

Powerful COACHING QUESTIONS EVERY LEADER SHOULD ASK

When you're coaching someone, it is often easy to slip into the same diagnostic questioning that is used when working with patients. However, **developmental coaching requires a different inquiry skill** that utilizes a series of open-ended questions to help clarify future actions and direction.

Coaching for AWARENESS	Coaching for GOAL SETTING	Coaching for PRACTICE	Coaching for ACTIVE REFLECTION
<ul style="list-style-type: none"> » Describes current reality, values, and beliefs » Assesses strengths and world view » Establishes gaps 	<ul style="list-style-type: none"> » Establishes short/long-term goals » Sets direction and accountability 	<ul style="list-style-type: none"> » Resolves gaps in knowledge or skill » Gathers information through trial and refining » Solicits and evaluates feedback 	<ul style="list-style-type: none"> » Analyzes what's working, what's not » Evaluates what potential still exists » Clarifies options
TYPES OF COACHING QUESTIONS			
<p><i>What does your intuition tell you about this situation?</i></p> <p><i>What is important to you in this situation?</i></p> <p><i>What opportunities does this issue present?</i></p> <p><i>What are known positives in this situation?</i></p>	<p><i>What options are most exciting to you?</i></p> <p><i>What has derailed you in the past?</i></p> <p><i>What is the worst thing that would happen if you did nothing?</i></p> <p><i>What would it take to get you unstuck?</i></p>	<p><i>What criteria can you use to make the best choice?</i></p> <p><i>What commitments can you make?</i></p> <p><i>How will you hold yourself accountable for this action plan?</i></p> <p><i>How do you see this from your chair's perspective?</i></p>	<p><i>What have you seen others do in similar situations?</i></p> <p><i>What are you doing (or not doing) that is a contributing factor?</i></p> <p><i>What do you need to say "yes" or "no" to?</i></p> <p><i>What assumptions are core to your thinking?</i></p>

Developmental coaching is NOT recommended for:

- » Remediation or disciplinary action
- » Crisis performance issues
- » Serious mental health conditions
- » Severe interpersonal issues
- » Unmotivated or unwilling individuals

Ask these questions to help develop your coaching approaches:

- » What are three ways I can coach my team? (skills, relationships, goals, etc.)
- » How can I strategically invest in coaching for my high potential faculty and staff?
- » How can I align coaching with strategic goals for the organization?

Additional Resources

Kramer, R. (2013). *Stealth coaching: Everyday conversations for extraordinary results*. Dog Ear Publishing, LLC.
 Schidlow, D. V., & Siders, C. T. (2014). Executive coaching in academic medicine—the net under the tightrope. *Physician leadership journal*, 1(2), 60-64.
 Thorn, P. M., & Raj, J. M. (2012). A culture of coaching: Achieving peak performance of individuals and teams in academic health centers. *Academic Medicine*, 87(11), 1482-1483.



Email facdev@unmc.edu for information on coaching.

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