

Coaching Skills for Volunteer Program Managers



**Presented by
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Coaching Questions

To get the volunteer to examine his or her own behavior:

1. On a scale of one to ten, how do you think you're doing?
2. What would a ten look like?
3. How do you think your co-workers would rate you?
4. How would they describe your strengths?
5. What would they say you could improve on?
6. What would they like to see more of from you?
7. What would they like to see less of?
8. What could you do to be more of a 10?
9. Who do you think is the best member of the team?
10. What qualities does she have that lead you to say that?
11. Which of those qualities do you have?
12. What could you do to develop those qualities?
13. What could I do to help you develop those qualities?
14. What support do you need to succeed?

To help the employee to learn from experience: Identifying the Experience:

- What happened?
- How are you doing?

Analyzing the experience:

- How would you evaluate your performance?
- Why did things go that way?
- Why did you do so well?
- What caused these difficulties?
- What factors in the situation contributed to things working out this way?
- What were the strengths of your approach?
- How could the approach have been improved?

Generalize:

- If you had it to do over again, what would you do differently?
- Based on your analysis, how could you do even better next time?
- What would you tell someone else who is about to attempt this?

The GROW Model

The Grow Model is adapted from the book *The Inner Game of Tennis* by Tim Gallwey.

Goal:

What is the goal of the conversation or coaching session? What is the topic for discussion and the desired outcome? Sample questions for this step include:

- What would you like to accomplish?
- What do you need to help you improve?
- What's in your way?

Reality:

What is the reality of the situation now? What is the story, the obstacles, the assumptions being made, significant factors, feelings. Sample questions include:

- What's the current situation?
- What are your feelings now?
- What are the strengths of your approach?

Options:

What are the options? Explore possibilities; brainstorm. Make suggestions only when invited to do so. Sample questions include:

- What options do you have in this situation?
- What could you do?
- What else can you do?
- Who can help?
- How can you involve them?

Wrap-up:

What are the next steps? What action will be taken? Gain commitment to action. Sample questions include:

- What will you do?
- By when?
- What will you do today to get started?

As always, the coach's role is to question and listen without judgment, encouraging the other person to solve his or her own problem.

More Grow Model Questions

Goal setting:

- what should be the goal for the coming period?
- what do you want to achieve?
- in what ways can you measure the quality of your outcome?
- in what ways is your role changing?
- what are your special interest areas?
- what skills/knowledge do you need to help you develop further?
- what are your short term priorities?
- what are your medium and long term goals?

Reality testing/reviewing:

- what is happening now? what is the current situation?
- what difficulties do you foresee?
- what are your feelings now?
- what support are you getting to help you achieve your goal?
- what has been going well in progressing towards. . .?
- what are your feelings in doing this job?
- what is your feeling about the level of cooperation you have received?
- what personal skills/technical skills have you developed?
- what have been the difficulties, the challenges?
- what do you think are the reasons for these difficulties?

Options:

- what are the options to overcome these challenges?
- what are the positive and negative factors of these options?
- what are your feelings about these options?
- what are ways of continuing to build on your strengths?
- what will you do?
- what are you going to do?
- when are you going to do it?
- will this action meet your goal?
- what obstacles might you encounter?
- who needs to know?
- what support do you need?
- how and when are you going to get that support?
- what other considerations do you have?

Wrap-up:

- what will you do?
- when will you do it?
- what will you do today to get started?
- what will you do before our next meeting?