### STEPPING INTO YOUR ROLE AS COACH

**Identify the Opportunity**

Not all conversations are an opportunity to coach. How can you spot the “green flags” that encourage you to step into a coaching role? Your clients, colleagues and staff may be presenting you with opportunities to lead co-creatively. What signals do they send?

**Here are indicators that you are facing a coaching opportunity:**

- I’m feeling frustrated because …
- I can’t seem to get through to …
- I don’t know how to deal with (colleague’s name)
- I’m not very good at … (ex: leading presentations)
- What should I do about…
- I’m confused about…
- I don’t understand why…

**Why not “WHY”?**

Rarely is it useful to use a “why” question in coaching due to its accusatory tone. “Why” may also shift the focus of your conversation to the problem at hand rather than on finding solutions. **Example: Why is it so hard to get past this? Vs. What will help you get past this?** Avoid “why” questions until you gain experience, and then you may find “why?” can occasionally help - but only with perfect timing.

**Create the Opportunity**

Managers who want to take the first step towards co-creative leadership at work might consider an open-door policy to support and discuss workplace challenges, and then seize the opportunity to ask the powerful questions.

*Great leaders schedule time for this activity to take place … and it does.*

**Ask Powerful Questions**

The most effective type of question to use in collaborative conversations is a simple, direct, open-ended question. Open-ended questions might begin with Who, What, When, Where or How.

**Consider using these types of questions in your conversations:**

- Who will you ask to help you with this?
- What do you need to reach this goal?/make this happen?
- What would be most helpful to you right now?
- What would you like to have happen next?
- What new skills or knowledge do you need to make this happen?
- What about this work do you value?
- What is the one thing holding you back?
- When is the best time to make these changes?
- Where do you feel stuck?
- How do you want to proceed from here?