



# OLCC

Organizational  
Leadership Coaching  
**Credentialing Program**

## POWERFUL QUESTIONS

The act of gathering data impacts the outcome of the coaching intervention itself, so effective coaches select questions very carefully. The following list is intended to be a pool of options from which a coach can draw.



## STARTING THE SESSION

What's occurred since we last spoke?

What would you like to talk about?

What's new? What is the latest?

Give me an update—what's happened since the last time we met?

Tell me about something you are proud of that has happened since last we spoke.

What challenges are on your mind right now?

## DIGGING DEEPER & OPENING UP

What do you mean?

What does that feel like?

What does that look and sound like?

What about your current situation is not clear?

That is interesting—say more about that.

What's behind that?

Such as?

Tell me more about that.

What other ideas, thoughts, or feelings do you have about it?

What is an example?

For instance?

Like what?

## FACTS & HISTORY

What caused it?

What led up to it?

What have you seen others do that might work for you?

What have you tried so far?

What do you make of it all?

If you could do it over again, what would you do differently?

If it had been you, what would you have done?

How else could a person handle this?

If you could do anything you wanted, what would you do?

# FUTURE POSSIBILITIES

What do you want?

What is your desired outcome?

What is possible?

If you got it, what would you have?

How will you know you have reached it?

If you got it, what would you have?

What would it look like?

What would it feel like?

What if it works out exactly as you want it to?

Let's shoot for at least five potential solutions. What else could you do?

What might be some approaches you can take? What else might work?

What is exciting to you about this?

What is the urge?

What does your intuition tell you?

How do you suppose it will all work out?

What will that get you?

Where will this lead?

What are the chances of success?

What is your prediction?

What is the opportunity here?

What will happen if you do, and what will happen if you don't?

What options can you create?

What is here that you want to explore?

What part of the situation have you not yet explored?

What other angles can you think of?

What is just one more possibility?

What are your other options?

If you had 3 wishes for what could be better, what would they be?

If your life depended on taking action, what would you do?

If you had free choice in the matter, what would you do?

If the same thing came up again, what would you do?

If we could wipe the slate clean, what would you do?

If you had it to do over again, what would you do?

# PROBLEMS & CONCLUSIONS

It seems like you are assuming that \_\_\_\_\_ can't change.  
How true is that?

In what ways does the organization make your job more difficult?

What resources do you need to help you decide?

What do you think this all amounts to?

How would you summarize the effort so far?

What is the most logical conclusion?

What is the challenge?

How does this fit with your plans/way of life/values?

What do you think that means?

What is your assessment?

What is the action plan?

What will you have to do to get the job done?

What support do you need to accomplish it?

What are the most important factors in this situation? -OR-  
What was most significant to you about this situation?

What barriers might stop you from reaching this goal?

What in this situation is within your control?

If you can't change this, how can you make peace with it?

What action steps have you already thought about taking? What stopped you?

In what ways are you contributing to this situation?

What will you take away from this?

How do you explain this to yourself?

What was the lesson?

How can you make sure you remember what you have learned?

How would you pull all this together?

What seems to be the trouble?

What seems to be the main obstacle?

What is stopping you?

What concerns you the most about . . . ?

How is this working?

What action will you take—and after that?

What will you do? When?

Where do you go from here?

What are your next steps? By when?

How do you suppose you could improve the situation?

How do you suppose you can find out more about it?

What kind of picture do you have right now?

# GETTING TO KNOW YOUR CLIENT

What are your strengths? Why? Examples?

What areas or skills do you most need or want to develop? Why?

What tasks of yours are getting done/not getting done?

What is your role in the organization, and how long have you worked within this team/system?

Describe your leadership style. And your communication style.

What do you think are the priorities in your leadership development?

What's the most important thing to develop & why?

How often do you interact with your colleagues? With your leaders?

With your direct reports? With your peers?

Of these interactions, give me an example of an interaction that worked well. Give me an example of an interaction that did not go well.

On a ten-point scale (ten is high) how well do you accept feedback and recommendations for change?

Tell me a story that illustrates your leadership/management style?

What could enhance your performance and make you more understood and effective?

What do you believe others appreciate most about you?

What do you imagine your leader would most want change about your skillset, style or approach? How about your direct reports?

What are your major contributions to the organization?

What things would you most like to start, stop or change?

What are your key talents?

How well do you interact with others?

Discuss how your manager's style helps and hinders your performance?

What avenues are available to you to communicate (formally and informally) with your leaders? With your colleagues?

How do you react to and perform under stress?

How do you know you're doing a good or poor job when working with your leaders? With your direct reports?

Tell me a story that shows how you are perceived in the team or organization?

How well do you listen?

Anything else I should know about you?

What is the highlight of your relationship with your leader? With your direct reports?

# 360 INTERVIEW QUESTIONS

What are his/her strengths? Why? Examples?

What are his/her areas for development? Why? Examples?

What tasks of theirs are getting done/not getting done?

What is your working and reporting relationship? How long have you worked with him/her? What historical information could you share?

Where do you and they fit into the organizational chart?

Describe their leadership style. And their communication style.

What do you think are the priorities in their leadership development?

What's the most important thing to develop & why?

How often do you interact with them?

Of these interactions, give me an example of an interaction that worked well. Give me an example of an interaction that did not go well.

On a ten-point scale (ten is high) how well do they accept feedback and recommendations for change?

Tell me a story that illustrates their leadership/management style?

What could enhance their performance and make them more understood and effective?

What do you appreciate most about them?

If you could change one thing about this person, what would it be?

What are their major contributions to the organization?

What things would you like them to start, stop or change?

What are their key talents?

How well do they interact with others?

Discuss how your manager's style helps and hinders your performance?

What avenues are available to you to communicate (formally and informally) with this person?

How do they react to and perform under stress?

How do you know you're doing a good or poor job when working with this person?

Tell me a story that shows how they are perceived in the team or organization?

How well do they listen?

Anything else I should know about them?

When do you find yourself calling on them, and when would you sidestep them?

What is the highlight of your relationship with this person?