








# Coaching Skills Key Points

**Tip:** Save this overview for easy reference. Add a calendar reminder to q-step, playback, split-track, and use SOON.

<p>LifeLabs<sup>7</sup> Learning</p> <h2>Manager Training</h2> <p>Core skills to bring out the best in you and your team</p>  <p><b>Goals:</b></p> <ul style="list-style-type: none"> <li>• Make your life easier</li> <li>• Small changes, big impact</li> </ul>	<p>LifeLabs<sup>7</sup> Learning</p> <h2>LifeLabs Learning background</h2> <p><b>CORE skills of great managers:</b></p>  <ol style="list-style-type: none"> <li>1. Coaching skills</li> <li>2. Feedback skills</li> <li>3. Productivity skills</li> <li>4. Effective 1-1s</li> </ol>	<p>LifeLabs<sup>7</sup> Learning</p> <h2>LifeLabs Learning background</h2> <p><b>CORE skills of great managers:</b></p>  <p><b>QUESTION SKILLS!</b></p> <ol style="list-style-type: none"> <li>1. Coaching skills</li> <li>2. Feedback skills</li> <li>3. Productivity skills</li> <li>4. Effective 1-1s</li> </ol> <p>What is coaching?</p>
<p>LifeLabs<sup>7</sup> Learning</p> <h2>Question quantity</h2> <div style="display: flex; align-items: center; justify-content: center;"> <div style="border: 1px solid black; padding: 5px; text-align: center;"> <p><b>2</b></p> <p>per 15 min: average folks</p> </div> <div style="margin: 0 10px; color: red; font-size: 2em;">↔</div> <div style="border: 1px solid black; padding: 5px; text-align: center;"> <p><b>10</b></p> <p>per 15 min: great managers</p> </div> </div> <p><b>Your mission:</b> ask one more question than normal.</p>	<p>LifeLabs<sup>7</sup> Learning</p> <h2>Today's topics</h2> <ol style="list-style-type: none"> <li>1 Why ask questions?</li> <li>2 Which questions?</li> <li>3 Coaching tools</li> <li>4 Practice rounds!</li> </ol>	<p>LifeLabs<sup>7</sup> Learning</p> <h2>What would you say?</h2>  <div style="border: 1px solid gray; padding: 5px; margin-bottom: 10px;"> <p>How should I handle this project?</p> </div> <div style="border: 1px solid yellow; padding: 5px;"> <p>What are your thoughts on it so far?</p> </div>
<p>LifeLabs<sup>7</sup> Learning</p> <h2>Why questions?</h2>  <ul style="list-style-type: none"> <li>• Make sure you <b>understood</b> them.</li> <li>• Help them <b>clarify their thinking</b>.</li> <li>• <b>Empower</b> them to take ownership.</li> </ul>	<p>LifeLabs<sup>7</sup> Learning</p> <h2>Life lesson:</h2>  <p>Make <b>questions mode</b> your default mode.</p> <p>⇒ <b>Q-step!</b></p> <p><i>(Need to tell? Ask at least one question first.)</i></p>	<p>LifeLabs<sup>7</sup> Learning</p> <h2>Which questions?</h2>  <p><b>Scenario:</b> Kendra wants to start a new project. Your instinct is that she is too busy.</p> <p>✦ <b>This is a coaching moment.</b> What questions could you ask her?</p>

## Which questions?

LifeLabs<sup>1</sup> Learning



*Aren't you a little busy right now, Kendra?*

**AUTHENTIC QUESTIONS ONLY!**

## Life lesson:

LifeLabs<sup>1</sup> Learning



- Q-step using **authentic questions** only,
- Be aware of the **questions you ask** and the **people** you ask. >> *Try it now!*
- When stuck, **pivot!**

Source: Trope & Thompson, 1997

## Coaching tools

### 1a. Playbacks



LifeLabs<sup>1</sup> Learning

“  
Just to make sure I understand. You said \_\_\_\_.  
Did I get that right?”

## Coaching tools

### 1b. Split-tracks

LifeLabs<sup>1</sup> Learning



“  
Okay, I hear a few things: X and Y.

Which one should we focus on first?”

## Coaching tools

### 2. Open vs. closed

LifeLabs<sup>1</sup> Learning



#### CLOSED

Do Have  
Are Can  
Is Would

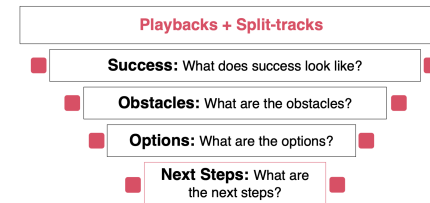
#### OPEN

What Who  
How Which  
When (Why)

## Coaching tools

### 3. SOON Funnel™

LifeLabs<sup>1</sup> Learning



# Coaching Skills: SOON Questions List

## Clarification

### External

Who, when, where, how, how much?  
 What does \_\_\_\_ mean to you? (e.g., prioritization)  
 Such as? Can you give me an example?

### Internal

On a scale from 1-10, what would you say your current level of \_\_\_\_ is? (e.g., motivation)  
 What emotions does it bring up? What is important to you about it?  
 Can you walk me through your thinking?

## Success

### What would success look like (for this issue)?

What would tell you that you've reached your goal?  
 How should we best go about thinking about this?  
 What would be the benefit?  
 What do we hope to achieve in the next \_\_ minutes?  
 What is the purpose of this meeting?  
 What decisions need to be made?  
 What are your decision criteria?

## Obstacles

### What are the obstacles?

What is holding you back?  
 What might get in the way?  
 What concerns you most about it?  
 What are your hesitations?  
 What might be the unintended consequences?  
 What are the advantages or disadvantages of starting sooner/later?  
 Whose buy-in do you need to get?

## Options

### What are the options? What else?

What have you tried so far?  
 Would you like to brainstorm on this idea?  
 When does this problem occur? When doesn't it occur?  
 What's working well?  
 What other angles can you think of? Other possibilities?  
 How else could a person handle this?  
 If you could do anything, what would you do?  
 Who can help with this? Who else needs to be involved?  
 If you could do it over, what would you do differently?

## Next Steps

### What are your next steps?

What's the first small step? An even smaller step?  
 What needs to be done to get this moving?  
 How committed are you to doing this? (1-10 scale)  
 What would increase this score by one point?  
 What will influence the timing? When will you start?  
 What is the back-up plan?  
 What can we learn that we can use in the future?  
 Was this a good use of our time?  
 What can we repeat/do differently moving forward?

