

**APPENDIX**

### COMMON COACHING SCENARIOS

Here are common scenarios with possible questions for each stage of the Y developmental learning model.

**Career Aspiration** - Coaching in this setting helps you identify your future career goals, determine what competencies are needed to achieve your career goals and then develop a plan to prepare you to be ready when the opportunity arises.

<b>EXPLORE PURPOSE</b>	<ul style="list-style-type: none"> <li>To identify new career goals</li> <li>Determine competencies needed to achieve goals</li> </ul>
<b>EXPLORE CURRENT SITUATION</b>	<ul style="list-style-type: none"> <li>What has made this important to you?</li> <li>What are you focusing on?</li> <li>What assessments have you taken?</li> <li>What other assessments might be helpful?</li> <li>What training have you already attended?</li> <li>How important is this to you?</li> </ul>
<b>EXPLORE ALTERNATIVES</b>	<ul style="list-style-type: none"> <li>What did you learn from the assessments?</li> <li>Any surprises?</li> <li>What have you decided to pursue or develop?</li> <li>What goals are you ready to set?</li> <li>What is the key competency you need to develop or leverage?</li> <li>What resources will you need to accomplish this?</li> <li>Who can assist you?</li> </ul>
<b>PLAN</b>	<ul style="list-style-type: none"> <li>What is your first step?</li> <li>What comes next?</li> <li>How many steps will it take to complete this part?</li> <li>What will come next?</li> <li>How will you stay focused?</li> <li>What might get in the way of this plan?</li> </ul>
<b>ACT</b>	<ul style="list-style-type: none"> <li>When will you start? (stated clearly with dates attached, etc.)</li> <li>How will you be accountable for this?</li> <li>How can I support you in achieving your goal?</li> <li>What else do you need to get going on this?</li> <li>Coach sets 'check in' dates and times with Coachee to encourage and evaluate direction</li> </ul>
<b>SUSTAIN</b>	<ul style="list-style-type: none"> <li>What excited you most about what you learned or experienced?</li> <li>What else do you hope to gain from this experience?</li> <li>How would you like to celebrate this achievement?</li> <li>What else will help you be prepared for a future career opportunity?</li> </ul>

**Stretch Assignment** - A stretch assignment involves engaging with a challenge for purposes of learning a new, or strengthening a weaker area, leadership competency. Stretch assignments may include solving a problem, pursuing an opportunity, leading a team, handling conflict among employees. The challenge will cause you to "stretch" your skills, while coaching creates the environment for learning and success.

<b>EXPLORE PURPOSE</b>	<ul style="list-style-type: none"> <li>• To stretch yourself into new competencies</li> <li>• To expand your personal comfort zone</li> <li>• Develop enhanced people skills</li> </ul>
<b>EXPLORE CURRENT SITUATION</b>	<ul style="list-style-type: none"> <li>• What was the purpose behind your taking the assessment?</li> <li>• What did you learn from your results?</li> <li>• What surprised you about your results?</li> <li>• Where are the key development areas for you?</li> <li>• Which choices seem to excite you?</li> <li>• What competency needs focus in your current position?</li> <li>• What competency needs focus for your next position?</li> <li>• Which competency is your priority?</li> <li>• Who should be consulted in which competency has a priority?</li> </ul>
<b>EXPLORE ALTERNATIVES</b>	<ul style="list-style-type: none"> <li>• What do you hope to achieve in this process?</li> <li>• What is driving that?</li> <li>• How do you usually handle new challenges?</li> <li>• What do you need to follow through on this one?</li> <li>• What obstacles could keep you from successfully completing this?</li> <li>• What else do you hope to gain?</li> <li>• How urgent is this for you?</li> </ul>
<b>PLAN</b>	<ul style="list-style-type: none"> <li>• What do you believe you should do first?</li> <li>• How far will that get you?</li> <li>• What will you have at the end of that step?</li> <li>• What else do you need?</li> <li>• How will you know when it is time to move to the next step?</li> <li>• What comes next?</li> <li>• What is your timeline on this?</li> <li>• When must you have this completed?</li> <li>• What resources will you need to fully accomplish your goal?</li> </ul>
<b>ACT</b>	<ul style="list-style-type: none"> <li>• When will you begin?</li> <li>• How will you be accountable for completing this?</li> <li>• How can I support you in achieving your goal?</li> <li>• What else do you need to get started on this?</li> <li>• Coach sets 'check in' dates and times with Coachee to encourage and evaluate direction.</li> </ul>
<b>SUSTAIN</b>	<ul style="list-style-type: none"> <li>• What do you need to stay motivated with this plan?</li> <li>• What will happen when you complete this?</li> <li>• Where do you see yourself at that point?</li> <li>• How would you like to celebrate each completed competency?</li> <li>• With whom can you share your new skills/awareness?</li> </ul>

**Leadership Competency Development**– After taking the Leadership Competency Assessment, coaching will help determine which competency gaps to work on first. A coach will help you analyze the results and prioritize your learning activities based on your goals.

<b>EXPLORE PURPOSE</b>	<ul style="list-style-type: none"> <li>• What was the purpose for taking the assessment?</li> <li>• How would you like to work together in this coaching relationship?</li> </ul>
<b>EXPLORE CURRENT SITUATION</b>	<ul style="list-style-type: none"> <li>• What did you expect to see in your results?</li> <li>• What can you celebrate about your results?</li> <li>• Which results cause you concern?</li> <li>• What 'gaps' or patterns emerged in your results?</li> <li>• Where are the key development areas for you?</li> <li>• Rate them in order of priority as you see it relate to your position. Now rate them in order of your personal preference.</li> <li>• What will be most important for your future ?</li> <li>• Who should be consulted in which competency has a priority?</li> </ul>
<b>EXPLORE ALTERNATIVES</b>	<ul style="list-style-type: none"> <li>• What would it take to 'close the gap' in your chosen priority ?</li> <li>• What might get in the way of completing this?</li> <li>• What might get in the way of closing the gaps?</li> <li>• What will success look like for you in this area?</li> <li>• What training etc. will help you?</li> <li>• How will accomplishing this fit with your goals?</li> <li>• When have you completed something like this before? What happened?</li> </ul>
<b>PLAN</b>	<ul style="list-style-type: none"> <li>• Where should you start?</li> <li>• How far will that get you?</li> <li>• What could you do to gain experience in this area</li> <li>• How will you know when you are successful?</li> <li>• Who will help you? How will they assist you?</li> <li>• What do you need to do to gain their support or assistance?</li> <li>• When must you have this completed?</li> <li>• What is your timeline on this?</li> <li>• What resources will you need to fully accomplish your goal?</li> </ul>
<b>ACT</b>	<ul style="list-style-type: none"> <li>• When will you begin? (Stated clearly with dates attached etc.)</li> <li>• How will you be accountable for completing this?</li> <li>• How can I support you in achieving your goal?</li> <li>• What else do you need to get going on this?</li> </ul>
<b>SUSTAIN</b>	<ul style="list-style-type: none"> <li>• What have you learned fro this experience?</li> <li>• What worked? What should you start/stop/continue to do?</li> <li>• What</li> <li>• How would you like to celebrate each completed competency?</li> </ul>

**Job Transition** – Job transition can take various forms. Examples include promotion or taking on a new role requiring a different skill set. Engaging with a coach during job transition is intended to focus development on key leadership competencies required to be successful in the new role. Staff members pursuing coaching for this purpose are typically aware of the competency gaps and enthusiastic about developing their capacities.

<b>EXPLORE PURPOSE</b>	<ul style="list-style-type: none"> <li>To focus development on key leadership competencies required in new position or assignment</li> </ul>
<b>EXPLORE CURRENT SITUATION</b>	<ul style="list-style-type: none"> <li>What excites you most about your new position?</li> <li>What are the key accountabilities and deliverables in your new position?</li> <li>What skills, competencies and experience match those expectations?</li> <li>What new skills do you need to acquire?</li> <li>What evidence do you have that you need to acquire this skill?</li> <li>What don't you know and from whom do you need more information about your current skill level??</li> <li>Who can help you learn more about what is needed to succeed in this new position?</li> <li>What relationships do you need to establish to help you?</li> <li>What do you need to focus on first?</li> <li>What does 'being better prepared' look like?</li> <li>How urgent is this for you?</li> <li>What could keep you from following through on this learning?</li> </ul>
<b>EXPLORE ALTERNATIVES</b>	<ul style="list-style-type: none"> <li>What is your best resource for developing this knowledge?</li> <li>What training is available to assist you?</li> <li>What other resources would be helpful?</li> <li>Who might serve as an additional mentor for you?</li> <li>How do you learn new things best?</li> <li>What else might you explore?</li> <li>What financial resources might be needed?</li> <li>What other options might you follow?</li> </ul>
<b>PLAN</b>	<ul style="list-style-type: none"> <li>What specifically will you do first?</li> <li>What result will that give you?</li> <li>What else needs to be included in your plan?</li> <li>When will this need to be started ? When will it be done?</li> <li>How will you know when you have succeeded?</li> <li>How will you be accountable for completing this?</li> <li>How can I support you in achieving your goal?</li> <li>What else do you need to get going on this?</li> </ul>
<b>ACT</b>	<ul style="list-style-type: none"> <li>Coach sets 'check in' dates and times with Coachee to encourage and evaluate direction.</li> </ul>
<b>SUSTAIN</b>	<ul style="list-style-type: none"> <li>What will it be like when you feel better prepared?</li> <li>What else do you hope to gain from this accomplishment?</li> <li>How will you celebrate each part of this achievement?</li> <li>What else will help you be prepared for this opportunity?</li> </ul>

**Perception** – *Inaccurate perceptions occur when there is a gap between the reality of a situation and the perception others have about that situation.*

<b>EXPLORE PURPOSE</b>	<ul style="list-style-type: none"> <li>• To clarify impact of perceptions</li> <li>• Identify the causes of the perception;</li> <li>• Identify alternatives for bridging the gap between reality and perception.</li> </ul>
<b>EXPLORE CURRENT SITUATION</b>	<ul style="list-style-type: none"> <li>• What awareness do you have about the "situation?"</li> <li>• What else do you need to know?</li> <li>• How did you feel about this?</li> <li>• What needs to be clarified for you?</li> <li>• What is the worst that can happen in this situation?</li> <li>• What is the best that can happen in this situation?</li> <li>• What else do you need right now?</li> <li>• What price might be paid if you do nothing?</li> <li>• How do you benefit from this?</li> <li>• Where do these perceptions come from?</li> <li>• What behaviors may have contributed to this situation?</li> <li>• How invested in correcting or enhancing this issue are you?</li> </ul>
<b>EXPLORE ALTERNATIVES</b>	<ul style="list-style-type: none"> <li>• What might turn this around for you?</li> <li>• Who can help you learn more?</li> <li>• What do you need to stop/start doing?</li> <li>• What do you need to do?</li> <li>• What do you need to learn?</li> <li>• How can you address this?</li> </ul>
<b>PLAN</b>	<ul style="list-style-type: none"> <li>• What is your first step?</li> <li>• What will that accomplish?</li> <li>• What else do you need to do?</li> <li>• What steps are you thinking about to shift this perception?</li> <li>• What support do you need to make that a reality? What else?</li> <li>• When will you begin?</li> <li>• How will you be accountable for completing this plan?</li> <li>• What resources or support would be helpful?</li> </ul>
<b>ACT</b>	<ul style="list-style-type: none"> <li>• How can I support you in working your way through this?</li> <li>• What else would give you courage to work on the hard parts?</li> <li>• Coach sets 'check in' dates and times with coachee to encourage and evaluate direction.</li> </ul>
<b>SUSTAIN</b>	<ul style="list-style-type: none"> <li>• What did you experience as a result of this?</li> <li>• What went well? What would you do the same way in the future?</li> <li>• What would you do differently?</li> <li>• What did you learn about yourself?</li> </ul>

**Overused Strengths** – *Overused strengths are often strong competencies that are overused to the point that it causes problems. For example, if you are strong in decision making, overuse of this skill could result in being seen as stubborn and unwilling to negotiate.*

<b>EXPLORE PURPOSE</b>	<ul style="list-style-type: none"> <li>To identify strengths that may be overused and define a balanced approach.</li> </ul>
<b>EXPLORE CURRENT SITUATION</b>	<ul style="list-style-type: none"> <li>What awareness do you have around this situation?</li> <li>What evidence supports your premise?</li> <li>When might you be overusing this strength?</li> <li>When overusing a strength, what are the results?</li> <li>How do you feel about that?</li> <li>How open are you to working on this?</li> <li>When did you become aware of overusing this strength?</li> <li>What usually is happening that prompts it?</li> <li>How do you benefit from over-using this strength?</li> <li>What is the best part of this strength?</li> <li>What impact might these behaviors have on others?</li> <li>What would a more balanced approach look like?</li> <li>What options are there for pursuing that?</li> <li>What are the benefits of a more balanced approach?</li> </ul>
<b>EXPLORE ALTERNATIVES</b>	<ul style="list-style-type: none"> <li>How can you use this strength more appropriately?</li> <li>What other competencies can support you?</li> <li>How do you gain more information about the impact of this on your staff?</li> <li>What do you need to let go of?</li> <li>When have you worked on something like this before?</li> <li>How do you learn new skills?</li> <li>How do you let go of this?</li> <li>What will it feel like to enhance this?</li> </ul>
<b>PLAN</b>	<ul style="list-style-type: none"> <li>Where would you like to begin?</li> <li>How will you resource the change?</li> <li>What is the first step to take?</li> <li>Who can assist you with this?</li> <li>When will you do this?</li> <li>What will success look like for you?</li> <li>How will you know you are successful?</li> </ul>
<b>ACT</b>	<ul style="list-style-type: none"> <li>How can I support you in making this shift? (What else do you need to get going on this?)</li> <li>Coach sets 'check in' dates and times with Coachee to encourage and evaluate direction</li> </ul>
<b>SUSTAIN</b>	<ul style="list-style-type: none"> <li>What progress have you made?</li> <li>Who else do you trust to evaluate your progress?</li> <li>How do you plan to celebrate your progress?</li> <li>What else do you expect to gain from this experience?</li> </ul>

**Performance gap** - *A performance gap is the difference between desired and actual performance in a job. Performance gaps may include failing to meet deadlines, not dealing with conflict appropriately, or issues around dependability.*

*Coaching will help identify the root causes of the performance gap and identify development opportunities to improve.*

<b>EXPLORE PURPOSE</b>	<ul style="list-style-type: none"> <li>• Identify any awareness coachee has about performance gaps;</li> <li>• Develop skills in those areas.</li> </ul>
<b>EXPLORE CURRENT SITUATION</b>	<ul style="list-style-type: none"> <li>• Identify needed competencies to improve performance;</li> <li>• What awareness do you have around this situation?</li> <li>• What evidence supports your premise?</li> <li>• Do you agree with this assessment? If not, what else do you need in order to see a different perspective?</li> <li>• How open are you to working on this?</li> <li>• How do you feel about this situation?</li> </ul>
<b>EXPLORE ALTERNATIVES</b>	<ul style="list-style-type: none"> <li>• What might be contributing to this situation?</li> <li>• What would be a preferred outcome for you on this?</li> <li>• What competency might address this gap?</li> <li>• What training might help address this gap?</li> <li>• Where would be a good place to start?</li> <li>• What resources do you need to get started?</li> <li>• What other ideas do you have about changing this situation?</li> <li>• What else might you explore?</li> <li>• What price do you pay for this?</li> <li>• What price does your staff or colleagues pay for this?</li> <li>• What impact does this have on others?</li> </ul>
<b>PLAN</b>	<ul style="list-style-type: none"> <li>• What options do you have?</li> <li>• What will success look like for you?</li> <li>• What else needs to be included in your plan?</li> <li>• What is your timeline?</li> <li>• How urgent is this for you?</li> <li>• How will you know you have made progress?</li> <li>• When will you begin?</li> <li>• How will you be accountable for completing this?</li> <li>• How can I support you in achieving your goal?</li> <li>• What else do you need to get going on this?</li> <li>• What obstacles might keep you from completing this plan?</li> </ul>
<b>ACT</b>	<ul style="list-style-type: none"> <li>• Coach sets 'check in' dates and times with coachee to encourage and evaluate direction.</li> </ul>
<b>SUSTAIN</b>	<ul style="list-style-type: none"> <li>• What have you experienced since we last met?</li> <li>• What has gone well?</li> <li>• What have you learned?</li> <li>• How has the situation changed? What evidence supports this?</li> <li>• What else will help keep you on track?</li> </ul>