

1-2-3 COACHING FRAMEWORK

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STEP ONE: ASK YOURSELF

Begin with a self-directed question. This is a momentary pause to allow the space for thoughts to catch up with emotions. It opens the space between reaction and response and gives us the opportunity to check in with ourselves before we enter the coaching moment.

QUESTIONS TO ASK MYSELF

How am I doing?

Am I in the right frame of mind going into this conversation?

What is the goal of this conversation?

What is the end result or shift I want to see from this person?

Am I adding unrelated emotions or issues to this situation?

STEP TWO: OBSERVE OUTWARD

Second, take stock of the person and situation in front of you. A coach absorbs the nuances of the situation at hand and takes the entire scene into consideration before taking action. Is there more going on than meets the eye? Is there an underlying issue or past drama at play? Observing outwardly allows time for a more thorough examination of the details.

QUESTIONS AIMED AT LOOKING AT OTHERS

Is this an isolated incident or a pattern of behavior?

Do they appear to be in the right frame of mind going into this conversation?

Is this an out-of-the ordinary behavior or situation for them?

Will this coaching conversation seem out of the blue or catch them off guard?

Have I considered the questions in the C.I.O. framework before approaching this person?

STEP THREE: CIO FILTERS

The filters give us guidance on how we behave as a coach. Consider them a filter for your words and actions. In this framework, the coaching moments start with questions. Below are sample questions to ask yourself as you prepare to coach an employee.

QUESTIONS USING THE C.I.O. FILTERS

CARING

Do I have this person's best interest in mind?

Am I being respectful? Am I being kind?

How would I want this problem addressed if this was me?

Is this person aware of the problem or will this catch them off guard?

Is this the right time to address it?

INFORMED

Do I know the whole story or only part of it?

Am I creating a story in my head that's not validated?

Am I rushing and not properly thinking this through?

Is there a perspective I'm not considering or don't know?

OBJECTIVE

Is it possible that my bias is showing up here?

Is this an on-going challenge or a one-time incident?

How have I contributed to this problem?

Can any part of this be taken the wrong way?

Is it possible this issue I see really isn't the core issue?

QUESTIONS TO INSPIRE GROWTH AND DEVELOPMENT

The goal is to coach our employees to their own self-sufficiency. By directing the coaching moment back into their court, you help build critical thinking skills required for the learning and growth. Rather than give them the answer, you coax them to a higher level of ability.

QUESTIONS TO ASK MY EMPLOYEE

What are your thoughts?

What are you really saying when you say that?

What is the number one challenge for you here?

What's at the core of this problem?

What do you think about what I just said? What can you add?

How do you see this differently than (they or I) do?

How did you arrive at this view?

If we work together to find a solution, what are you willing to give and take?

What options do you have?

What have you tried already to solve this?

What will it take to solve this?

How will you make this happen?

What does it mean to be responsible to solve this?

How can you keep this top of mind?

What are the options? Which seems best right now?

Which option may be less obvious but might actually work out?

Might there be another way?

What other perspectives could there be here?

How do you see me supporting you with this?

What are the obstacles?

Let me hear what you're thinking and let's work from there.

How else might you look at this situation?

Do you have all the information you need to make a decision on this?

COACHING CONVERSATION PREP WORKSHEET

1

QUESTION TO ASK MYSELF

2

QUESTION AIMED AT LOOKING AT OTHERS

3

QUESTIONS USING THE C.I.O. FILTERS

CARING

INFORMED

OBJECTIVE