



400 Coaching Questions

The ultimate coaching aid for leaders

Written By Sean McPheat

Contents

About the author, Sean McPheat	3
Introduction	4
Question Topics	
Creating Goals, Outcomes & Setting Expectations	5
Setting Goals For Appraisal Periods	7
Exploring The “Why” Behind Goals	9
Making GOALS More Specific	11
Exploring Needs & Current Reality	13
Creating Momentum For Change	15
Creating Accountability	18
Options, Decisions & Taking Action	20
Making It Happen	23
Following Up on Inaction	25
Potential Limiting Beliefs and Barriers	27
Dealing With Limiting Beliefs	29
Reviewing & Adjusting	32
Thought Starters	34
Question Openings	36
Wrap Up	38
Questions Not To Ask	40
What Next?	42

About the author, Sean McPheat



Sean McPheat is the Founder and CEO of [MTD Training](http://www.mtdtraining.com).

Founded in 2001, MTD have since trained staff from thousands of different organisations from hundreds of different industries.

MTD specialise in designing and delivering **management training courses** and **leadership development programmes**.

These range from open courses run throughout the UK through to fully blended solutions.

Please click on the link below for further details about MTD's management development solutions:



www.mtdtraining.com

Sean is regarded as a thought leader within the L&D industry and has been featured on CNN, BBC, ITV and has over 300 different media credits to his name.

He has created a number of thought leadership whitepapers that have gone viral throughout the L&D community.

MTD are a multi-award winning training partner that include CIPD and Personnel Today Awards.



CIPD Best HR/L&D Supplier



Personnel Today Best HR Supplier Partnership

Today, Sean continues to lead his team to design and delivery innovative L&D solutions that focus on getting the results that you are looking for.

His daily LinkedIn posts and muses receive millions of hits each month and he is often asked to keynote at events worldwide.

Introduction

“The purpose of coaching is to help facilitate the transition from where you are to where you want to be”

Nothing **develops your staff** more effectively and longer lasting than coaching.

Coaching is a process.

It is a process to help **facilitate the transition** from where you are now to where you want to be.

That can be with a particular situation, a goal, a project – you name it!

This report is full of coaching questions and **LOTS** of them at that!

They are aimed primarily at managers or leaders who want to coach their people.

In order to create this report I took all of my swipe files, all of my training material and armed with my knowledge as well, I locked myself away to pull together **400 coaching questions** that you can steal, amend and use with your staff.

How to use this report...

Treat this as a **guidebook** and dip in and out of it as you see fit.

There are coaching questions that cover **17 specific areas** ranging from how to create goals and overcoming limiting beliefs through to how to wrap up sessions and the questions you should never ask!

Some of the questions will be perfect for you as they are but make sure that they are congruent with the language that you use.

Remember that **HOW** you ask a question is just as important as **WHAT** you ask.

If you get that part wrong then it will most likely not have the desired impact.

So what's next?

Take a first look over the questions and see if any of them jump out at you. Make a note of them and then try them out next time.

Go over the report from time to time and experiment and practice using different questions.

Then use the ones where you have most joy and lose the ones that do not feel right or from which you are getting a poor response.



Sean McPheat | 

Creating Goals, Outcomes & Setting Expectations



Introduction

It all starts with a goal or an intended outcome.

You need to begin with the end in mind as the late, great Stephen Covey would tell you.

Coaching around this area includes asking questions about what they would like to achieve, attain or achieve.

There are numerous ways of how to ask for this and you will also want to ask the question around expectations in terms of you as a coach.

Exactly what is expected of you? What kind of coach do you need to become?

Pay close attention to these questions as you will want a crystal clear goal or set of outcomes for you both to work towards.

« *Setting goals is the first step in turning the invisible into the visible.* »

Tony Robbins

Questions

1. *"So, how's it all going?"*
2. *"So, how's everything going?" (If they reply with "Ok" ask "Tell me more about ok?")*
3. *"What's on your mind?"*
4. *"What do you want to change?"*
5. *"What do you really want?"*
6. *"If you had the perfect week/month, what would this look like?"*
7. *"What progress have you made since our last session?"*
8. *"What hasn't been working for you since our last session?"*
9. *"What help do you need most from me today?"*
10. *"What would you like us to work on today?"*
11. *"What would you like to accomplish?"*
12. *"What are the top 3 achievements you've made since our last session?"*
13. *"What could have gone better in the time we've had between sessions?"*
14. *"So, what's our goal for today?"*
15. *"What result are you trying to achieve?"*
16. *"What's the biggest change you'd like to make at the moment?"*
17. *"What would you love to have happen by the end of this session?"*
18. *"What would you most like to get out of this session?"*
19. *"What outcome would be ideal?"*
20. *"What would be the most helpful area for us to work on?"*
21. *"What would be the most helpful thing for you to take away today?"*
22. *"What could we work on that would help you the most over the next few weeks?"*
23. *"What have you done since we last met to achieve your goals?"*
24. *"How will we evaluate the success of the coaching that we're going to have?"*
25. *"What kind of coach do you need me to be to get the best out of you?"*
26. *"What kind of coach do you not want me to be to get the best out of you?"*
27. *"Have you worked with a coach before? How did it go?"*
28. *"What are you expecting from our coaching together?"*
29. *"What do you need most from me during our coaching sessions?"*
30. *"What is the scariest part for you of working with me as your coach?"*

Setting Goals For Appraisal Periods



Introduction

Questions around this area normally focus on a 6 to 12 month period.

They can be asked during a formal one to one, review or appraisal meeting where you are reviewing objectives and setting new goals for the year ahead.

Appraisal goals normally centre around a theme or a group of sub-goals including what a "successful" year would actually look like.

Use these questions with your team members to set targets, goals and objectives and then off the back of that they can work out plans to achieve them.

It's important to not only look at what success will look like but also what a poor year would look like, so there is complete clarity.

« *How you measure the performance of your managers directly affects the way they act.*

Gustave Flaubert »

Questions

1. *"What is your overall goal for the coming year?"*
2. *"What do you want to have achieved in 12 months time?"*
3. *"What is your biggest challenge in the upcoming year?"*
4. *"What are your most important priorities for the upcoming year?"*
5. *"What would make this coming year an outstanding success for you?"*
6. *"What would make this coming year a good year for you?"*
7. *"What would make this coming year a poor year for you?"*
8. *"What do you need to be doing more of in the coming year?"*
9. *"What do you need to be doing less of in the coming year?"*
10. *"What do you need to start doing in the coming year?"*
11. *"What do you need to stop doing in the coming year?"*
12. *"If you had to give this upcoming year a title, what would you give it?"*

Exploring The “Why” Behind Goals



Introduction

Setting a goal is one thing; having the motivation to move ahead and actually accomplish it is another thing altogether.

Questions exploring the reasons “Why” behind goals provide impetus and hopefully turn “Shoulds” into “Musts”

A lot of coaches focus only the goal.

They help their staff to create goals but without any compelling reasons behind them, they are a mere wish.

Without any motivation they will not be attained.

Make sure you always investigate the reasons behind the goals and probe pain and pleasure motivations.

« *Achievement happens when we pursue and attain what we want. Success comes when we are in clear pursuit of Why we want it.* »

Simon Sinek

Questions

1. *"Why do you want to achieve this goal?"*
2. *"What will achieving this goal give you?"*
3. *"How will you feel if you don't achieve this goal?"*
4. *"Why is this important to you?"*
5. *"On a scale of 0-10, how serious are you about achieving this goal?" (10 being most)*
6. *"Why did you choose this particular goal?"*
7. *"What's the benefit of achieving this goal?"*
8. *"What's the pay off/ROI of achieving this goal?"*
9. *"Why is achieving this goal a must for you?"*
10. *"Is this a 'should achieve' or a 'must achieve' goal?"*
11. *"How will achieving this goal impact your/the work?"*
12. *"If you achieved this goal, what difference would it make?"*
13. *"Imagine your goal is achieved; please describe what it would be like and the impacts of it"*
14. *"What happens if this goal is not achieved?"*
15. *"What impact is there if the goal is not achieved?"*
16. *"What's your gut feeling about this goal?"*
17. *"Do you feel excited when you think about this goal?"*
18. *"What will achieving this goal allow you to do?"*
19. *"What will be different at work when this goal is achieved?"*
20. *"What is the price you are willing to pay to achieve this goal?"*
21. *"What other areas will be affected by this goal?"*
22. *"Where does this goal fit with your current priorities?"*
23. *"How do others feel about this goal?"*
24. *"How will taking action towards this goal impact other people?"*
25. *"Is it possible that your situation could be worse if you achieve this goal?"*
26. *"Who would celebrate with you when you achieve the goal?"*
27. *"What are the impacts if you do not achieve this goal?"*
28. *"Who else will benefit?"*
29. *"Why are you hoping to achieve this goal?"*
30. *"What would the benefits be if you achieved this goal?"*

Making GOALS More Specific



Introduction

You've heard of SMART goals.

Everyone has!

Well, the goals you help to facilitate need to be SMART and you need to be able to clearly articulate them.

There should be no vagueness or ambiguity and actually using the SMART acronym is a good place to start.

« Goal-setting is also a vital element of motivation. Clear goals will help you muster motivation for whatever your task at hand is. »

Joanna Jast

Questions

1. *"What's your goal, in a nutshell?"*
2. *"Please describe your goal in one sentence"*
3. *"How can you make this goal clearer?"*
4. *"How will you know when you've achieved your goal?"*
5. *"How will you measure your success?"*
6. *"How can you make your goal really specific?"*
7. *"Is your goal measurable?"*
8. *"Is your goal achievable?"*
9. *"Is your goal realistic?"*
10. *"What is your deadline for your goal?"*
11. *"By achieving this goal, what will it give you?"*
12. *"Can you break the goal down into smaller sub-goals?"*
13. *"How can your goal be evaluated at the end?"*
14. *"What milestones can you put in place to measure the goal along the way?"*
15. *"Is this goal controllable? Is it entirely under your control?"*
16. *"What would be a stretch goal to achieve? To make this even better?"*
17. *"Can you give me your issue in one sentence?"*

Exploring Needs & Current Reality



Introduction

As mentioned before, coaching is the process of facilitating the transition from where your member of staff is to where they need to be.

In order to achieve this you both need to know where you are heading.

You also need to understand where your journey is starting from as well.

Therefore, you need to ask questions about the current situation and reality.

probe deeply into what is happening, what the impacts are and any current issues.

How can you both use this information to move forward?



The journey of a thousand miles begins with one step.



Lao Tzu

Questions

1. *"What do you need to improve at the moment?"*
2. *"Where are you now?"*
3. *"What is happening now?"*
4. *"What steps have you taken towards your goal?"*
5. *"What's missing from your work life right now?"*
6. *"What is working well right now?"*
7. *"What are you putting up with right now?"*
8. *"What are you tolerating right now?"*
9. *"Where are you now in relation to your goal?"*
10. *"What issues are you currently facing?"*
11. *"What problems are you currently facing?"*
12. *"What challenges are you currently facing?"*
13. *"What isn't working for you right now?"*
14. *"What's in the way of your success?"*
15. *"What progress have you made so far?"*
16. *"What have you already tried?"*
17. *"What's going well right now?"*
18. *"What do you need to be doing more of?"*
19. *"What do you need to be doing less of?"*
20. *"What are you excited about right now?"*
21. *"What could you be excited about right now?"*
22. *"What is inspiring you right now?"*
23. *"If you could wave a magic wand at work, what would you wish for?"*
24. *"What needs to be changed at work right now?"*
25. *"What could we work on that would make the biggest difference right now?"*
26. *"What are you currently doing that is not serving you at the moment?"*
27. *"Where are you now and where do you need to be?"*
28. *"What's stopping you from achieving your goal?"*

Creating Momentum For Change



Introduction

Similar to asking questions around the reasons behind the change, you will also need to ask questions to make change an absolute must.

This includes the impacts of doing nothing, how important the goal actually is and what the person is settling for at this moment in time.

Questions around commitment, challenges and sacrifice all need to be asked to really create an environment that will drive the momentum for your staff to move forward.

« *Change will not come if we wait for some other person or some other time.
We are the ones we've been waiting for.
We are the change that we seek.*



Barack Obama

Questions

1. *"Who will you need to become in order to achieve your goal?"*
2. *"How important is this goal to you?"*
3. *"What's in it for you to get this goal achieved?"*
4. *"What's an easy first step that you could take?"*
5. *"What will happen if you stick with the status quo and do nothing?"*
6. *"What will it cost you if you do nothing?"*
7. *"What will it cost you if you don't make this change?"*
8. *"What will happen if you continue with your current course of action?"*
9. *"What do you not want me to ask you?"*
10. *"Is there anything you've been holding back?"*
11. *"Is there anything you've been avoiding?"*
12. *"Is there any benefit of doing nothing?"*
13. *"What are you not ready to change yet?"*
14. *"What question do you think I should ask you about making the change?"*
15. *"If you could take 'a magic pill' to move forward, what would that pill enable you to do?"*
16. *"What avenues have you explored in making this change?"*
17. *"Who could you ask to receive some good council on this?"*
18. *"What are you afraid of?"*
19. *"What's the worst that could happen?"*
20. *"What's the best that could happen?"*
21. *"What's the most likely outcome?"*
22. *"What do you suggest I ask you to move forward?"*
23. *"What are you not ready to change at this moment in time?"*
24. *"What are you putting up with at the moment?"*
25. *"What is the pain for you if you do not achieve this goal?"*
26. *"How will you celebrate when you achieve this goal?"*
27. *"How will you reward yourself when you achieve this goal?"*
28. *"What are you willing to sacrifice to make this change?"*
29. *"How committed are you to making this happen?"*
30. *"Have you ever given up on a goal? How will you avoid this?"*

31. *"How will you feel once you've achieved your goal?"*
32. *"How will you feel if you do not achieve your goal?"*
33. *"Is this goal exciting enough for you?"*
34. *"Will this goal challenge you enough?"*
35. *"Why does this matter?"*
36. *"What does this mean to you?"*

Creating Accountability



Introduction

Lines of questioning around this all focus on who is responsible for making it happen.

Questions will focus on how to measure success, commitment to the goal and what happens if goals or action are not taken.

People who are not held accountable rarely follow through, so it's very important that these type of questions are asked.

Sometimes this is a case of your team member contracting with themselves or someone else. It depends on how they are motivated.

« *At the end of the day we are accountable to ourselves - our success is a result of what we do.*



Catherine Pulsifer

Questions

1. *"How will you make yourself accountable for this?"*
2. *"How would you like to be held accountable for achieving this goal?"*
3. *"How will I know your progress?"*
4. *"How will I know whether you are achieving this goal?"*
5. *"How will I know that you are making progress?"*
6. *"Who else do you need to tell about this goal/change?"*
7. *"Who else can hold you accountable for this?"*
8. *"What commitment are you going to make? How can you make this visible?"*
9. *"What sanctions will you impose on yourself if you are not making progress?"*
10. *"What sanctions will you impose on yourself if you do not achieve this goal?"*
11. *"Who can you contract with?"*
12. *"How will you get commitment to this goal?"*
13. *"How will you stay committed to this goal?"*

Options, Decisions & Taking Action



Introduction

Remember, it's not your role to give the answers!

Instead, it's your role to act as a facilitator and to explore the options available with your staff.

Questions around this area focus on what options are available, what key decisions need to be made and the pros and cons for each option.

What steps can be taken to achieve the goal that will not overwhelm your staff?

It's also important that you focus on the action or actions that need to take place immediately, in the medium and the long term.

At the end of this stage, your coachee should have weighed up the options themselves and have a clear way forward.

« *Once you make a decision, the universe conspires to make it happen.* »

Ralph Waldo Emerson

Questions

1. *"What are your options?"*
2. *"What would work best for you?"*
3. *"What options do you have for moving forward?"*
4. *"How are you going to achieve this?"*
5. *"Which decision do you need to make?"*
6. *"Which choice is the easiest?"*
7. *"Which choice is the hardest?"*
8. *"Which choice do you like best?"*
9. *"Which choice do you like worst?"*
10. *"What do you think you need to do next?"*
11. *"What do you achieve by making that decision?"*
12. *"Which choice has the biggest pay off?"*
13. *"Which choice has the biggest pay off but is most risky?"*
14. *"Which decisions or choices have you avoided making?"*
15. *"What decision would you take if you knew you couldn't fail?"*
16. *"Which decision would be the easiest to take?"*
17. *"What does your gut feeling tell you about each option?"*
18. *"What's the upside of each option?"*
19. *"What's the downside of each option?"*
20. *"What's the first step you could take?"*
21. *"What small step can you take now?"*
22. *"What options are available to you?"*
23. *"In an ideal world what steps would you take for you to achieve your goal the quickest?"*
24. *"What have you tried in the past? What worked and what didn't work?"*
25. *"What advice do you think I would give you and why?"*
26. *"What advice would your best colleague give you and why?"*
27. *"What advice would [ENTER ROLE MODEL HERE] give you and why?"*
28. *"Do you know of anyone who has achieved this? What steps did they take?"*
29. *"If you were 100% confident, what would you do?"*
30. *"What does your intuition tell you about this?"*

31. *"Which action is screaming out to you?"*
32. *"What easy first step could you take?"*
33. *"What must you do going forward?"*
34. *"What's the first thing you could do?"*
35. *"What do you think you need to do right now?"*
36. *"When are you going to start?"*
37. *"What is the hardest part of this for you?"*
38. *"Have you achieved goals like this before? What did you do?"*
39. *"What action can you take immediately after our chat?"*
40. *"What action can you take in the next 24 hours?"*
41. *"Which option do you feel ready to act on?"*
42. *"What actions can you take within the next week?"*
43. *"What actions can you take this month?"*
44. *"What 3 actions can you take to make a start with this?"*
45. *"Imagine 1 week from now. What would you like to have achieved?"*
46. *"Imagine 1 month from now. What would you like to have achieved?"*
47. *"Imagine 1 year from now. What would you like to have achieved?"*
48. *"What does your gut feeling say?"*
49. *"What is your gut feeling telling you?"*
50. *"What could you do differently?"*
51. *"If you could sum the situation up in one word or phrase, what would that be?"*
52. *"What else could you do?"*
53. *"If anything was possible, what would you do?"*
54. *"If you did know, what would it be?" (For those who are having a mental block)*
55. *"What don't you know?" (For those who are having a mental block)*
56. *"Take your time, what do you think?" (For those who are having a mental block)*
57. *"Take your time, what do you feel about this?" (For those who are having a mental block)*
58. *"Take your time, what do you see?" (For those who are having a mental block)*

Making It Happen



Introduction

These questions all focus on what your coachee needs to do to make it all happen.

Whether they can achieve the goal on their own, through to what resources and support they need – your questions should explore all of these options and a lot more.

An important area of questioning is the type of person they will need to become to make it happen.

Will they need to have a radical change in mindset or will it all be down to the tactics, strategy and action that they need to make that will make the difference?

« *Some people want it to happen,
some wish it would happen,
others make it happen.*



Michael Jordan

Questions

1. *"Can you achieve this on your own?"*
2. *"How are you going to go about it?"*
3. *"What resources will you need?"*
4. *"What resources will you need to make this change?"*
5. *"How will you get these resources?"*
6. *"What support do you need to make this happen?"*
7. *"What skills will you need to develop?"*
8. *"Can you turn this around and achieve better results?"*
9. *"What type of person will you need to become?"*
10. *"Who do you need to become to achieve this goal?"*
11. *"How will you need to change as a person to make this happen?"*
12. *"How will you keep yourself going through this?"*
13. *"How can I help you?"*
14. *"Are you confident enough to achieve this?"*
15. *"If you were 50% more confident, what impact would that have?"*
16. *"What resources do you already have to achieve this?"*
17. *"What skills do you already have to achieve this?"*
18. *"Have you decided to take action or are you just hoping you will?"*
19. *"If you had an extra hour each day, what would you do?"*

Following Up on Inaction



Introduction

Let's suppose that your coachee had the best intentions of changing and moving towards a goal but they have ended up doing nothing.

These questions focus in on the reasons why and what has stopped them.

What held them back and what prevented them from making progress?

You will need to cut through excuses and identify legitimate reasons that you can work on overcoming together.

It's important to work through any hurdles, barriers and obstacles that arise.

It's also important to understand if they are just not putting in the time and effort!

« *The only man who never makes mistakes is the man who never does anything.*



Theodore Roosevelt

Questions

1. *"What stopped you from taking any action?"*
2. *"What stopped you from taking your action?"*
3. *"What prevented you from taking any action?"*
4. *"How did you prevent yourself from completing your action?"*
5. *"Did something take priority over this action?"*
6. *"What reasons prevented you from moving forward?"*
7. *"What did you do instead of taking your action?"*
8. *"What impacts have there been of you taking no action?"*
9. *"How will you prevent yourself from not taking action in the future?"*
10. *"Where are you stopping short?"*

Potential Limiting Beliefs and Barriers



Introduction

There will most likely be some obstacles that will get in the way of your team achieving their objectives and goals.

It's important to investigate any potential barriers that might get in the way so your team can plan for them.

Some of these barriers will be from the outside world and some will be from their inner world. i.e their limiting beliefs and self-doubt.

Ask questions to explore what might be holding them back if this has been identified and probe around any confidence issues that they may have.

« *Being your best is not so much about overcoming the barriers other people place in front of you as it is about overcoming the barriers we place in front of ourselves.* »

Kieren Perkins

Questions

1. *"What might get in the way of you achieving this goal?"*
2. *"What obstacles are you likely to meet?"*
3. *"How might you get side tracked with something else?"*
4. *"What will be the hardest part of this for you?"*
5. *"How might you get yourself off track with this?"*
6. *"Is anything holding you back?"*
7. *"Is anything holding you back from achieving this?"*
8. *"What might you be assuming here?"*
9. *"Are you using this to grow or are you beating yourself up with it?"*
10. *"Is there anything you need to stop or give up in order for you to achieve this?"*
11. *"If other priorities crop up, what will you do?"*
12. *"Do you have any limiting beliefs about this?"*
13. *"Does this belief empower you or disempower you?"*
14. *"How confident are you in moving forward with this?"*
15. *"Are you willing to do whatever it takes to achieve this goal?"*
16. *"Are you willing to do whatever it takes to make this change?"*
17. *"What is holding you back from making this change?"*
18. *"Who else is this hurting or impacting?"*
19. *"What is your mindset like when facing this?"*
20. *"How will you support yourself in making this change?"*
21. *"How will you overcome any barriers that are put in the way?"*
22. *"Who is holding you back here?"*
23. *"Who is draining you?"*
24. *"Is that a story or the truth?"*
25. *"What rules do you have that are getting in the way?"*

Dealing With Limiting Beliefs



Introduction

If some limiting beliefs have been identified then you will want to discuss the impact of them on the end goal and also explore how to remove them.

These questions focus on the reasons behind the beliefs, where they manifest themselves and how much better the situation would be if they were tamed.

The way to remove limiting beliefs is to get your team member to question them to death so it really puts doubt in their own mind that they are valid.

Beliefs are normally created from events and thoughts that have happened in the past so you may need to revisit these with your team member to analyse why they have been created and the circumstances surrounding them.

« *You begin to fly when you let go of self-limiting beliefs and allow your mind and aspirations to rise to greater heights.*



Brian Tracy

Questions

1. *"What's holding you back with this?"*
2. *"Are you giving this thought too much importance?"*
3. *"Is this an unrealistic expectation?"*
4. *"Why is this thought utter BS?"*
5. *"Are you standing in your own way? How are you?"*
6. *"Where did this doubt come from?"*
7. *"What does this doubt look like?"*
8. *"Where did this belief come from?"*
9. *"Who gave you this belief?"*
10. *"How is this belief holding you back?"*
11. *"What have you tried to overcome this belief?"*
12. *"What is this belief costing you?"*
13. *"Is this belief a positive influence?"*
14. *"Are you being too hard on yourself?"*
15. *"List the reasons why you are too hard on yourself"*
16. *"What are you avoiding?"*
17. *"By avoiding this....how does this impact you? Your life? Your work?"*
18. *"What's getting in the way?"*
19. *"How much more effective would you be if you let go of the limiting belief?"*
20. *"How much better would your life be if you let go of the limiting belief?"*
21. *"Why do you think these thoughts are getting in the way?"*
22. *"If you could give these thoughts a name, what would it be and why?"*
23. *"What do you think these thoughts are protecting you from?"*
24. *"What new thoughts and beliefs could replace your old ones?"*
25. *"What beliefs would serve you better and why?"*
26. *"What evidence do you have to support these new beliefs?"*
27. *"What emotions do you like to avoid feeling and why?"*
28. *"What is it that you believe in that is stopping you?"*
29. *"If you weren't scared would what you do?"*
30. *"What would someone have to say to you to really hurt your feelings?"*

31. *"What's the best thing that anyone could ever say to you?"*
32. *"What's the worst thing that anyone could ever say to you?"*
33. *"Is that your head or your heart talking?"*
34. *"What evidence do you have to back that up?"*
35. *"If you changed your belief about this, what would be possible?"*
36. *"Is this belief really valid today?"*
37. *"Why is this belief valid today when it was made a long time ago?"*
38. *"How can you absolutely know 100% that it is true?"*
39. *"You mentioned it's always held you back. Always? Every single time without fail?"*
40. *"Really? Always?"*
41. *"Everything before the 'but' is BS. Why is this?"*
42. *"Are you trying to please someone here?"*
43. *"Who are you trying to please?"*
44. *"How can you train people on how to treat you?"*
45. *"Who can you mix with who will help you to get over these beliefs?"*
46. *"Who have you been hanging out with who knocks your confidence?"*

Reviewing & Adjusting



Introduction

These questions are for when you are reviewing progress.

You may need to take stock of the situation or you may have a formal review session in place.

You will want to explore what progress has been made towards the goal and what the next steps are.

Is the person still motivated towards achieving the goal?

What adjustments need to be made to mindset or strategy to make it happen from here?

« *Do not confuse motion and progress.
A rocking horse keeps moving but
does not make any progress.*

Alfred A. Montapert »

Questions

1. *"What progress have you made to date?"*
2. *"What did you achieve that surprised you?"*
3. *"What's been your biggest achievement to date?"*
4. *"What were you most proud of?"*
5. *"What could you have done differently?"*
6. *"On a scale of 0-10 with 10 being best, how are you feeling towards your goal at the moment?"*
7. *"What has worked so far?"*
8. *"What hasn't gone to plan so far?"*
9. *"What have you learned so far?"*
10. *"What do you need to start doing?"*
11. *"What do you need to stop doing?"*
12. *"What do you need to do more of?"*
13. *"What do you need to do less of?"*
14. *"What actions do you need to adjust in the future?"*
15. *"What's the plan of action from hereon in?"*
16. *"Do you need to adjust any of your goals? Why?"*
17. *"How do you feel towards your timescales?"*
18. *"What are your 3 biggest priorities with this now?"*
19. *"What will be your next action to take?"*
20. *"How will you ensure that this does not slip in the future?"*
21. *"What is the most important thing you need to do next?"*

Thought Starters



Introduction

These questions are used to generate conversation.

They are very useful “go to” questions to ask your staff to elaborate on their reasons.

Have a read through and select a couple that you can use for your upcoming session.

Give them a go. Even if it’s just one!

« *It is not the answer that enlightens,
but the question.*

Eugene Ionesco



Questions

1. *"If you could only change one thing right now, what would it be?"*
2. *"If you could stop doing only one thing right now, what would it be?"*
3. *"If you could start doing only one thing right now, what would it be?"*
4. *"What question do you feel I should ask you next?"*
5. *"If you were coaching yourself, what would you do?"*
6. *"If you were coaching yourself, what would you ask yourself next?"*
7. *"Think of a role model. Name them. Now, how would they deal with this situation?"*
8. *"Are there any decisions or actions that you have been putting off or avoiding?"*
9. *"Is doing nothing an option here?"*
10. *"I don't think you really want to change. Convince me otherwise."*
11. *"I don't think you really want to move ahead with these goals. Convince me otherwise."*

Question Openings



Introduction

Use these question-opening templates to plan out questions on your own.

You'll find by writing down or by reading them aloud that you will soon be able to create some questions of your own without using this guide!

Within this guide we have included 28 different openings to questions that you can ask.

Work your way down them and see if any jump out at you.

Select a couple for you to try.

« *If you do not know how to ask the right question, you discover nothing.* »

W. Edwards Deming

Questions

1. *"Play with me here...."*
2. *"Imagine that..."*
3. *"I'm curious..."*
4. *"Have you ever..."*
5. *"So, tell me..."*
6. *"Take a step back and..."*
7. *"I was wondering..."*
8. *"Let's assume that..."*
9. *"Just for a moment..."*
10. *"How about..."*
11. *"Do you ever..."*
12. *"Think of a time..."*
13. *"Looking back..."*
14. *"Thinking to the future..."*
15. *"On a scale of..."*
16. *"Rate yourself on..."*
17. *"What score would you give yourself..."*
18. *"If you were..."*
19. *"If you could..."*
20. *"In a nutshell..."*
21. *"Sum up..."*
22. *"Thinking broadly..."*
23. *"Thinking big picture..."*
24. *"What skills...."*
25. *"What support..."*
26. *"What role do you play..."*
27. *"Is being with..."*
28. *"I'm going to interrupt you here..." (Good with people who don't stop talking or ramble on)*

Wrap Up



Introduction

You do not want your coaching sessions to just fizzle out.

Instead, you will want them to conclude in a focused way with both of you understanding what the next steps are.

These questions are all about summarising the session, the lessons learned, the actions to be taken and the next steps.

« *If I have learned one thing from experience, it is this: never underestimate how extraordinarily difficult it is to understand a situation from another person's point of view.*

Eleanor Catton »

Questions

1. *"How did that go?"*
2. *"How do you feel after that?"*
3. *"Can you summarise what we covered?"*
4. *"What can you take away from today?"*
5. *"What were the key learning points from today?"*
6. *"What can you take forward from today?"*
7. *"Do you feel better towards..."*
8. *"What's the first action you are going to take?"*
9. *"What are you now going to do differently?"*

Questions Not To Ask



Introduction

Yes!

There are certain questions you will not want to ask.

These are usually either leading questions or judgmental questions with no coaching involved!

Be careful not to ask these questions.



*Yes is the answer.
What's the question?*



Anonymous

Questions

1. *"Who is to blame for this?" (Coaching is not a blame game!)*
2. *"Why don't you do it this way?" (Coaching is not telling)*
3. *"Aren't you going to talk to this person about it?" (This is a leading question)*
4. *"Do you have issues with your client?" (This is a leading question)*
5. *"Have you tried..." (This is a leading question)*
6. *"If you don't have a plan, how will you get it done?" (This is a rhetorical question. Judgmental)*
7. *"Why do you keep doing this over and over again then?" (This is a rhetorical question. Judgmental)*

What Next?

We published **"400 Coaching Questions"** to help leaders become more effective with their coaching sessions.

We hope you found it useful?

If you would like to discuss how MTD can help you or your leaders to take their performance to the next level then we'd love to hear from you. Please contact us on info@mtdtraining.com



MTD Training are a multi-award winning, global training partner and we have developed managers from thousands of different organisations from hundreds of different industries.

We specialise in providing face to face, digital and blended solutions for improving leadership capability.

- [Management & Leadership Courses](#)
- [360 Degree Feedback](#)
- [Bespoke, Customised Training Solutions](#)
- [DISC Assessments](#)
- [Digital & Online Training Solutions](#)
- [Management Blog](#)



www.mtdtraining.com



UK 0333 320 2883 INT +44 2476 992 486



info@mtdtraining.com