

COACHING CRIB SHEET

Guidelines for the Coach

- **Active listening** is the best guideline. Stay with the speaker; and go where the speaker is trying to go
- Explore instead of fix
- Avoid closed ended “yes/no” questions
- Avoid “why?” questions, which may put the speaker on the defensive. Ask
What?
How?
When? Where? Who? May also be helpful questions

Sample Open-Ended Questions:

- **Affective:** How do you feel about...?
- **Reflective:** You said...What leads you to think that?
- **Create Connections:** What are the consequences of doing that?
- **Explorative:** What alternatives do you have?
- **Analytical:** What do you think happened?
- **Clarify:** Please explain a bit more...
- **Other open-ended questions:**
 - What are you trying to accomplish?
 - What is stopping you?
 - What can you do about it?
 - **Who knows** what you are trying to do and who has information/perspectives you need?
 - Other than you, **who cares** about...; and who has a vital stake?
 - **Who can** get the solution implemented
 - How do you make such decisions?

Guidelines for the Person Being Coached

- Be open to being coached. Without an open mindset, coaching will fail.
- “Tune in” to the questioner non-verbally (e.g. eye contact, slightly forward posture, unfolded arms, etc.).
- Avoid taking the defensive—such as justifying, rebutting, and giving excuses (even good ones!).
- Respond with exploratory statements rather than attempting to give a definitive answer to the question (e.g. that question gets me thinking, and I will reflect further on it.)