

Questions Tool for Coaching

For background see the article: [How To Coach When There Is No Time.](#)

Model for Improvement questions are in RED: see Langley et al **The Improvement Guide** 2009

Partially inspired by and adapted from John Whitmore **Coaching for Performance** 2009

	Coaching	Motivation and Engagement
Expand Awareness	<p>Desired state (vision/goals)</p> <ul style="list-style-type: none"> • What are you hoping to accomplish? • What kind of relationships do you want to build as you work toward results? • If you could wave a magic wand and choose the ideal outcomes for results and relationships in this situation, what would that look like? • What do you hope to be able to know or do by the end of our meeting? • How will we know that a change is an improvement? 	<p>Importance</p> <ul style="list-style-type: none"> • What is most important to you at work? (What makes you most enthusiastic?) • How does this challenge connect to that? • What are your concerns? What is at risk?
	<p>Current state</p> <ul style="list-style-type: none"> • What is going on right now? • What are the challenges for you and others? • What successes have you and others had? • What are you feeling? • What leaps to conclusions might you have made? • What else could explain this situation? • What reactions are you having to others? • Why would perfectly well-intentioned, reasonable people act this way? 	<p>Understanding</p> <ul style="list-style-type: none"> • How do you understand this situation/change/project? Can you explain it in a few sentences? <p>Confidence</p> <ul style="list-style-type: none"> • What are barriers/challenges to action? • And what else is challenging?
Expand options	<p>Create multiple options</p> <ul style="list-style-type: none"> • What change can you make that will result in improvement? • What are at least four possible strategies to close the gaps between the current state and the desired state? • What are the pros and cons of these strategies? 	<p>Confidence (continued)</p> <ul style="list-style-type: none"> • How confident are you in taking action? • What barrier/challenge makes sense to address right now? • Is there a small step you could take which you feel confident you could pull off? • What help would be useful from me? <p>Choice</p> <ul style="list-style-type: none"> • Where are possible starting points for action if you were not trying to get there all at once?
Take action and learn	<p>Take Action and Learn</p> <ul style="list-style-type: none"> • What action will you take next? • How and when will we assess the results of the action and learn? 	<p>Ongoing Support</p> <ul style="list-style-type: none"> • What was helpful in this meeting? What do you want more of, less of, or different? • What is working and not working in what we each are doing?

About Neil Baker M.D.

Neil Baker M.D. works with organizations to enhance leadership and team impact through *In-the-Moment Leadership Strategies*. This means using any work situation, even the most complex and difficult, as an opportunity to achieve immediate impact on quality of work relationships and on progress toward results.

He has developed these approaches as a leader, speaker, consultant, and executive coach for 30 years. Past positions include serving as Director of Psychiatric Inpatient Services at the University of Colorado Health Sciences Center in Denver, Colorado; Medical Director of Clinical Improvement at Group Health Cooperative in Seattle, Washington; and faculty and improvement advisor for more than twelve years for the Institute for Healthcare Improvement (IHI) in Cambridge, Massachusetts.

You can learn more and see client testimonials on his website at neilbakerconsulting.com.