



Coaching Questions

How to coach your employee during Interim Performance discussion(s)?

As a manager, you can effectively coach your employee, to solve their performance issues, with the use of questions. Powerful questions are your greatest tool.

Coach your employee through the following four steps: **Reflect, Envision, Explore and Act.**

In your interim performance discussion, use the questions below to encourage your employee to introspect their situations and to identify solutions.

REFLECT

- What is your current understanding of ...?
- What bothers you most about your present situation?
- What is it about this issue that is problematic?
- How would you describe where you are now in resolving this issue?
- What are your current assumptions about ...?
- What have you learned so far?

ENVISION

- If you were the best in the world at this, how would you define success?
- What is the best result you can hope for?
- What could you accomplish if you had no limitations or restrictions?
- What organizational goals and business needs align with this outcome?
- Where are you currently as compared to where you want to be?

ACT

- How would you describe the specific goal in terms of time and measurable results (SMART)?
- What are some steps you could take? What should you do first?
- If you take this step, what would you do next?
- Can you commit to this course of action? Are you comfortable with it?
- Do you see the implications of ...? Are you aware that ...?

EXPLORE

- What have others done in similar circumstances that has worked or not worked? Why?
- What other options can you think of?
- How could you get additional information, support or resources?
- If you did nothing, what would change regardless? What would be worse?
- What else might be possible if you changed a few things under your control?
- What is most important to you or non-negotiable?