

## Typical Examples of answers to the Questions

### What questions did Betty Ann ask that were appropriate?

- “To start with, what's the first thing need to do?”
- "What kind or reaction do you think you'll get from them?"
- “Thinking again about your plan, what do you see as your next step?”
- "What do you to do about that?"

### What questions did she ask that were inappropriate?

- “Don’t you think that you should talk with them first?’ This is a typical loaded question. It asks the other person to agree with the coach’s opinion. It can also be said in a sarcastic or snide way. It puts the other person down because the silent and implied word that the other person hears is “Hey, dummy, don’t you think that you should talk with them first?” Try to avoid asking loaded questions that can be misinterpreted.
- “I’m curious as to why you didn’t consider that before you came to me.” This kind of query subtly implies that the other person. Did something wrong and that her motives are suspect. Again, it can be misinterpreted.
- “Say, I’ve got an idea. Why don’t you get Bob to help you do it?” The supervisor indeed received an implied “Yes, but...” response to her question. Far better would have been to ask Joan what thoughts she had about the situation.
- “How could you even consider such a thing, Joan?” This question is usually a put down.
- “Why don’t you let me. Know toward the end of the week how you are coming along?” This so-called follow-up action on the part of the coach is not specific. The coach can help the coachee by setting a specific time when the two can get together.

### What questions could she have asked that she didn’t?

- “What else do you need to consider?”
- “What additional support do you need?”
- “How else can I help?”

### Betty Ann make several statements that could have been questions. What were they?

- “I agree that the executives need to support what you are doing but i don’t agree that that is the first thing you need to do.”
  - Better: “I agree that the executives need to support what you are doing. Who else needs to be part of this action plan, and when should they be contacted?”
- “Yeah, but maybe that’s exactly why you might have a problem.”

- Better: “Since Bob has been asking for this all along, what do you think will be his reaction to being excluded from the planning?”
- This entire statement could have been a question. In the preceding paragraph. Joan said, “Well...I’m not sure. What do you think I should do?”
  - Better: “I’m not sure exactly what the next step should be. Would you like to have more time to think this out, and then we can meet later to review your plan?”
- “Right! And since we don’t have a license to copy it, we’ll end up in jail.”
  - Better: In light of the fact that this program is copyrighted, how do you plan to obtain it?

**Here are some helpful questions to help the coachee create an action plan:**

- What is the first thing that needs to be done now?
- When it be done?
- Who else needs be aware of what you are doing?
- If you do that, what could go wrong?
- What is the worst that could happen?
- Who could "deep six" your efforts?
- How can you prevent that problem from occurring?
- If the problem occurs in the future, what can do now to reduce its seriousness?
- What additional steps should in the plan?
- What do you think are the chances of pulling this off.?
- What else you do need to consider?
- What other resources do you need?
- What support do you need?
- How do you anticipate obtaining that support?
- What is the best that can happen?
- How can help?

**Concluding the coaching session:**

One good strategy to use in concluding the coaching session is to summarize the discussion to ensure clear understanding. Misunderstandings result when two people think they clearly understand what was said, when in fact they don’t. If the coach and the coachee each summarise the key points they made in the discussion, then both will have a solid feeling of accomplishment. The coach can ask “Because I don’t always hear what was really said, would you mind summarizing what we have discussed?”

**The coach can also ask questions like these:**

- What else should we consider before we close out this discussion?
- What other questions do you have?
- When should we meet to discuss your progress?
- What will you have accomplished by that time?

**Following up:**

“If you have any questions, don’t hesitate to call” is not following up. Following up means that the coach follows up. The coach is the one who takes the initiative and meets with coachee as needed. If the coach spends quality time in coaching and then fails to follow up, the coachee will have a legitimate reason to believe that the coach doesn’t really care. The coach must follow through.

The coach must not over-manage the hand that the coachee has agreed to carry out. On the other hand, he should not abandon the coachee, either. There is a great difference between monitoring someone’s efforts and breathing down his or her neck. A coach can walk this line by letting go of the nitty-gritty details of how the plan should be accomplished, and instead schedule times to review the other person’s key activities and final results.

When the coach follows up, he or she should acknowledge the coachee for what he or she did that worked as planned. At this review meeting the coach can ask what the coachee has learned from completing the plan, and what can be done differently in the future.

If things aren’t accomplished as well as expected don’t blame the coachee. Instead help him or her identify ways to accomplish what needs to be done and look at your role in those plans that were not fully successful. If a coach believes that he or she was part of the difficulty experienced by the coachee, he or she should have the courage to say so.

Good questions to ask:

- How do you feel about your progress in carrying out your plan?
- What did you learn from this experience?
- In hindsight, what would you do differently if you had to do it all over again?
- How else could I have helped you?
- Now that you have completed your original plan, what is the next thing you like to work on?