What does the data show? What are good ways to share this information with the executive?</i></li> <li>• _____</li> <li>• _____</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Since we spoke, what has been the most successful, and what are a few barriers?</i></li> <li>• <i>Are you seeing results? How do you know?</i></li> <li>• _____</li> <li>• _____</li> <li>• _____</li> </ul>	
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## Sample Sentence Stems

### Active Listening

- In other words...
- I'm hearing... is there anything else you feel I should know about...
- I'm interested in...

### Clarifying

- You mentioned \_\_\_. Can you tell me more? When you say \_\_\_, what does that mean?
- I've seen you do \_\_\_ very well. How might you use this skill to...
- What I hear you saying is... I'm interested in...
- It would help me understand if you'd give me an example of...
- You have stated your goal is...

### Probing

- What's another way you might...
- What would it look like if...
- What do you think would happen if...
- How is this different or similar to...
- What criteria do you use to...
- How did you decide or come to this conclusion...
- I wonder...

## Change/Challenge

- What's another way you might...
- What do you think would happen if...
- If \_\_\_ isn't working, what might be your alternative solutions?
- Could I provide additional resources or information to assist in...
- Let's try a role play...
- 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...