

Nuffield CSC
Brisbane March 2020

Effective Conversations

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Effective Coaching Questions

Effective Coaching Questions

- Open
- Brief
- Clear
- Focused
- Relevant
- Constructive
- Neutral

I keep six honest serving men

(They taught me all I knew);

Their names are What & Why & When

And How & and Where & Who

Rudyard Kipling (1902)

The next question...

- If you're busy composing your next question – you are not listening
- To avoid this - focus on the client's response and base your next question on this
- Consider whose interests you are working in
- Consider – what is it you are trying to keep one step ahead of?

Listening Tips

- Concentrate
- Stay in the moment
- Relax
- Assume nothing
- Don't complete sentences
- Listen with feeling & reason
- Be aware of any barriers hindering listening
- Stop talking

Important skills

- Active listening
- Paraphrasing
- Summarising
- Reflecting
- Using silence
- **Not** advising
- **Not** providing the answer

Some useful coaching questions

- How do you feel?
- What do you think?
- Is this helping?
- And what else?
- What would be the most useful question I could ask you now?
- What are you thinking of doing?

IBM 2010

The most desirable trait for CEOs in the 21st Century?

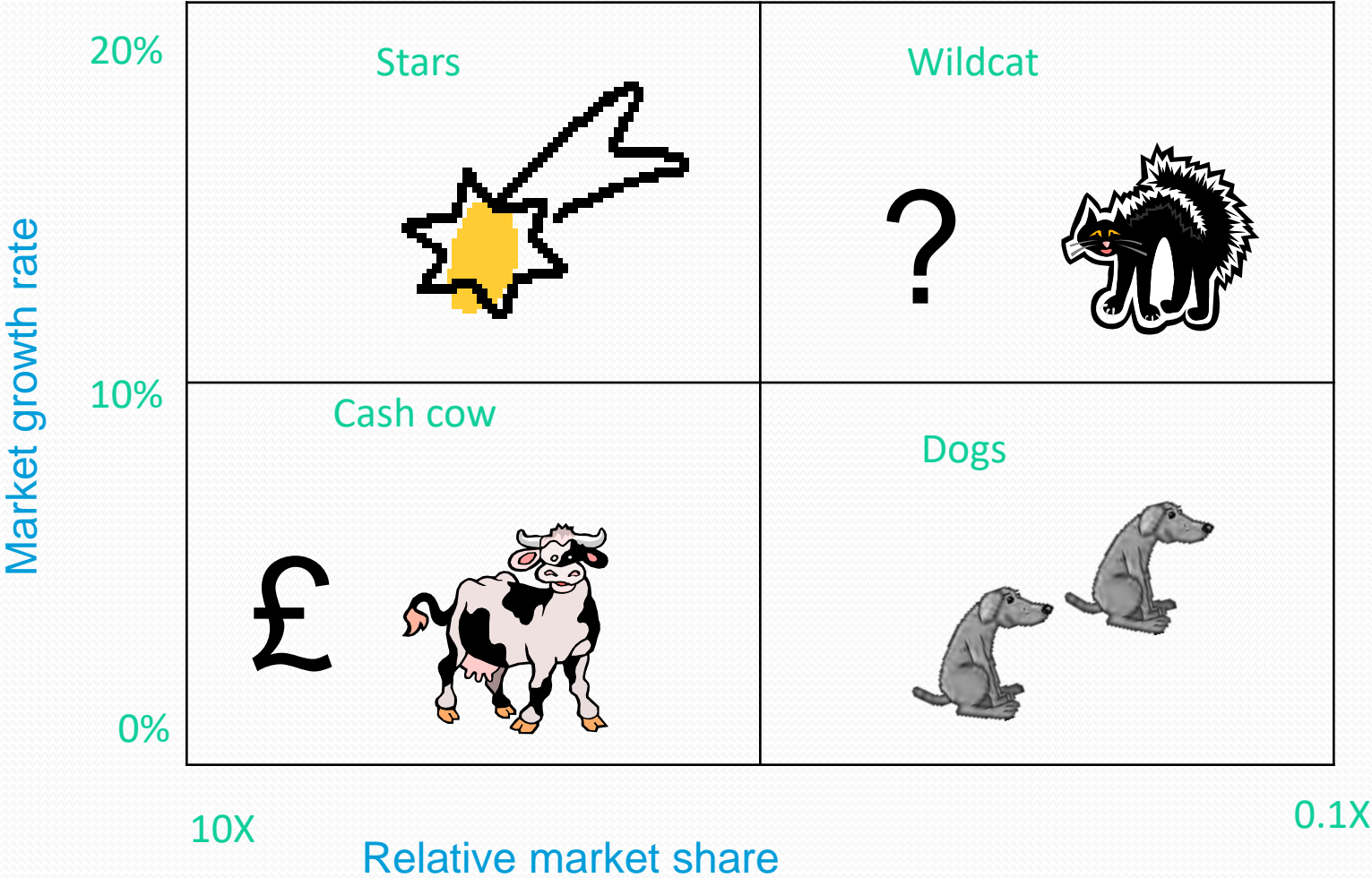
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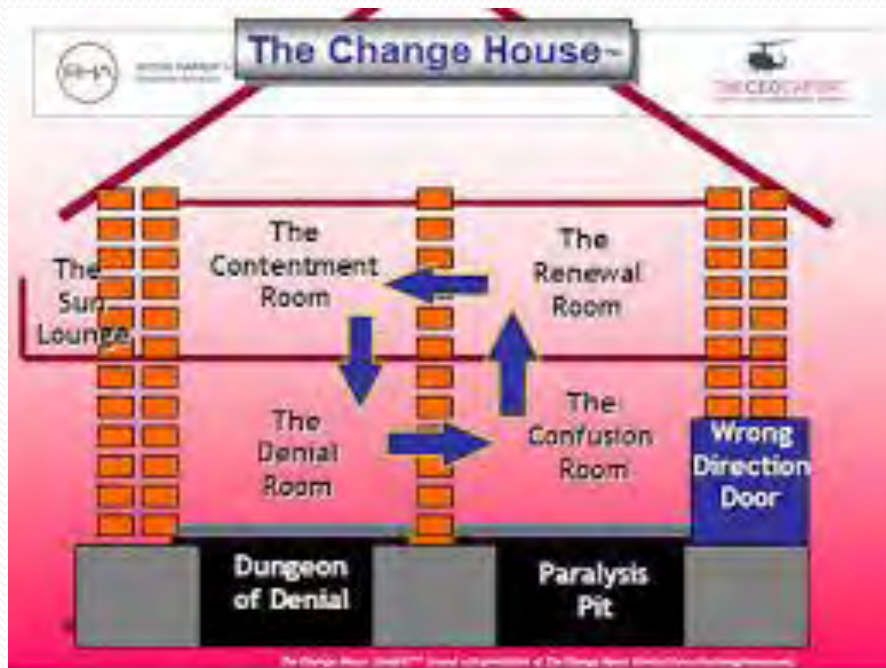
Managing Change

- Successful Organisations constantly seek change
- 70% of change interventions fail

(Burnes, 2004)


BOSTON GROWTH / SHARE MATRIX





Change

- Change is a loop – always happening
- Change models normalise the process
- Can also help us track
- Change is only bad when imposed upon us

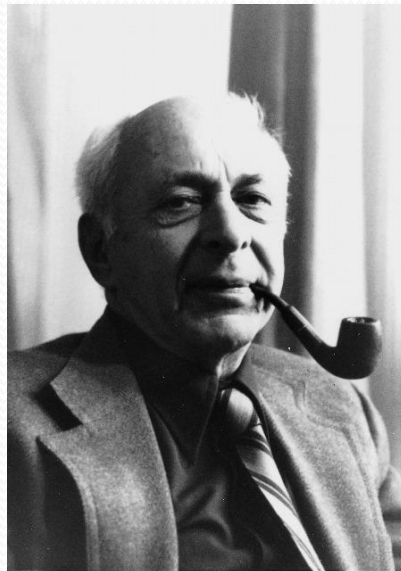


“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change.”

Attributed to Charles R Darwin (1809- 1882)

Locus of Control

Refers to whether we believe that our fate is controlled by internal, person variables or by external, environmental variables



Julian Rotter

Attributional style

Internals: believe they have an enormous amount of personal control over their destiny

– things happen because they make them happen

Externals: are more fatalistic believing they have little control over what happens to them

– things simply occur by chance, luck or the actions of powerful external agents

(Rotter,1966)

Locus of Control

People having internal locus of control orientations will work harder to obtain a goal believing that they can control the outcome in a specific situation.

KOLB LEARNING CYCLE

