



Coaching 101 Toolkit

WELCOME

Welcome to Coaching 101! This pack is an introduction to coaching to help you explore the coaching mindset and to begin using coaching tools in your day-to-day interactions.

This toolkit is for anyone with an interest in getting started with a coaching approach when working with others. These tools will help guide you to conduct coaching conversations and equip yourself with some skills to become an 'informal coach' – however, if you would like to conduct official coaching sessions, it's recommended you gain a qualification. Additionally, please note that in this guide, we may use the terms 'coach' and 'coachee' to refer to yourself and the person you are supporting (your team member, colleague, or even manager).

Who are we?

The Supercharging Coaching programme aims to support coaches and promote a coaching culture across Bristol, North Somerset, and South Gloucestershire health and care. That includes all people working in a health and social care related role, whether it's clinical or non-clinical, or in an acute, primary care, community, social care, third sector, council, NHS or non-NHS organisation. [We are all working in partnership towards more integrated care](#) to better support our population, and we believe coaching can support our staff to do this.

Where can I find out more?

You can learn more about the Supercharging Coaching programme and sign up to the mailing list on our webpage – you'll hear firsthand about upcoming training opportunities and learning events. Plus...

- What is coaching?
- Where to find a coach
- How to train as a qualified coach
- More coaching tools and resources

Visit our webpage at www.bnssghealthiertogether.org.uk/coaching

Get in touch with us at bnssg.learningacademy@nhs.net with any questions, we'll be happy to help.

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This toolkit was created by Millie O'Keeffe, Leadership Development & Coaching Project Officer, BNSSG Integrated Care Board, with special thanks to Stephen Brown of [StephenBrownCoaching.com](https://www.stephenbrowncoaching.com) and University Hospitals Bristol and Weston NHS Foundation Trust and coaching trainer Leonor Tinajero-Contreras for their significant contributions.

WHAT IS COACHING?

WHAT IS COACHING?

Coaching is a conversation, where the coachee is the expert, and the coach is the guide and support. Coaching helps us to move away from instructing others (in a directive style) to helping others come up with solutions themselves (in a non-directive style – although coaching can involve a mix of both):



Source: <https://www.bigrockhq.com/the-effectiveness-of-different-coaching-styles/>

Coaching can support to analyse specific aims and identify the steps required to get there. To have a coaching approach you do not need to be an expert in the topic at hand, but instead provide an objective, supportive, and sometimes challenging voice to assist a coachee on their journey.

Coaching can be useful through a change in role or return to work after absence, through health and wellbeing challenges, following an appraisal or alongside line management sessions, or to support you to work out your career goals.

Coaching is...

- Support to consider and make decisions for yourself
- A mix of questions, challenges, reflection, and support
- Goal and growth focused
- For everyone – no matter your role, seniority, or aspirations

Coaching is not...

- Giving answers or telling you what to do
- Purely listening
- Therapy, counselling, or mentoring
- Only for Executives or people in a position of seniority

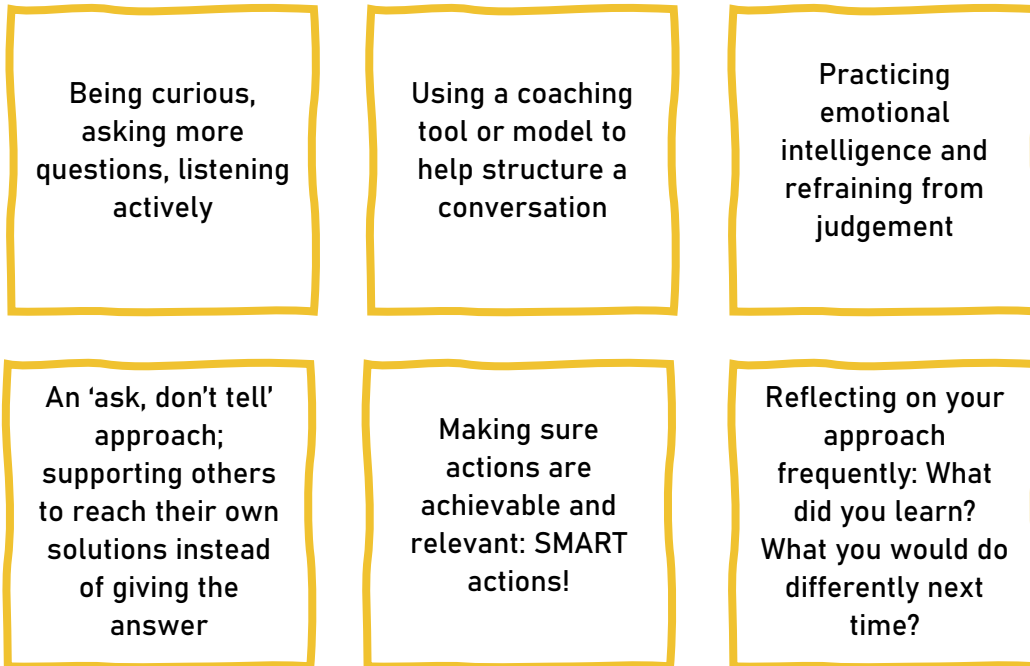
WHY COACHING?

All health and social care organisations in Bristol, North Somerset, and South Gloucestershire are working collaboratively as part of an Integrated Care System to deliver better care to our population. As part of working better together, we need to recognise, understand, and value diversity (including recognising that we don't all set sail from the same place or in the same boat) and actively make sure everyone is included and involved. We must ask more questions, give people space and to help people make their own decisions and do things for themselves.

All of this means we need to feel and think differently. Adopting a coaching mindset will help achieve this and will help to build a coaching culture. A coaching culture is where new ideas can be brought into action, creating an empowering, supportive, and safe environment that gets the best out of everyone and enables us to work better together. You can be part of this movement by embracing the coaching mindset in your working role.

THE COACHING MINDSET

You don't need to train as a qualified coach to have a coaching mindset or use a coaching approach in your work and life. A coaching mindset is:



Tame your Advice Monster! Talk less, listen more, and use your powerful questions. Michael Bungay Stanier talks about 'the powerful act of staying curious a little longer', which really taps into some of the fundamentals of the coaching mindset.

[Click here or on the image to watch the Ted Talk by Michael Bungay Stanier](https://www.youtube.com/watch?v=Kl0rmx7aa0w)

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THE COACHING JOURNEY

The basic coaching journey starts with a conversation between yourself and the person or team you're supporting, identifies their goals and what actions they need to take to achieve those goals, and includes some reflection on how you can develop and continue to improve your coaching approach.



COACHING TOOLS EVERYONE CAN USE

OSCAR

The OSCAR model provides a framework that can guide you through the coaching journey in a structured way. It will help you to have productive conversations and embrace the coaching mindset.

OUTCOME

Identifying the specific area that requires attention is a key step in the coaching conversation. This allows the conversation to stay on course.

Sometimes, during the conversation it becomes obvious that the original topic suggestion is no longer relevant – be flexible in identifying a new topic if this is the case.

Once the topic is identified, it's important to define a specific end point that the coachee would like to get to. There are different levels of goals depending on how far you're looking to in the future.

Break down longer term goals – identify quick wins to keep momentum.

- What topic would you like to discuss?
- What would you like to talk about?
- What is important to you?
- What areas do you want to address?
- What is behind this?
- What would this mean to you?
- What do you want to know at the end of this coaching conversation that you don't know now?
- What do you want? How will you measure it? Is it SMART?
- Will anyone else be affected by this goal?
- What are you looking to achieve?
- What do we want to get out of this meeting?
- What's the bigger picture?

SITUATION

Discuss the current situation and what barriers currently exist between now and achievement of the goal. What is their reality right now?

- What's the current situation? What barriers?
- What resources/skills do you have to help you?
- What is happening now (what, who, when, and how often)?

CHOICES

Before deciding on the way-forward it's important to brainstorm a few options available to the coachee.

Often coachees can feel stuck in certain situations, so it's important to get several options down.

Consider the consequences and benefits of any actions and any alternative options.

- Have you already taken any steps?
- What are some ways you could approach it?
- What option appeals to your most right now?
- What else could you do?
- What are the advantages and disadvantages of each option?

ACTIONS

It's now important to agree specific actions to attain this goal. Ensure that the coachee isn't taking too much on and the actions are manageable.

Each goal should be specific enough to easily say whether you've achieved it or not, and when you will.

- What actions will you take?
- Will these actions achieve your goal?
- What will you do next? How will you do it?
- Who has responsibility for each action?
- What is the timeline for these actions to be completed by?

REVIEW

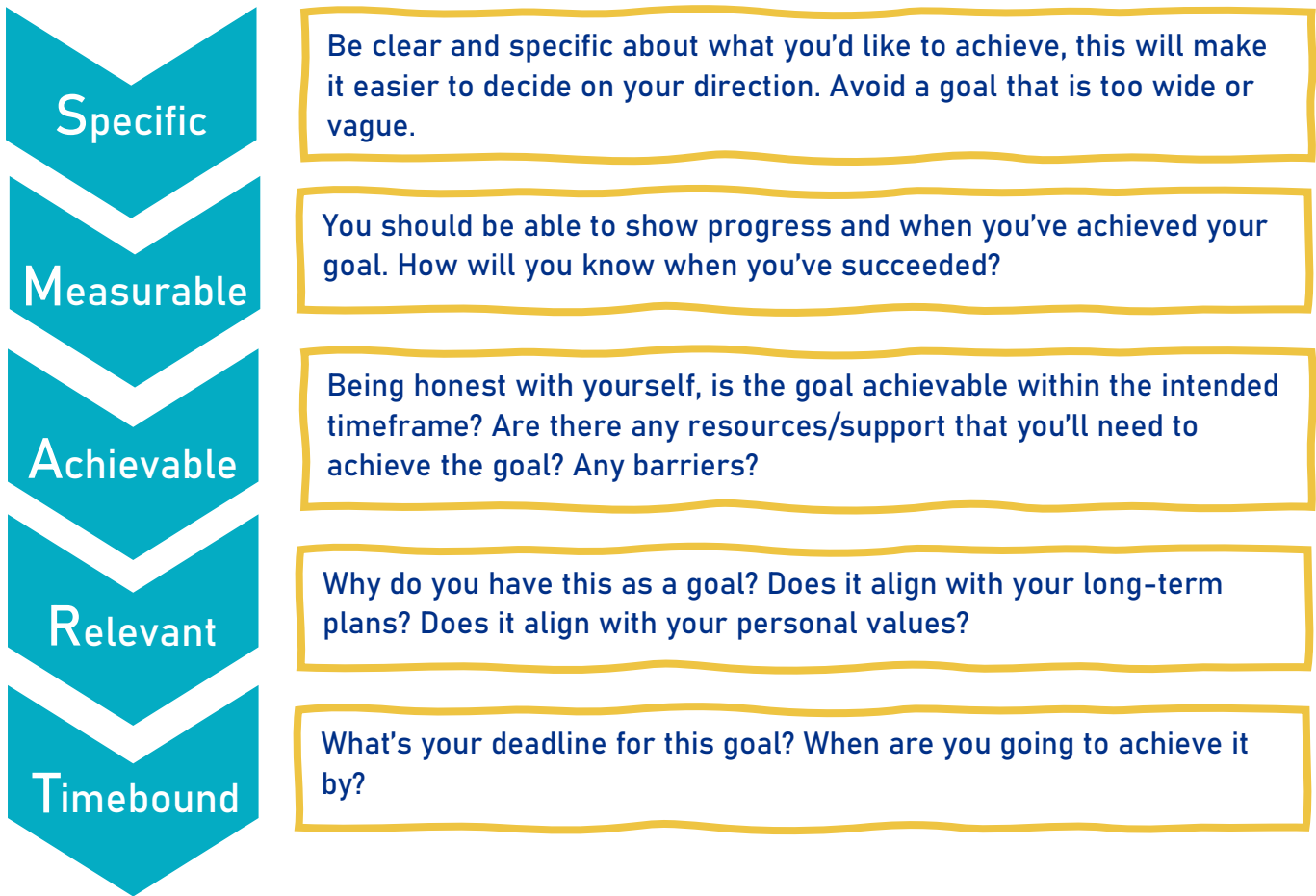
As you go through your coaching structured conversation you can use these step and questions to make sure that the person who we are talking to will know what success looks like and how they can keep track of progress.

As well you can use it to make sure that there is clarity in what has been discussed, so both of you are clear on what next steps are and how and when you will catch up to assess progress.

- What's your first step? By when?
- How will you know when you've been successful?
- How can you keep yourself motivated?
- When do you need to review progress? Daily, weekly, monthly?
- What are the biggest takeaways from today's conversation?

SMART GOALS

Tap into action and trust others to take action themselves. Here is a useful reminder of how to create SMART goals to ensure you support your coachee to create clear, actionable outcomes. A SMART goal will fulfil all the criteria below, but make sure you consider impact and consistency, too:



POWERFUL QUESTIONS

Powerful questions can be used as an alternative coaching model to OSCAR. However, it can also prove useful when we combine the structure of the OSCAR model with the approach behind Powerful questioning.

These questions will reframe the conversation and provide a deeper and more creative way of analysing the problem that our conversation is guiding us to.

You can find more coaching questions in the appendix of this toolkit.

- What gives you energy?
- What do you value most about yourself?
- What do you want more of?
- What worked well for you before?
- What's working well now?
- What does it look like when you...?
- How do you want to keep moving forward?
- What's on Your mind?
- And What Else?
- What is the Real Challenge Here for you?
- What do you want?
- How can I help?
- If you are saying Yes to This, What are you saying No to?
- What was most useful for you?

The Coaching Habit: Say Less, Ask More & Change the Way You Lead Forever (Michael Bungay Stanier, 2016)

THE PERFORMANCE WHEEL

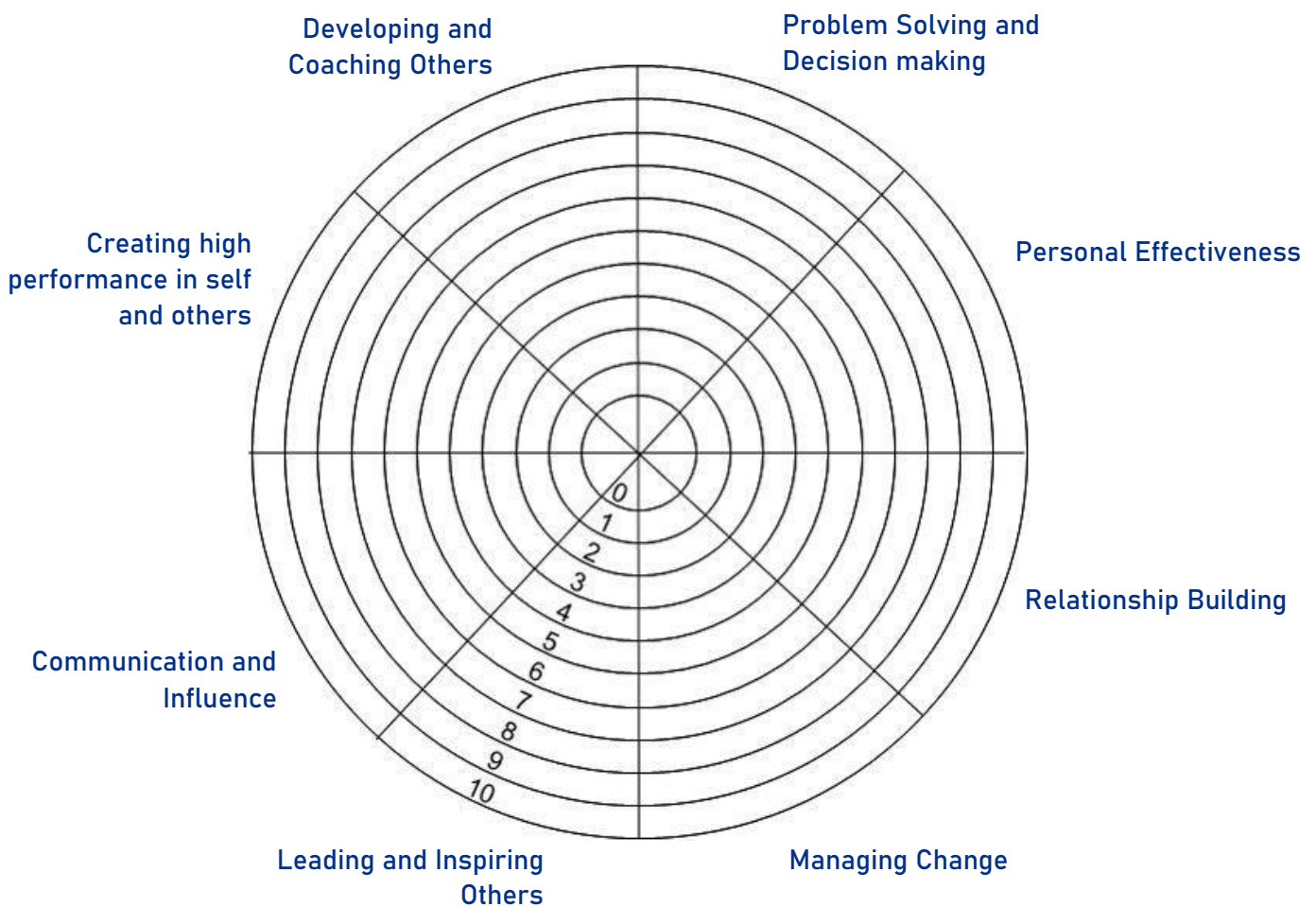
The Performance Wheel is an informal diagnostic tool that we can use to understand how we perceive ourselves and other perceptions of us in certain areas of work. It can help increase clarity, confidence, and direction for outcomes.

1. Your coachee will score themselves from 1 to 10 on how they perceive themselves for each of the statements. This will provide an average for each category.
2. The coachee could then ask two people in their team to score them, too (remember to provide the team members with a blank template and keep self-scores separate for now).
3. You then facilitate a coaching conversation to identify any differences between the wheel scores. Why did they choose those scores? What themes emerge? What actions can be taken to adjust any areas on the wheel to achieve their goals?

Here is a template of a basic performance wheel below, but the full version has more detail and automated scoring and graphics.

[Download the full Performance Wheel template from the Resource Library](https://bnssghealthiertogether.org.uk/supercharging-coaching-resource-library/)

<https://bnssghealthiertogether.org.uk/supercharging-coaching-resource-library/>



ACTION PLANNING

This document can help the person you are supporting to put things learned during the conversation into practice. You can either complete this form with the person you had the conversation or ask them to complete it on their own. To increase success, identify only a few key ideas and make them as easy as possible to apply.

WHAT is/are the key items of learning that you intend to implement?

HOW will you put yourself in the best position to succeed?

Will you need any help, resources or prep? What barriers might there be? How can you overcome them?

WHEN do you intend to do this?

The more specific the better: "Workshop A at 9am, next Monday" is better than "Within the next 2 weeks"

OTHER relevant information...

REVIEW - When will we next meet to discuss your plan and review progress?

Be specific - take some time to put something in the diary

REFLECTING ON YOUR COACHING APPROACH

It's good practice to add an element of personal reflection at the end of each coaching conversation for you to evaluate your coaching practice. Qualified coaches also engage in regular supervision which helps them to reflect.

The questions below can aid you to reflect on your coaching conversations and where you could improve and develop.

- What happened? What were the key events of the conversation?
- What worked well? What would you do again? What did the coachee respond well to?
- What could be improved? What, if anything, could be changed?
- Action plan: what are the next steps? What can I do to improve based on this evaluation?

COACHING AS YOUR NEW WAY OF WORKING

You can now use your coaching skills and these tools to empower, motivate, and provide a more creative way of working with others. Practise these tools with your team members, colleagues, and even people in your life outside of work. Remember to engage the coaching mindset; listen actively and without judgement, keep your advice monster tamed to avoid jumping in and providing solutions, and work with your coachee to enable them to come to their own solutions. Create SMART actions with them, then spend a little time reflecting on your approach to improve it for next time.

You can use your informal coaching skills in everyday situations – a coaching conversation doesn't need to take a long time or necessarily be structured. You could even practise 'corridor coaching'.

Here are some example scenarios that you might encounter (perhaps even in the corridor) and could use a coaching approach with:

- *I'm returning to work after maternity leave and am nervous about how things have changed whilst I was away*
- *We have a new manager in post who doesn't consult us on changes to our role and team, we're always the last to hear and by then it's too late because the decision has been made*
- *I've just started in a new role and am feeling a lot of imposter syndrome! How can I build confidence and communicate better?*

COACHING RESOURCES

Coaches habitually keep their skills fresh by engaging in coaching CPD (continuing professional development). You can find more coaching resources like articles, podcasts, guides, tools, and videos in our Resource Library.

[Access our Coaching Resource Library here](https://bnssghealthiertogether.org.uk/supercharging-coaching-resource-library/)

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APPENDIX: COACHING QUESTION BANK

Below you'll find a useful list of coaching-style questions that may assist during your coaching conversations.

General Probing Questions

- Why is that/Why do you think that?
- Can you tell me a bit more about that?
- So, just to clarify, is this what you're saying...

Establishing the aim/goals/vision

- What is the aim of this discussion?
- What would need to happen for you to walk away feeling that this time was well spent?
- If I could grant you a wish for this session, what would it be?
- What would you like to happen that is not happening now, or what would you like not to happen that is happening now?
- What outcome would you like from this session/discussion/interaction?
- Can we do that in the time we have available?
- What do you want to achieve long term?
- What does success look like?
- How much personal control or influence do you have over your goal?
- What would be a milestone on the way?
- When do you want to achieve it by?
- Is that realistic?
- Is that positive, challenging, attainable?
- Will that be of real value to you?
- How will you measure it?
- What is the outcome you're looking to achieve here?

Establishing the current situation/reality

- What is happening now? (what, where, when, who, how much, how often). Be precise if possible.
- How do you know that this is accurate?
- How have you verified, or would you verify, that that is so?
- What other factors are relevant?
- Who is involved (directly and indirectly)?
- What is their perception?
- When things are going badly on this issue, what happens to you?
- What happens to the others directly involved?
- What is the effect on others?
- What have you done about this so far?
- What results did that produce?
- What is missing in the situation?
- What do you have that you're not using?
- What is holding you back?
- What is really going on (intuition)?
- Can you share the specifics of what's going on?

Establishing the options/possibilities/actions

- What could you do to change the situation?
- Tell me what possibilities for action you see. Do not worry about whether they are realistic at this stage.

- What approach/actions have you seen used, or used yourself, in similar circumstances?
- What else could you do?
- What if...? (time, power, money, etc.)
- Who might be able to help?
- Would you like another suggestion from me?
- Which options do you like the most?
- What are the benefits and costs of each?
- Which options are of interest to you?
- What have you tried so far?
- How have you handled something like this before? (What was the outcome?)
- Why do you think this is happening? (What's another way to look at this/respond? What else can also be possible/true? What assumptions could you be making here?)
- What's your opinion on how to handle this?
- What obstacles do you expect to face? How do you plan to approach them?
- What would you do if you had unlimited resources?
- What resources do you have access to?

Agreeing the next steps forward

- What option or options do you choose?
- To what extent does this meet all your objectives?
- What are your criteria and measurements for success?
- When precisely are you going to start and finish each action step?
- What could arise to hinder you in taking these steps?
- What personal resistance do you have, if any, to taking these steps?
- What will you do to eliminate these external and internal factors?
- Who needs to know what your plans are?
- What support do you need and from whom?
- What will you do to obtain that support and when?
- What could I do to support you?
- What commitment on a 1-to-10 scale do you have to taking these agreed actions?
- What prevents this from being a 10?
- What could you do or alter to raise this commitment closer to 10?
- Is there anything else you want to talk about now or are we finished?
- What's the first thing you need to do to (resolve/achieve this)?
- What resources do you need? (Who else do you think needs to be involved in this? How else can I support you around your efforts to complete this?)
- What are you willing to commit to doing/trying/changing (by when)? If you couldn't use that excuse anymore, how would you move forward?
- When would it make sense for us reconnect to ensure you have achieved the result you want?
- Are there any important questions that have not been asked?