THE ART OF ASKING GOOD COACHING QUESTIONS

Jamie V. Parker, Process + Results Leadership Coaching
THE STRATEGY:

MORE PEOPLE SOLVING MORE PROBLEMS CREATES MORE VALUE
THE CURRENT STATE OF PROBLEM SOLVING

- Problem Solving is a skill limited to trained practitioners and not an everybody culture
- Problem Solving is isolated to a few departments or functions and not an everywhere culture
- Problem Solving is event-based and not an everyday culture
THE PROBLEM IS . . . .
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“Culture eats strategy for breakfast.”

Peter Drucker
THE ABC’S OF ORGANIZATIONAL CULTURE

Creating a Kaizen Culture – Jon Miller, Mike Wroblewski, Jaime Villafuerte
THE THING IS. . .

Belief Drives Behavior

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THE PROBLEM IS . . . .
Systems

Kata Storyboards

Simple Kaizen

Gemba Walks

2-Second Improvement

A3s

Tiered Daily Meetings

Kaizen Events

Accountability Boards
Beliefs
“HOW YOU THINK IS HOW YOU LEAD.”

– BARRY WEHMILLER LEADERSHIP INSTITUTE
Why do you want to build a culture of problem solving and continuous improvement?
“You have changed my mindset at work and my outlook on life, and I am a better human being because of you. Thank you for believing in me.”
- Alec

“You have helped shape me into the manager I am today. You have helped me become a person I am proud of.”
- Calvin

“Thank you for helping me become a better leader for my team, but especially a great father for my kids.”
- Vince
Why do you want to build a culture of problem solving and continuous improvement?

Go to Your “Why” to keep you grounded in doing this work!

Stay tuned . . . for a download . . .
Behaviors
The 5 Cs to Develop a Team of Problem Solvers
5Cs to Develop a Team of Problem Solvers

C1: Cultivate a Safe Environment
C2: Create Learning Experiences
C3: Construct Practice Opportunities
C4: Coach Improvement & Problem Solving
C5: Celebrate the Process

Stay tuned . . . for a download . . .
WEARING THE COACH’S HAT

C4: Coach Improvement and Problem Solving

- Why were you promoted to manager? Why did you end up in a CI role?
- How good are you at problem solving?

Should you be a Player or the Coach?
WEARING THE COACH’S HAT

“I have been ‘leading’ others for several years, so I’m a little embarrassed to admit how much I learned from your presentation. The key point for me was asking myself the question of my role: Do I want to be a great player, or do I want to be a great coach?”

- Phil, Continuous Improvement Manager

Should you be a Player or the Coach?
A LEADER’S MANY HATS

- Telling
- Asking Good Questions
- Impact Listening
- Directing
- Sharing
- Teaching
- Coaching
- Connecting

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WEARING THE COACH’S HAT

The goal and purpose of coaching is to . . .

. . . . Develop the capabilities of others

Learn Through Doing
WEARING THE COACH’S HAT

C4: Coach Improvement and Problem Solving

- The TWO THINGS you can do - starting now - to transition to coach:

STOP giving the answers
START asking “Good Questions”
GOOD QUESTIONS

= OPEN-ENDED

+ NON-LEADING

+ NON-JUDGMENTAL
<table>
<thead>
<tr>
<th>What we sometimes say</th>
<th>What they sometimes hear</th>
<th>What we could say instead</th>
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<tbody>
<tr>
<td>Isn’t it happening because _______?</td>
<td>It’s obviously happening because _______</td>
<td>What do you think’s causing that?</td>
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<td>Are you sure that’s going to work?</td>
<td>That’s obviously not going to work</td>
<td>What do you expect to happen when you try that?</td>
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<td>Have you thought about trying _______?</td>
<td>You obviously should just do _______</td>
<td>What have you thought about trying?</td>
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Your Turn
(C2: Create Learning Experiences)
WEARING THE COACH’S HAT

- For each question, hold up a card: “Good Question” or “Not Good Question”
  Remember: Good Questions = Open-Ended, Non-Leading, Non-Judgmental

- Why don’t you eat out less if you want to save money for college

- Why is the cell phone bill twice as much as it usually is

- How long have you had these symptoms

- Is the dishwasher broken? Or your hands?
Your Turn
(C2: Create Learning Experiences)
Before We Start

• You will need to think of a problem
• Must be a non-work problem (some examples to the right)
• If it is a particularly complex problem, consider focusing on one portion of the problem
• Something you are comfortable talking about openly in a small group
• Take 15 seconds now to think of your problem

At Home

Not enough time for ____ activity
Unmet or challenging financial goals
Something broken or needing repair
Poor grades, performance in a hobby
Health-related concerns, goals
Messy Space (bedroom, bathroom, refrigerator, etc.)
Transportation Issues (getting to & from, being on time, etc.)
WEARING THE COACH’S HAT

- **Not Yet** – But When I Say GO – Break Into Groups of 3
  - If you can’t find a group, raise your hand!
- When you get into your group, assign each person a role
- 1 Round: 1 Minute Introductions (15 secs each) + Role Decision //
  4 Minutes Coaching Conversation // 1 Minute Observer Feedback . . . . Hold up a Green Card when done

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Do NOT give or suggest answers – PRACTICE ASKING GOOD QUESTIONS
WEARING THE COACH’S HAT

C4: Coach Improvement and Problem Solving

• What was most challenging as the person asking the questions?
• What did it feel like as the person owning the problem?
• What did observers notice?
• What did you learn from the exercise?
• What are examples of GOOD Questions that were asked?
COMMON PITFALLS

- Asking fact-finding, “diagnostic” questions
  - Magic follow-up question (the new “why”): What else?
- Jumping to countermeasures before the team member understands the problem and the causes
- Jumping into the Sharing Role (providing your own examples and experiences)
- “Seeing/Knowing” the answer and trying to lead the team member there
- Telling the “answer” in the form of a question
- Failing to follow-up (learning may not happen)
WEARING THE COACH’S HAT

Good Questions - Sample List

• What’s happening here? What’s going on?
• Tell me more about that.
• Why is that problem important to you?
• What’s at risk if you don’t solve that problem?
• What facts have you uncovered so far? What else?
• What other facts do you think you still need to uncover? What else?
• What do you think is causing this? Why?
• What else do you think could be causing this? Why?
• What do you think could be contributing to this problem? What else?
• What have you thought about trying?
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REMEMBER: YOU NEED TO CONSTRUCT PRACTICE OPPORTUNITIES WHEN YOU RETURN TO YOUR WORK
“COACHING IS A PROFESSION OF LOVE. YOU CAN’T COACH PEOPLE UNLESS YOU LOVE THEM.”

– EDDY ROBINSON
My Turn

(C5: Celebrate the Process)
CELEBRATE YOU!
A LEADER’S MANY HATS

- Telling
- Asking Good Questions
- Impact Listening

- Directing
- Sharing
- Teaching
- Coaching
- Connecting

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Before we continue. . . .

A few logistics. . .
Now it’s Your Turn!


Beliefs Exercise
Behaviors – Good Questions – Sample List
Behaviors – Coaching Video
5Cs to Develop a Team of Problem Solvers

C1: Cultivate a Safe Environment
C2: Create Learning Experiences
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Q&A


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