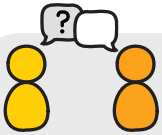


## Core Coaching Skills

May, 2022

There are 5 core coaching skills, as listed below. To learn more about each click on the arrow to go to the right page and find out ways to apply these skills. <sup>1</sup>



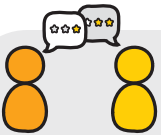
**Listening for Meaning and to Encourage Thinking**



**Paraphrasing and Summarizing**



**Noticing Details and Nuances, and Cultivating Appropriate Curiosity**

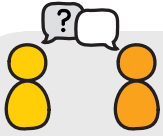


**Giving and Receiving Feedback**



**Asking Powerful Questions**





## Listening for Meaning and to Encourage Thinking

- › "Most people do not listen with intent to learn & understand. They listen with the intent to reply. They are either speaking or preparing to speak."<sup>2</sup>
- › Coachee should be talking at least 80% of the time<sup>1</sup>
- › Stop talking, advising and solving problems<sup>3</sup>

### Tips

- 
- › Focus on the coachee not the story<sup>4</sup>
  - › Stay curious about the coachee not the story - coaching curiosity vs nosey curiosity<sup>4</sup>
  - › Consider what is not being said and why that might be<sup>4</sup>



## Paraphrasing and Summarizing

### Paraphrasing

- › Active replay<sup>5</sup>
- › Reflect to check meaning
- › Encapsulate the story and include empathy<sup>5</sup>

### Tips

- 
- › Use metaphors to restate the information in a slightly different form<sup>4</sup>

### Summarizing

- › Reframe coachee's perception or refocus attention
- › Encapsulating where you use a phrase that captures major elements<sup>5</sup>

- 
- › Label their story, offer a title or a short metaphor<sup>4</sup>
  - › Bottom lining to help isolate what needs to be resolved to achieve their desired outcome<sup>5</sup>
  - › Drawing distinctions when you hear a conflict between desires and values<sup>5</sup>

**Use the question: "Is this correct or what bothers you the most?"**



## Noticing Details and Nuances, and Cultivating Appropriate Curiosity

- › As you listen to coachee, attend to discrepancies and underlying beliefs expressed in their stories <sup>4</sup>
- › Coaches should notice and attend to their own behavior, feelings, thoughts and intuition for coaching development and reflective practice <sup>1</sup>

### Tips

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- › Focus on what coachee not only says, but also on their behaviour
- › Similarly, reflect on your own coaching behaviour, feelings and thoughts and use a coaching journal to reflect on their impact on your coaching <sup>1</sup>



## Giving and Receiving Feedback

- › Feedback on any impressions or thoughts that have formed through what is noticed during coaching interactions with the coachee may be a rich source of information <sup>1</sup>
- › Feedback can be especially helpful if the coachee does not understand why something is happening or if they or you notice the same situation keeps recurring <sup>1</sup>
- › Provide feedback when the coachee makes assumptions about what others think <sup>1</sup>

### Tips

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- › Ask permission when you wish to provide feedback
- › Own your observation while being respectful
- › Offer as a supposition so they can agree, disagree or add new data.
- › For example, you might say...“From my viewpoint...It seems as though...It sounds as though...I’m getting a sense that...I’m noticing something.” <sup>4</sup>



## Asking Powerful Questions

- › Frame powerful questions so that client has to do all the thinking rather than the coach<sup>4</sup>
- › Ask “what” questions, which are future oriented and force the coachee to think about something in a new way rather than tell you something they already know<sup>4</sup>
- › The first question after the story should reflect your interpretation of the coachee’s story. Ask for confirmation of your interpretation<sup>4</sup>
- › Questions help to identify the ideas or beliefs that keep the coachee from getting what they want<sup>4,5</sup>

### Tips

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- › Ask open-ended, short, broad, and less specific questions
- › Avoid leading, naked<sup>4</sup> and stacked questions
- › Ask “what” questions: “What do you mean? What makes this important?”
- › An opening question might include the following- “In our time together, what can we focus on that will bring you value/be of importance/make a difference?”<sup>4</sup>
- › Partway through coaching, to refocus the coachee on goals, you might ask “What progress has been made since beginning of coaching and what still needs to change?”<sup>4,5</sup>



## References

1. Van Nieuwerburgh C. *An Introduction to Coaching Skills: A Practical Guide*. 3rd ed. Jarrold A, editor. Los Angeles: Sage; 2020.
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