

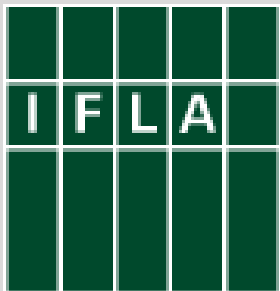
Part 1D - Coaching
Skills: Asking Questions

IFLA Coach Training



International Federation of
Library Associations and Institutions

Introduction



Continuing Professional Development and Workplace Learning and the Management & Marketing sections

2020 Committee:

- Ewa Stenberg, CPDWL & Coaching Committee Convener
- Almuth Gastinger, CPDWL
- Ulrike Lang, CPDWL
- Carmen Lei, CPDWL
- Barbara Schleihagen, M & M
- Vera Keown, M & M

IFLA Coaching Initiative -

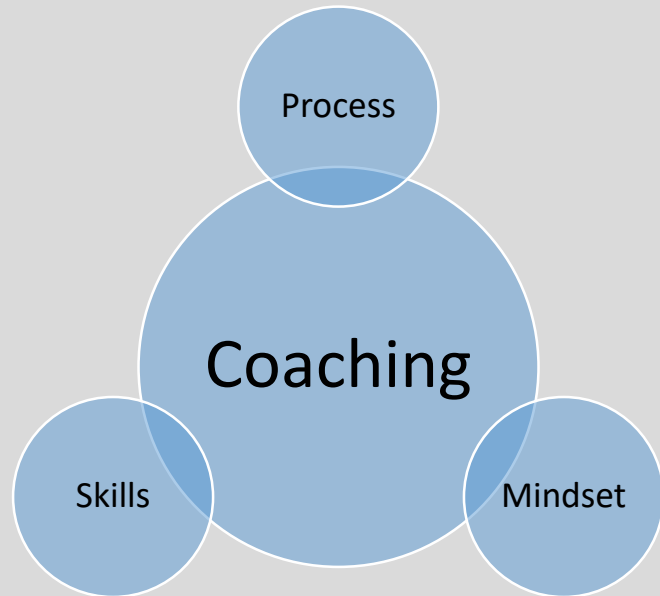
<https://www.ifla.org/cpdwl/projects>

Instructor

Vera Keown

- Associate University Librarian, University of Manitoba, Canada
- Member, IFLA Management & Marketing Section
- Member, CPDWL – M & M Coaching Initiative
- Certified Leadership Coach, Member ICF, & Gallup Certified Strengths Coach

IFLA Coach Training Series



- Part 1A – Introduction to Coaching
- Part 1B – Coaching Principles, Mindset, & Roles
- Part 1C – Coaching Process & Session Guide

Part 1D – Coaching Skills – Asking Questions

- Part 1E – Coaching Skills – Listening & Providing Feedback
- Part 2 – Putting It All Together – Live Webinar

Learning Objectives

- Define open and closed questioning styles
- Explain the advantages of open questioning style in coaching
- Restate closed questions as open questions
- Rephrase open-ended questions to maximize solution thinking

Questioning Styles: Closed-Ended Questions

- Answer must be selected from a limited set of options
- Sometimes phrased as a statement
- Yes/No, Multiple Choice, one-word or short answer
- Problem-focused thinking

Questioning Styles Open-Ended Questions

- Asked in order to get the client to think
- Solution-focused thinking
- Coach does not need to be the expert problem-solver
- Questions based on the client's own thoughts and words

Simple & Powerful Coaching Questions

What do you want?

What does success look like?

What is stopping you from taking action?

How have you solved problems in the past?

What one step can you take right now?

Who can help you with this?

What are you going to do?

The Reason for the Question

Encourage learning

Gather information

Consider options

Solve the problem

Emphasise learning not immediate outcome

The Trouble With “Why” Questions

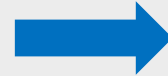
Could sound negative and accusatory
Could imply there is one right answer
Is focused on the past
Focused on the cause not the solution

From Closed to Open

Closed Question

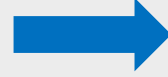
Open Question

Do you know what you need to do?



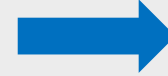
What steps can you take to get started?

Do you think you'll be successful?



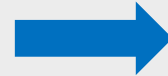
How will you ensure success?

Can someone help you?



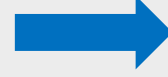
Who do you know that can help you?

Are you thinking of quitting your job?



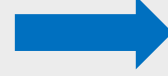
What are your options?

Is there a reason you are stuck?



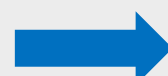
What is getting in the way?

Do you want to become a manager?



Describe the plan you have for your career.

Did you try talking to your manager?



What have you already done to address the problem?

Open-ended Questions / Closed Answers

- Usually too specific
- Limits options
- Encourages narrow thinking
- No new options

Open-ended Questions / Closed Answers

Open Question	Closed Answer	Better Question
Why do you want to get promoted?	To make more money.	What would change in your life if you were promoted?
What do you dislike most about your job?	The long hours and low pay.	Describe the work activities you enjoy doing?
What would you do if you did not get promoted?	I would quit my job.	What are your options if you do not get promoted?

When the Client Does the Asking

Client Question

What should I do?

What do you think?

Do you think that is a good solution?

Where should I start?

Can you help me?

Coach Question

What do you think you need to do?

I have some ideas, but first I would like to hear your ideas.

Which option do you feel most comfortable with?

What steps do you need to get you there?

What specifically do you want me to do for you?

From Answers to Options

- Who do you need to talk to about this?
- Where can you find the information you need?
- What benefits do you hope to get out of being involved with an IFLA committee?
- How will being on an IFLA committee contribute to your career goals?
- What support will you need? How will you get it?

Review

- Define open and closed questioning styles
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What's Next?

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 - Part 1B – Coaching Principles, Mindset, & Roles
 - Part 1C – Coaching Process & Session Guide
 - Part 1D – Coaching Skills – Asking Questions
 - **Part 1E – Coaching Skills – Listening & Providing Feedback**
 - Part 2 – Putting It All Together – Live Webinar

Thank You and
Contact

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IFLA Coaching Initiative -

<https://www.ifla.org/cpdwl/projects>

CPDWL Section - <https://www.ifla.org/cpdwl>

M & M Section - <https://www.ifla.org/management-and-marketing>