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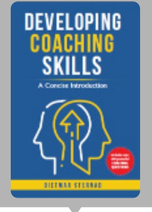
Chapter 4: ESSENTIAL COACHING SKILLS



The coaching mindset

- A collaborative attitude
- A supportive attitude
- A clear focus on the coachee
- Belief in the coachee´s potential
- Creating a forward-looking cognitive state

Constructive feedback skills

- Raising a coachee´s level of awareness
- Neutral tone (no judgment)
- Avoid negatively loaded words
- Use open questions (let the coachee voice their thoughts)
- Link observations to the coachee´s goal
- Help the coachee maintain a positive emotional state

Dealing with emotions

- Beware of ´sympathizing´
- Help the coachee get out of a ´victim mindset´
- AAA (Accept - Allow - Ask) (Sue Belton)
- **Help the coachee develop awareness of others**
  - Reflect on the motivations and perspectives of others
  - Explore what others think
  - Interpret the feelings of others
  - Predict how others would react

Questioning skills

- **Effective coaching questions**
  - Simple and easy to understand
  - Focused on helping the coachee to make progress
  - Thought-provoking
  - Free of (implicit) advice and judgment
  - Open-ended
- **TED model**
  - "Tell me more about ..."
  - "Give me an **e**xample for ..."
  - "**D**escribe the situation ..:"
- **What to avoid**
  - "Why" questions
  - Leading questions
  - Asking more than one question at a time
- Translate problem statements into **forward-looking and solution-oriented questions**

Active listening skills

- **Do**
  - Pay undivided attention
  - Ask clarifying questions
  - Acknowledge what was said
  - Focus the attention on the coachee
  - Listen to what remains unsaid
- **Do not**
  - Attend to your own thoughts
  - Interrupt the speaker
  - Finish sentences
  - Present your own views

Summarizing skills

- Report back, do not interpret
- Provide a concise overview of what has been discussed
- Benefits
  - Feeling of being listened to
  - Seeing the whole picture
  - Refocus attention on the goal
  - New links & associations
  - Transition to a new part of the conversation
  - Time for coachee to reflect