

ARE YOU LISTENING TO UNDERSTAND?

Listen to the other person to fully understand his or her point of view. Put aside your assumptions and step into learner mode to enhance your understanding.

WHAT TO DO:

- 1 Be silent. Allow the other person time and space to speak.
- 2 Show empathy. Reflect how the person feels about what is happening. You don't have to agree, just show understanding.
- 3 Summarize your understanding. Restate what you've heard to ensure that you understand and make sure you haven't missed anything.

Within the other's
frame of reference.



Within one's own frame of reference.

WHAT TO SAY

BE SILENT.

SHOW EMPATHY.

- “That sounds [emotion].”
- “I’m sorry to hear that. It must be [emotion].”
- “Sounds like this has been [emotion].”

SUMMARIZE YOUR UNDERSTANDING.

- “What I hear you saying is...”
- “Do I have that right?”
- “Is there anything else?”

ARE YOU ASKING INSIGHTFUL QUESTIONS?

Great questions can provoke real insight and lay the foundation for change. There are three types of coaching questions.

WHAT TO DO:

1

Ask clarifying questions to seek understanding.

2

Ask open-ended questions to explore options.

3

Ask insightful questions to tap into the creative brain. Use this two-part formula:

- Imagine what's possible.
- Then ask an open-ended question.

WHAT TO SAY

ASK CLARIFYING QUESTIONS.

- “When you say ____, what does that mean?”
- “Can you tell me more?”
- “Help me understand...”

ASK OPEN-ENDED QUESTIONS.

- “How...?”
- “Where...?”
- “When...?”

ASK INSIGHTFUL QUESTIONS.

- “Imagine the challenges weren’t there. What is the outcome you want?”
- “Think about a time when... How would you approach this situation?”
- “Suppose you could... What would you do differently than you are doing now?”

ARE YOU ASSUMING CAPABILITY?

Acknowledging recognizes the person's ability to solve the problem based on skills, talent, and experience he or she already has. Remind others of additional resources they could apply to the current situation.

WHAT TO DO:

1

Share a skill you've observed. Remind yourself and the person that he or she has proven to be capable in the past.

2

Express confidence. Set the tone for success. Be deliberate and specific.

WHAT TO SAY

SHARE A SKILL YOU'VE OBSERVED.

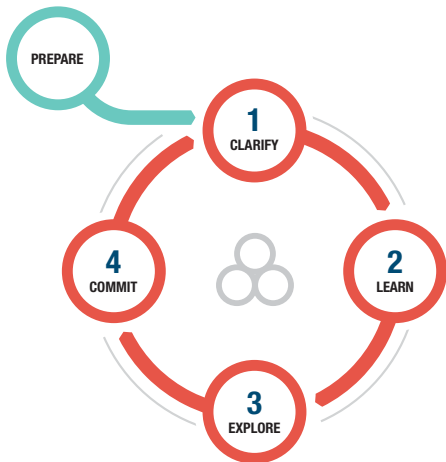
- “I’ve seen you do [skill] very well. I’m curious to see how you might use this same skill to...”
- “You’ve had experience with _____ in other projects. How might you use what you learned to help now?”
- “What have you read or learned that you might apply in this situation?”

EXPRESS CONFIDENCE.

- “I am confident you have the skills you need to solve the problem. How can I help?”
- “I know you can do this. I’m looking forward to hearing how you progress.”

HOW DO YOU BUILD OTHER LEADERS?

Use the coaching steps to help team members address performance issues, solve problems, and develop career opportunities.



COACHING STEPS



PREPARE YOURSELF

- Take time to examine your motives.
- Set aside your agenda.



1 CLARIFY TOGETHER

- Agree together on the desired purpose.
- Establish a realistic time frame for the conversation.



2 LEARN BY LISTENING

- Listen empathically to understand the other person's point of view.
- Ask clarifying questions to ensure understanding.



3 EXPLORE OPTIONS

- Use questioning and acknowledging to generate options.
- Clear the path and share ideas as appropriate.



4 COMMIT TO ACTION

- Invite the person to make commitments.
- Establish follow-up.