

Here we go!

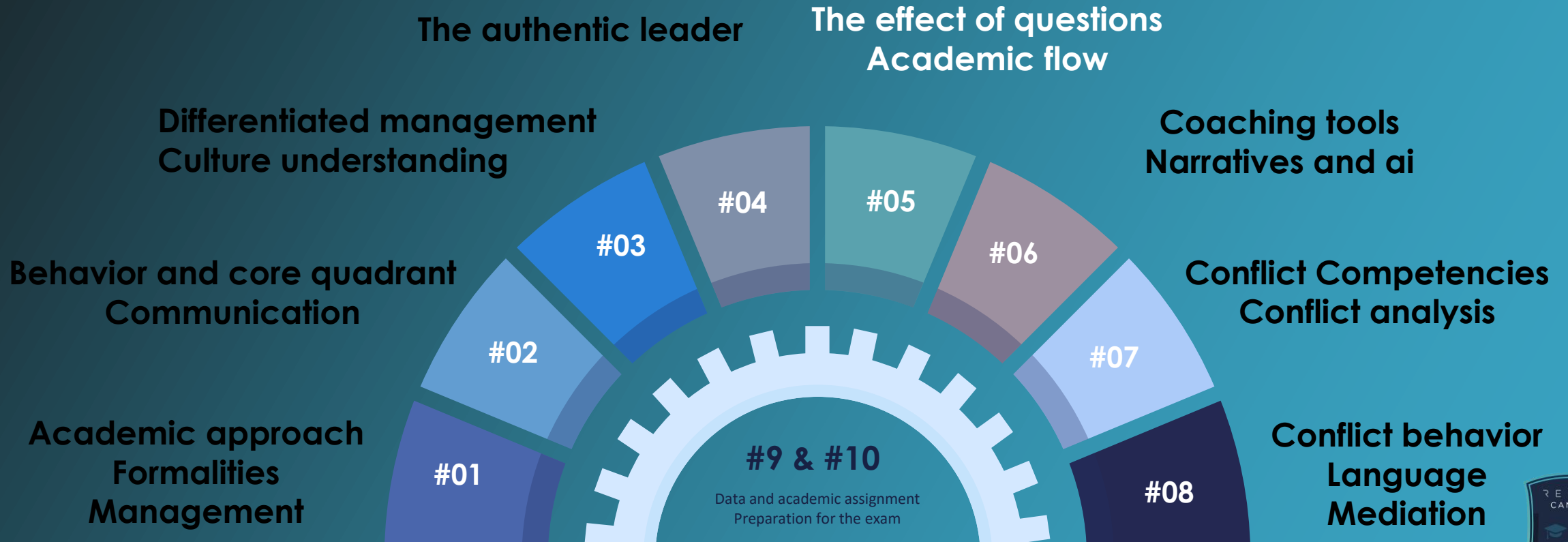
#5

# The effect of questions



# The academic formula

## Coaching and conflict management in your leadership



## TODAYS PROGRAM

Your power as a coaching leader

The effect of questions  
- Karl Tomm





**What was the biggest learning from yesterday?**

**And what do you want to focus on in your leadership and why?**



Many of the theories in this course carry the same message

**The importance of...**

**being curious on others instead of prejudging them**



# ”COACHING”

Coaching is about helping a person to figure out how to solve tasks with their own answers and actions



# Coaching model

when coaching you should be in a state of:



**Curious**

Is open minded with  
no prejudgements



**Connected**

Use active listening  
and stop your own  
dialogue



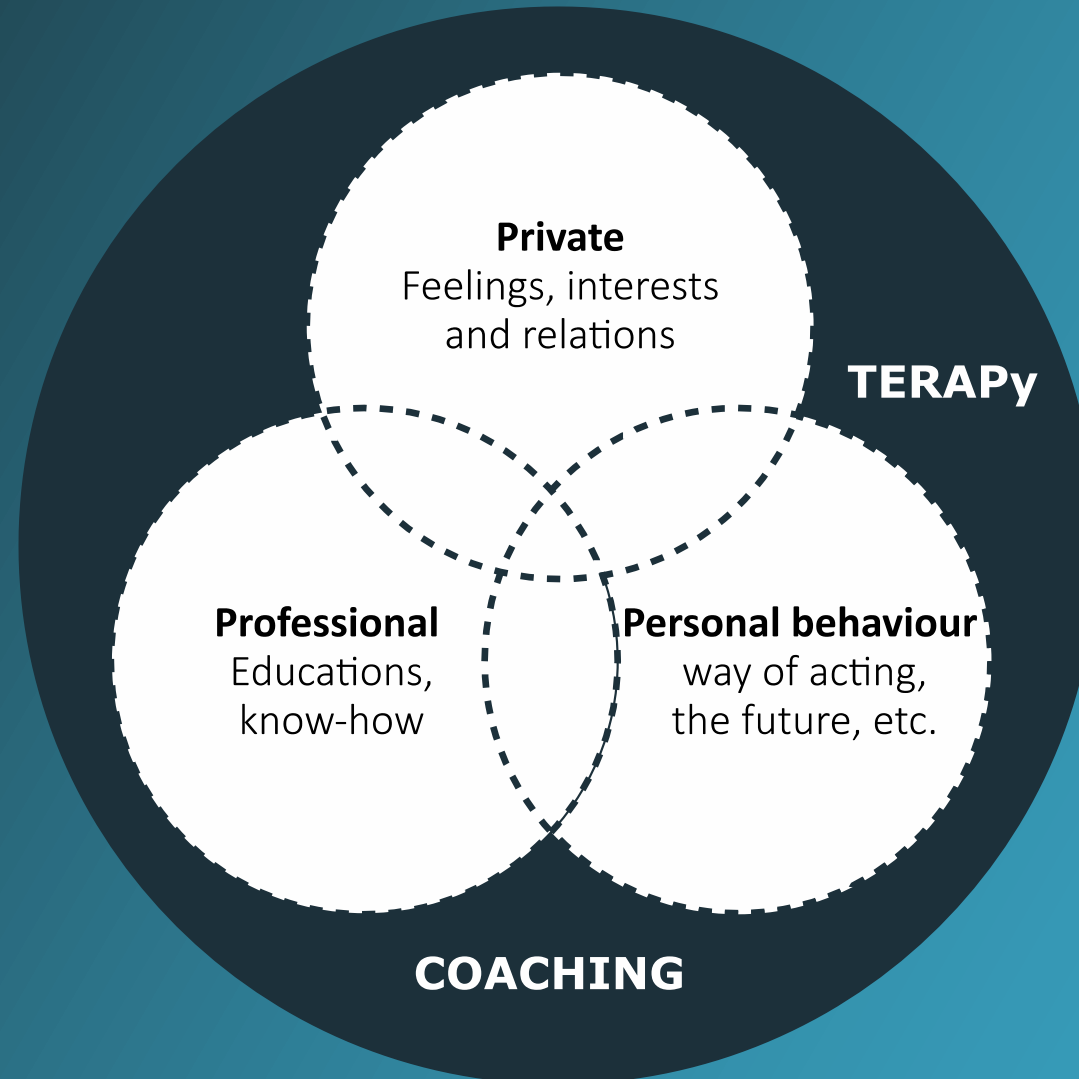
**Neutral**

Listen without judging,  
keeping good advises to  
yourself - use  
appreciative Inquiry



- You must know what you are touching upon
- Coaching in a leadership must not be used for therapy

## Your domains







**How is coaching important for your leadership?**

**Which theories, that you know of, are relevant to reflect upon in order to be a coaching leader?**

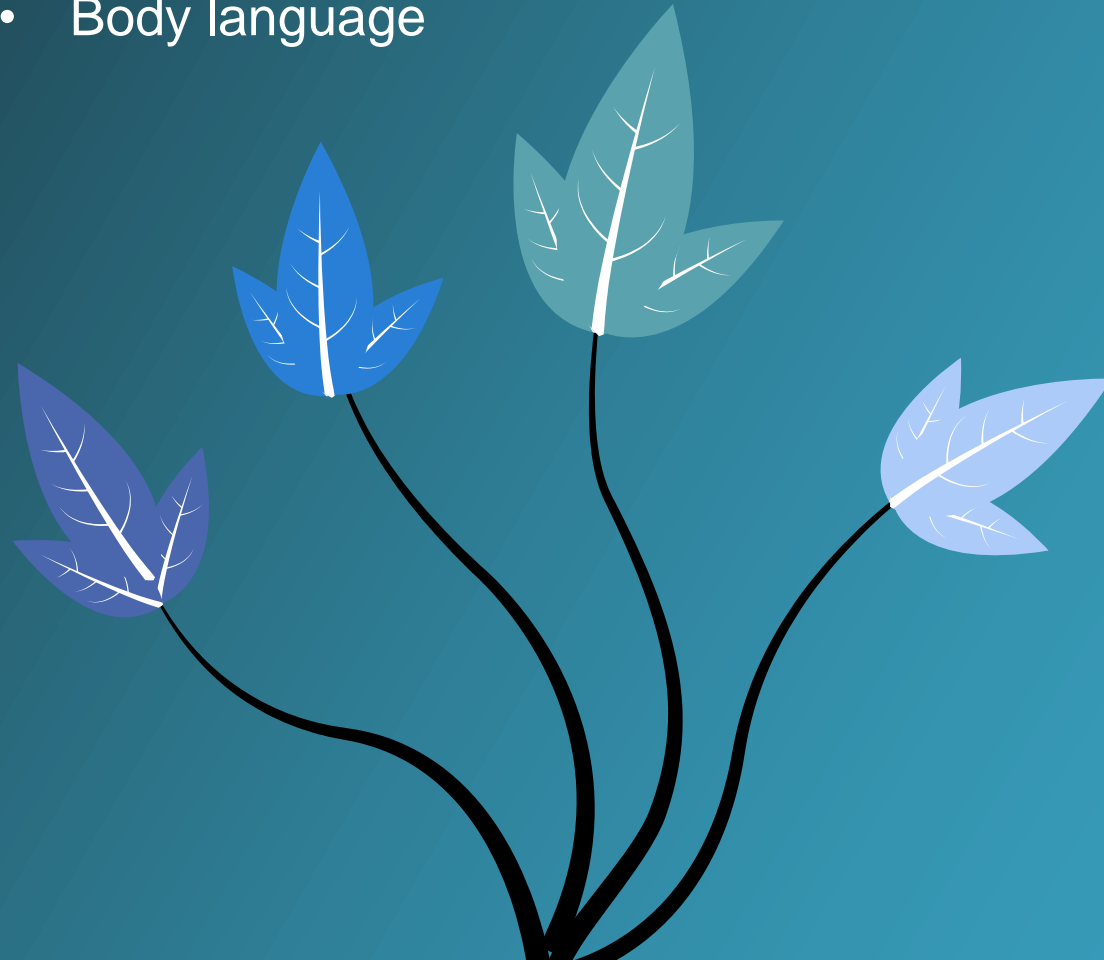
# Set the context of a coaching session

- Place / Room
- Interior
- Body language

- The relation / Ethics

- Agree on time
- No disturbance
- Preparation

- Language and focus
- Presence and setting the frame



# The Power of Questions

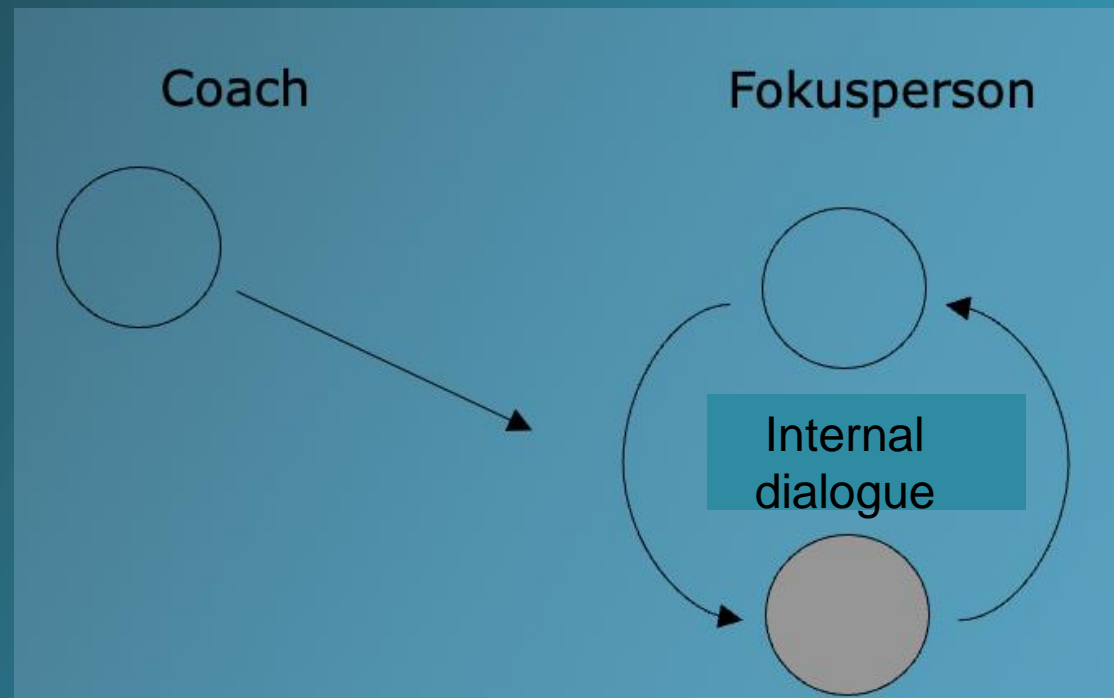
Questions are your most important tool

No questions are “free” = All questions have an affect  
The question is like a flashlight that lights up one thing, and  
leaves the other thing in the dark

**The purpose of questions is to  
create reflection and new  
perspectives**



Asking questions is needed to create **appropriate disturbances** within your focus person → create reflection



# An “appropriate” disturbance helps the person come close to the nearest development zone

Too **small** a disturbance

The usual – everything stays the same

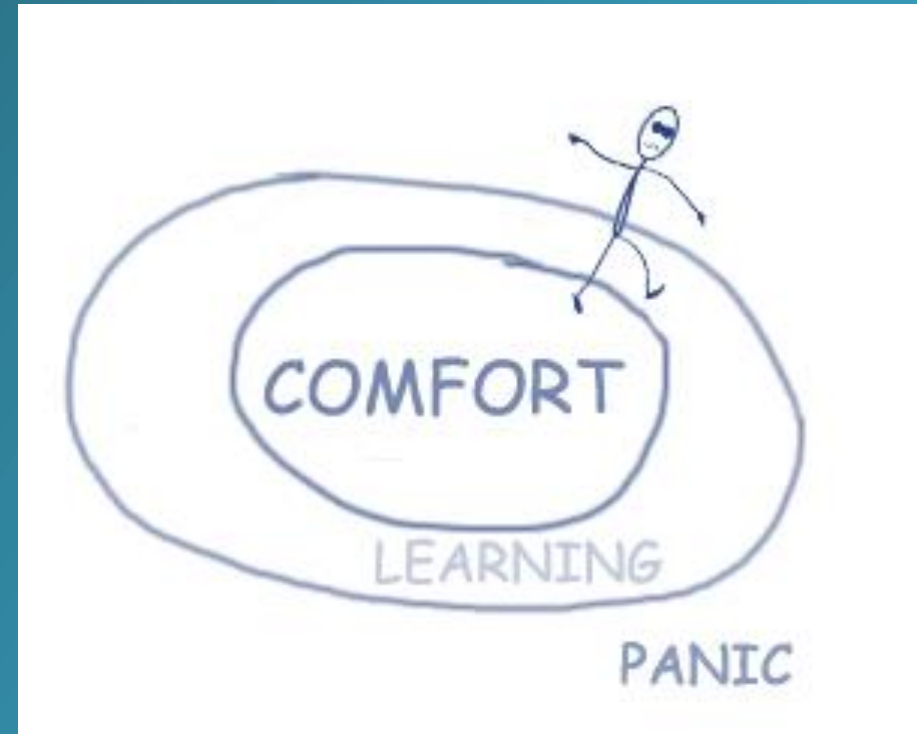
An **appropriate** disturbance

The usual – a curiosity that evokes change, and new insights and increased awareness

Too **big** a disturbance

Very unusual

Shuts down the curiosity and inspiration



“Double click” on words, feelings that can be interpreted

Watch your wording:

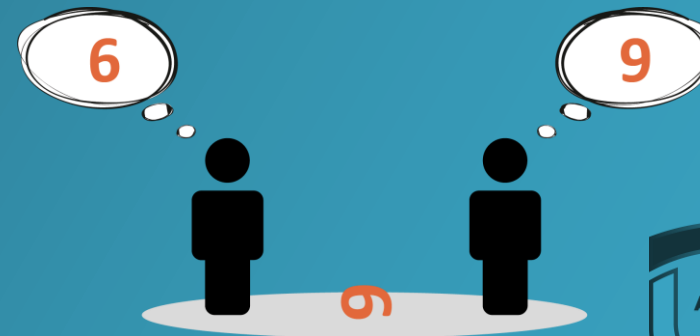
“why”

“how come”

“I’m curious to understand”

Use questions

# Do not assume!



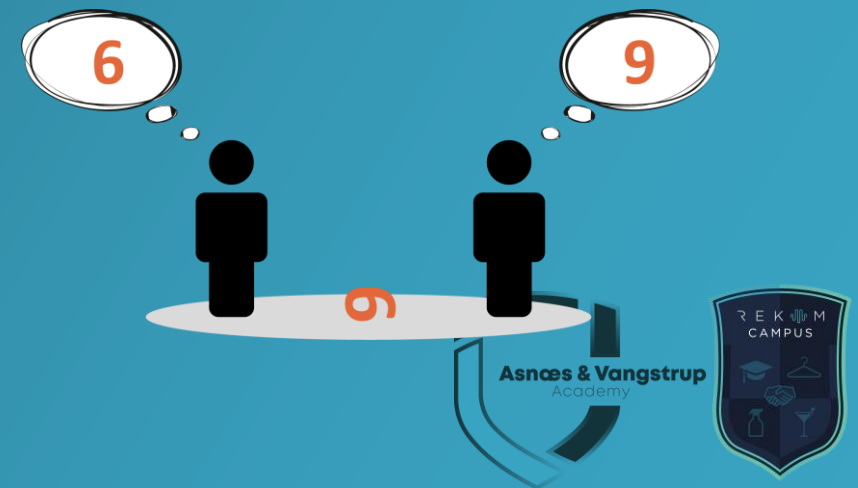
# Open-ended questions and Closed questions

**Open-ended questions** are questions that require more than a short, fixed response. Open-ended questions attempt to make the person who is answering the question give a more detailed and elaborate response/feedback

- What do you think about this situation?
- How do you feel about that decision?
- Why do you think that happened?
- Tell me more about your experience?

**Closed questions**, on the other hand, are questions that can be answered with a simple "yes" or "no" or a short answer. These types of questions are often used to gather specific information or confirm fact.

- Did you finish the project on time?
- Are you happy with your job?
- Can you take a shift tomorrow?





# LET'S TRY!



1 focus person  
1 coach  
1 observant

**Topic:** work related issue  
**Aim:** double click and ask curious questions that creates reflection within the focus person  
**Remember:** no names, no pointing fingers, respectful dialogue



**Which questions have you had a good experience with when asking them?**

**Why do you think that these questions are good to ask?**

**How do you think that the employees perceive them?**



# Question-asking techniques

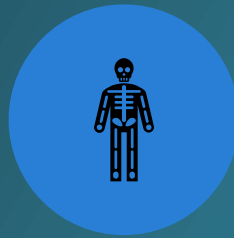
- 20 % speaking
- 80 % listening and observing – Use your knowledge of Mehrabian's rule
- Read emotions
- Active listening – 5 steps to listen
- Stop the dialogue/commenting in your head
- Double click on the words that your focus person is saying



# Question-asking techniques



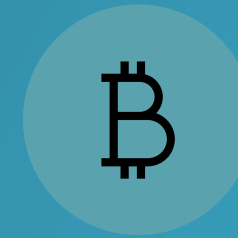
Use as simple, easy and understandable questions as possible



**Closed or delimited questions** are good when you want someone to decide on something:  
'Is that a yes or a no?'



**Challenging / open questions** are reflective, and are often used to influence someone to do something:  
'What does it take for you to do something about it?'



**Confronting questions** invite the other to consider a possibility:  
'What would happen if you said that you are not a part of it anymore?'





Good questions can make other people see things in another perspective, and they can be used to understand how something can be experienced from another point of view

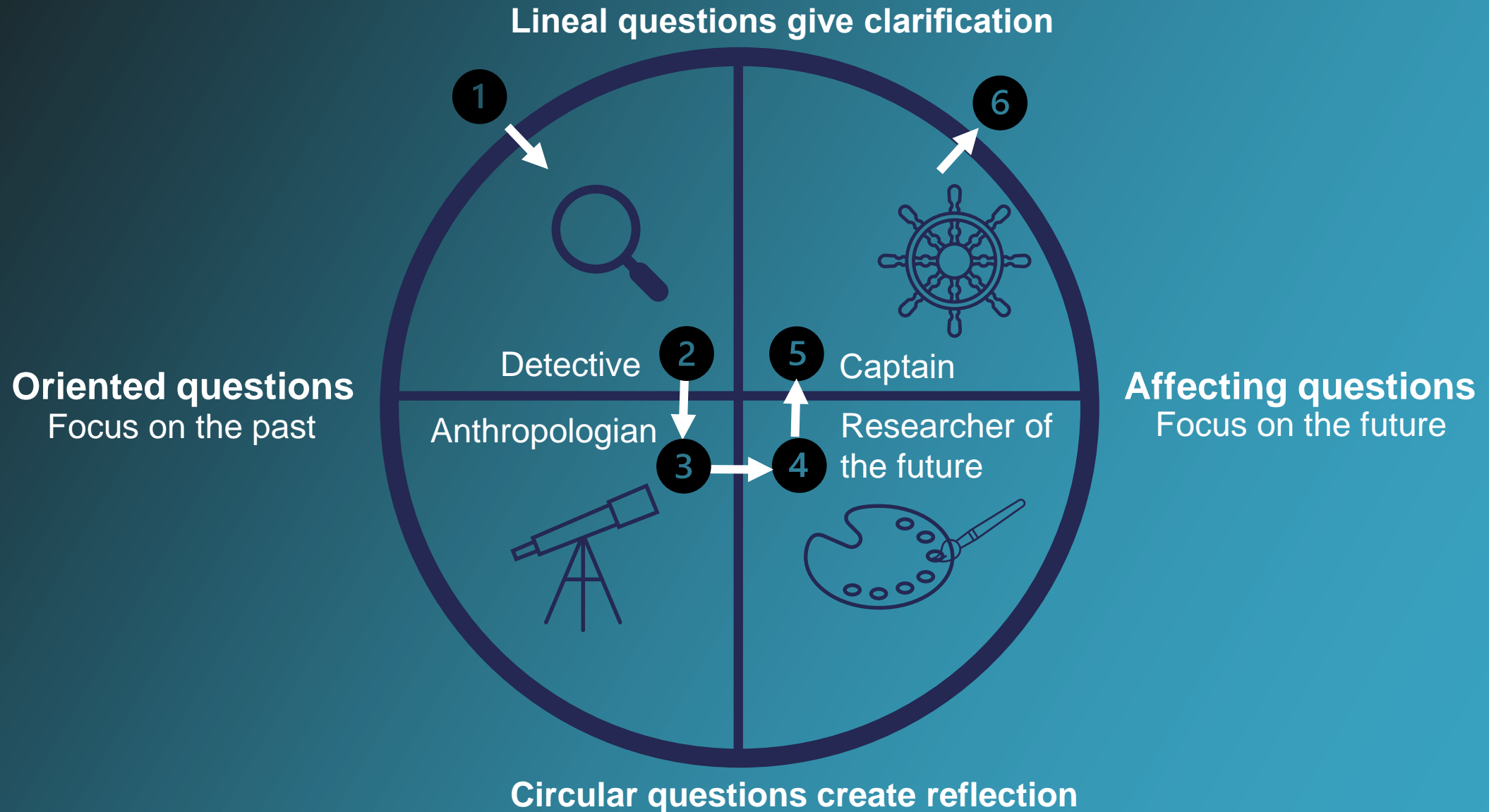
– especially in conflicts

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Good questions give the focus person insight

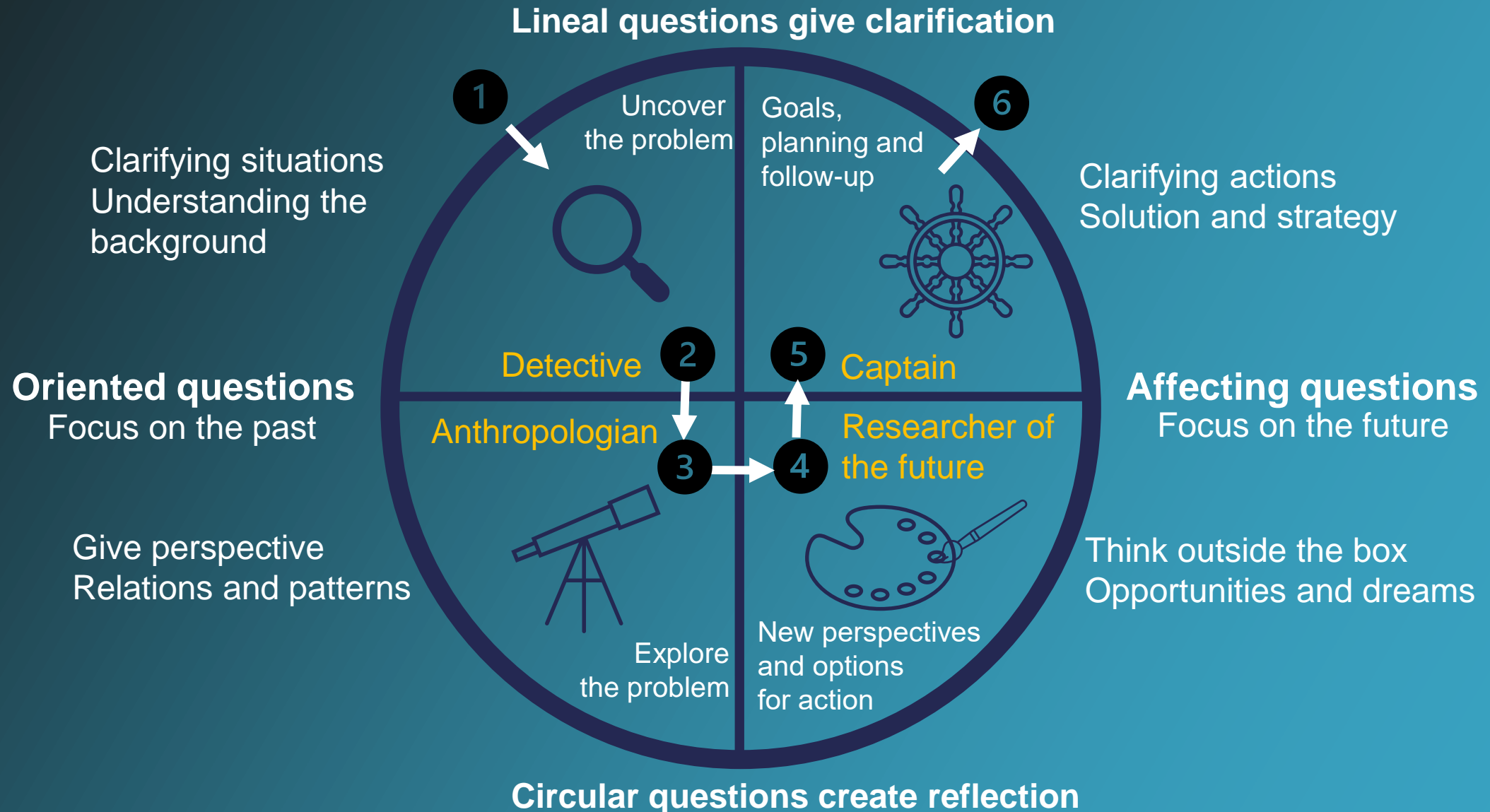


# Karl Tomm's question-asking technique



# Karl Tomm's question-asking technique

## The intention behind the question





# Karl Tomm's question-asking techniques

## Concrete / specific, clarifying / elaborative

### In a conflict:

- How do you experience the situation?
- Who is involved?
- What happened?
- What does it mean?
- When did it start?
- What is at stake?
- How does it affect your everyday life?

### Empowerment:

- Which tasks are you taking responsibility for?
- How do you do it?
- What do you tell the others?

Detective

1

## How can we reach our goal?

## What is your strategy for reaching the goal?

### Examples

- What if we did it this way...?
- What can we conclude from our talk?
- What would you do differently next time?
- Which option do you choose?
- To what extent does this comply with your goals?
- When exactly do you want to start each activity?
- When exactly do you want to finish each activity?

Captain

4

## Exploring and reflecting upon relations, norms and opinions

### Look at it from another perspective

### Put the situation in another context

### About emotions

### The meta perspective

- Talk about the conversation – the fly on the wall

### Acknowledged research

- How did it affect you?
- What did you feel?
- What would happen if you did it another way?
- If your colleague could give you a good advice?

Anthropologist

2

## Dreams and new thinking – The dream behind the frustration Perspective / Hypothetical - Metaphor – creating pictures

Researcher  
of  
the future

3

### The miracle questions:

- If everything was possible, what would you do?
- When we talk about this next time, what has happened then?
- What do you wish for future reference?

### More resources:

- What would you do if you had more time?
- Could you do something else?

### Dreaming from another perspective:

- What could you do to change that?
- What options do you have for achieving your goals?



# LET'S TRY!



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# Case: What we agreed upon, has not been done

There is a new procedure on how to close the bar, which must be implemented, and this task has been delegated to an employee X.

Now it has been brought to your attention that the procedure is not being respected by the rest of the team.

You have given the task to X, because he took part in completing the procedure and is the best employee to complete the task.

Another week has past, and the procedure is still not being respected.

Now, you will have a coaching conversation with X on the case:

1. Using the Karl Tomm's question-asking model, write down your questions
2. Role play the conversation with the focus person
3. Reflect upon which questions works well and not





**What questions do you use the most in your everyday life considering Karl Tomm's model?**





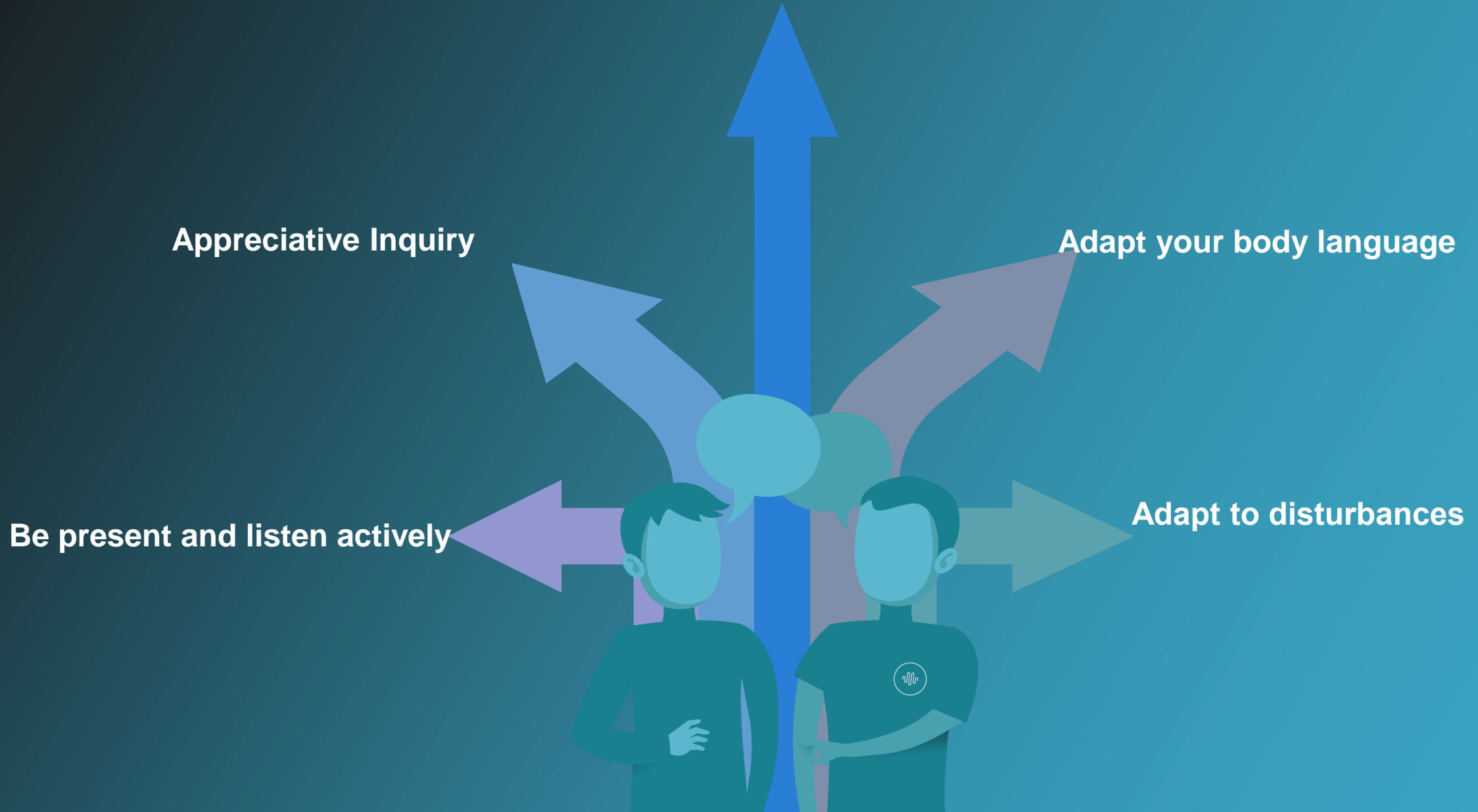
**You need to find a person, with whom you can practice coaching.**

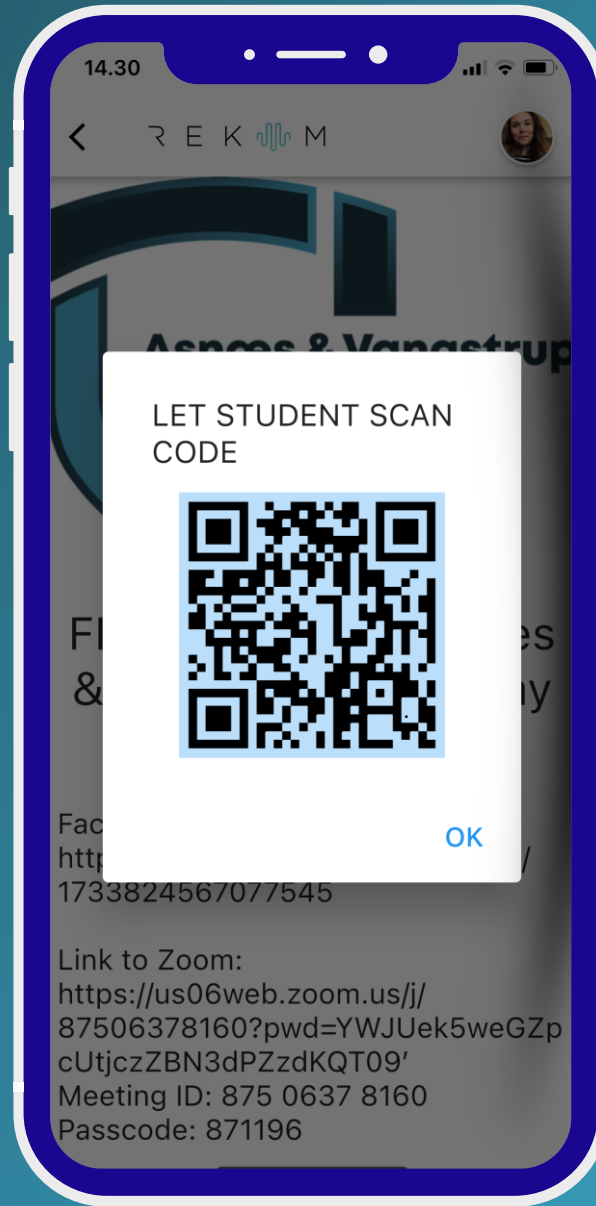
The time has come for you to start practicing your coaching communication.

This is a task you have to work with between the modules of this course



# Ingredients to a coaching dialogue





# Team B Finland web 5 Get your QR beep

Go to REKOM LIFE

