

# SPOTLIGHT: PROBING QUESTIONS

Questioning

**COACHING CONVERSATIONS**



In reality, a coach is there to guide you toward your own solutions, and hold you accountable for taking action. One important way coaches achieve this is by learning how to ask their clients the right questions. These provocative queries may force someone to look at their situation from another perspective, thereby encouraging the breakthrough they need to succeed.

**Forbes Coaches, 2018**

## INTRODUCTION

This Spotlight is one of a series of Spotlights to support the Institute's 'Coaching Conversations', an accredited Institute of Leadership and Management product that recognises coaching both as an invaluable tool for any leader or manager, and for developing your ability to support your colleagues in the workplace or those you may meet in a voluntary capacity.

This Spotlight provides a transcription of '#1 Demo Coaching' (33:38 – 37:47): the coach uses powerful questions to probe and challenge the team leader's awareness that she may be imposing her own values on those of her team.

## REFERENCES

Forbes Coaches Council, (2018). 16 Powerful Questions Coaches Ask Their Clients To Help Achieve Their Goals <https://www.forbes.com/sites/forbescoachescouncil/2018/06/21/16-powerful-questions-coaches-ask-their-clients-to-help-achieve-their-goals/#50f0697665e0>

Reynolds, M., (2018). #1 Demo Coaching with Dr Marcia Reynolds <https://youtu.be/Vdwya5j3D8k>

The Institute of Leadership & Management, (2019). Coaching Essentials: Questioning

'#1 Demo Coaching' (33:38 – 37:47)

COACH	TEAM MEMBER
– So, it's sounding to me it's just a few of your direct reports that seem to have – be a little high maintenance. And that you're struggling with finding the balance of being you know, having them just do their work!	– Yes.
– And constantly that bouncing back to oh now they're thinking of going and I have to pay more attention to them, is that?	– Yes.
– Ok so how many, two, three people?	– Probably more like five.
– Ok, is that more than usual? I mean has this increased?	– No.
– No, so in all the years you've been doing this you've had difficulty? Is it that much different now?	– I see a difference with the younger kids, yes...than with other people I've managed in the past.
– If you were just to define in two sentences that difference that makes it difficult for you, what would that be?	– I would say say what makes it difficult for me is what it takes to push people to go the extra mile.
– So, would you say that's what you're searching for with those people?	– Mm-hmm.
– Ok, so is this a matter of – tell me which is bigger, the problems with their behaviour or your sense that you're not doing it right?	– I think it's the sense that I am not doing it right to engage them at that level to go the extra mile. And this is obviously now what I'm going to tell you is, as I have always done, right? This is where you reflect you know on my own expectation and my drive for things and I know I cannot do that to other people, obviously, but there is that subliminal message of 'what can I do' so that they love it as much as I do and so that they do it, you know, in a way that is good for the business, obviously.
– Ah, so it comes back to your values associated with your passion and that you want them all to be as passionate as you. Is that true?	– True! Haha
– Haha wouldn't that be lovely!	– Unrealistic!
– Tell me about that, tell me what just happened there, what did you just realize?	– Well, I realized that that it is that a lot of who I am, and what I do, is driven by my passion. Obviously by my ability goes without saying, but a little bit this will feel meant that I get from my job is because I and that makes me give, you know 200%. You know I struggle with issues of family and the work balance several times I should admit, but I also know that that was my choices not other people's choices, and they come to do a job for which you know they are paid and I just want them to feel that that empowered right to do it so I think what just happened here is that I, you know, I cannot, you cannot teach passionate.