

## Coaching Questions by Function Pair (of the Coach)

The following questions were generated by participants of OKA's Using Type in Coaching Workshop--sorted by function pair.

Coaches have a powerful role. The act of gathering data actually impacts the outcome of the coaching intervention itself, so the effective coach selects questions very carefully. Note that no one group asks better questions than any other, but type does seem to play a role. This is not intended to be an exhaustive list of questions—merely a pool of options from which a type-savvy coach can draw to ensure that all preferences are considered, or at least no preference becomes a blind spot.

### Questions that seem best/most attractive to ST Coaches

1. What are your strengths? Why? Examples?
2. What are your areas for development? Why? Examples?
3. What are some of the constraints that the organization presents?
4. What things are getting done/not getting done?
5. Who reports to you, and to whom do you report? How long have these reporting relationships been in place? What historical information could you share?
6. Where do you fit in the organizational chart?
7. In as much detail as you can, describe or talk about your leadership and communication styles.
8. Reflecting on your interactions with both your manager and your direct reports—give me an example of an interaction that worked well with each. Give me an example of an interaction that did not go well with each.
9. On a ten-point scale (ten is high) how open to change would you say you are?
10. How available are resources and the organizational support you might need to grow and develop?

### Questions that seem best/most attractive to NT Coaches

1. What would you say are your primary competencies, and what skills do you need to be successful?
2. Talk to me about a failure or setback you have had and what you learned from that experience?
3. What tends to motivate you to show up and do your best work?
4. How would you describe your leadership/management style?
5. What behaviors do you believe you should start, stop, and continue?

6. What behaviors do you believe your colleagues and stakeholders would want you to start, stop, and continue?
7. How does the system around you help and/or hinder you and your performance?
8. What would success look like for you/this team?
9. What do you believe your blind spots are? What would your colleagues likely say your blind spots are? What do you think they believe you are not seeing, understanding or doing?
10. What kind of interactions do you two have (scope, subject, depth, accessibility, comfort level, quality—between the lines)?

### **Questions that seem best/most attractive to SF Coaches**

1. Describe your communication style.
2. What are your 2-3 greatest strengths—give me some examples?
3. What are your 2-3 areas most in need of improvement—give me some examples?
4. Have you ever gotten any specific feedback on your style or performance? Let's talk about these data.
5. Tell me a story that illustrates your leadership/communication style?
6. In your opinion, what behaviors, learning, or development could make you more effective?
7. Of what talents, abilities, or accomplishments are you most proud?
8. What are some ways that you have or tend to recognize others when they do work you notice or appreciate? What kind of recognition do you most like to receive?
9. Tell me about your direct reports—who are they, and how are they each doing?
10. How much support do you have from your leaders to do the work you are assigned and to undertake the development ahead of you?

### **Questions that seem best/most attractive to NF Coaches**

1. Discuss how your leader's style both helps and hinders your performance?
2. What avenues and channels are available to you to communicate (formally and informally) with both your manager and your colleagues?
3. What are some of your greatest or most urgent challenges as a member of this organization?
4. What relationships do feel are key to your work and your performance?
5. How do you react to and process stress, and how stressed do you feel you are?
6. Tell me a story that shows me how you believe you show up and are perceived within the group, team or organization?
7. If you had three wishes about this organization/team and your interactions with it, what would they be?
8. Tell me about a time that you felt delighted with your work and/or your performance?
9. What do you do to make your colleagues feel seen and heard? How seen and heard—how recognized—do you feel within this job/organization?
10. When do you believe your colleagues are most apt to reach out to you, and when do they likely sidestep you—or wish they could?