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| WHY SHOULD MANAGERS DO MORE COACHING?  Coaches take an Ask vs. Tell approach. So how can a Manager behave more like a Coach? Ask good questions to enable the process.  The Heart of Coaching = Effective Conversations  **What makes a conversation “effective”? It’s about a dialogue (asking), not a monologue (telling). The best coaching questions are:**   * Open-ended * Focused on useful outcomes * Non-judgmental (don’t ask “why?”)   **Open-ended/Inviting Questions:**   * Where are you on “x” job? * How can I help you? * Can you tell me about this error? * What criteria are you using? * What other approaches might you take next time? * How are your emotions influencing your perception of the situation?   **Close-ended/Irritating Questions:**   * Are you finished with “x” job yet? * What’s your problem? * Are you responsible for this error? * Will this really solve the problem? * What in the world made you do it? * That’s clear enough, isn’t it? * Didn’t I go over this already? * Why didn’t you do “x”?   **Martha Duesterhof** is a Partner with [PeopleResults](http://leadingwithquestions.us3.list-manage.com/track/click?u=4320a50bc672b2862b6f985c0&id=dca2f3a8b7&e=f8f9a9fe45), a consultancy that guides organizations and individuals to “start the wave” of change. Contact her at [mduesterhoft@people-results.com](x-webdoc://9AF3C006-C445-4553-8835-05C2B19244A4/mduesterhoft@people-results.com) |