

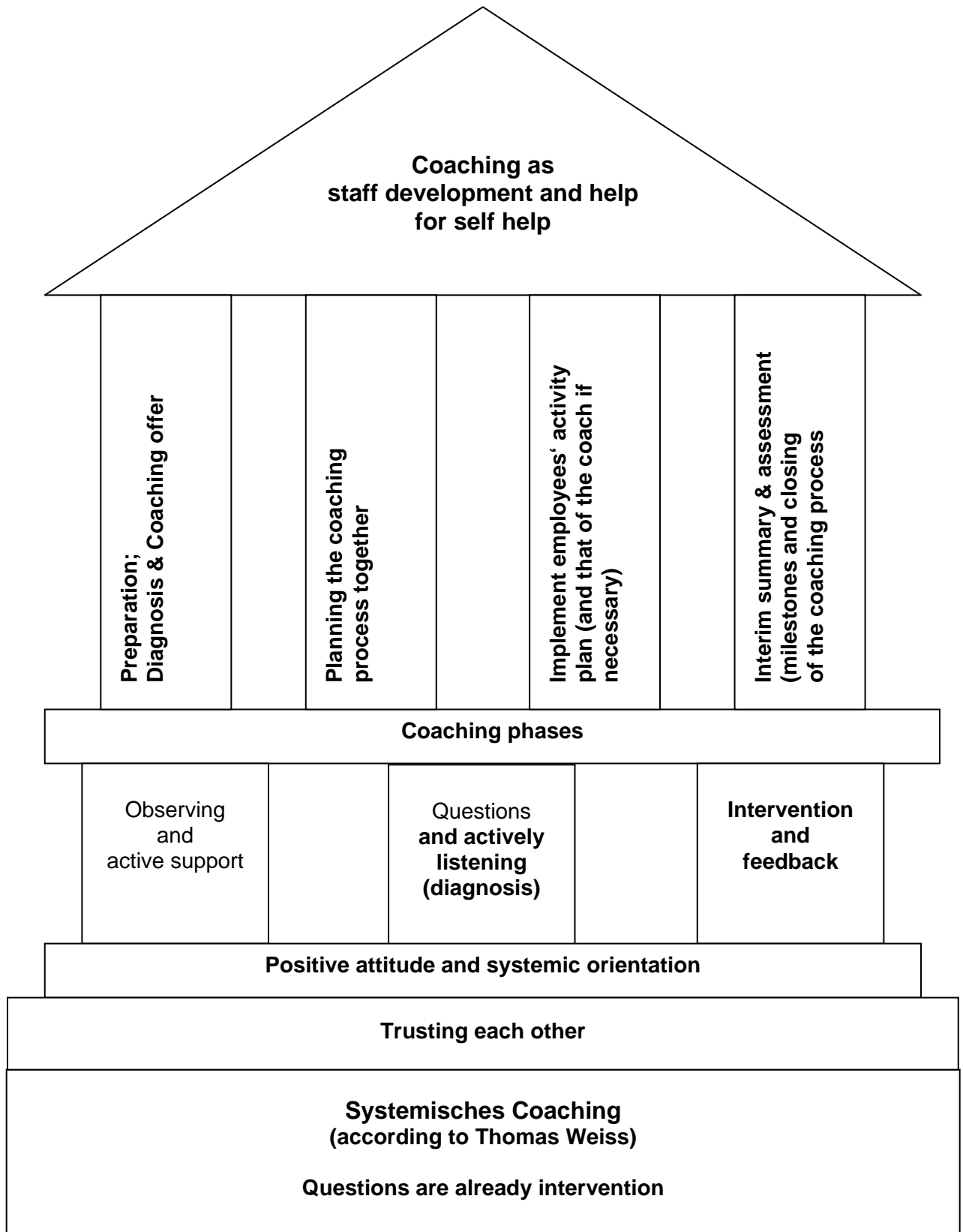


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The Manager as Coach

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Das systemische Haus





Coaching goals (contract)

If we talked to each other once or several times, what would you get out of it? How would you describe the result?

Under what circumstances would you not have to come here anymore?

What kind of results would indicate that our talks were successful? What should definitely not be the outcome?

What would tangibly change in your environment / your work?

And what would the concrete result look like? (observable, traceable, measurable ...)

Let's assume that a miracle takes place tonight, just like in a fairytale. The problems that you describe would vanish without trace as you sleep. How would you notice, for the first time the next day, that you are behaving differently? What else would be different in the course of that day?

And if you just acted as if the miracle had happened – can you tell me one or two things that you would be doing differently?

(Let's assume that I could watch your life as if it were a TV show. How would your problem appear on television? What would I see if your problem were not there anymore?)

Questions to define the context

What does this person think the question or problem is?

What do you think, where does the problem tend to lie? Is it your problem or someone else's?

Who else knows about the problem? How do you see it?

Who is affected by it? Who is most affected?

Who would say they are affected by it?

Who influences this complex the most?

How great is the chance for improvement according to this person (these persons)?

How long will it take, according to this person (these persons)?

If this person (these persons) were here now, what would they recommend I react?

In your opinion, how long would you need my support or that of others before you saw a way out of the problem?

If several managers are involved

What does your co-worker "Mr. Smith" think of our discussion?

What have you already done to find an answer to the question?



What has been most successful so far?

What has your co-worker "Mr. Smith" already done to help you?

How could I – based on your previous experience – achieve no change as quickly as possible?

What must I do – theoretically! – for you to terminate our discussion at this point or declare it as a waste of time?

Circular questions

Questions about the procedure

If your co-worker (or the relevant persons) were here now, how would they describe the problem to me?

How would other key people involved report the sequence of events?

Does your co-worker, employee, family see it the same way, or differently?

When these people say: "I don't know, I'd have to ask."

What would you expect them to say?

You've known them for a long time. Guess!

It doesn't necessarily have to be right. What would they think of this?

Questions about the explanation

What is Mr. Smith's explanation as to why you have this problem?

What is the reason for the discrepancy between your views and those of Mr. Smith?

What does your co-worker think about why you come to me and why we are having this discussion?

What do you think your co-workers say about you when you are not there?

Hypothetical questions

If you called a general meeting on this topic, what would be the outcome of the vote?

How would your main competitor recommend that you act?

Assuming that you could turn back time five years, how would you assess your current situation? How would you wish you would act today?

Assuming that your deceased father was still alive, what would he advise you to do?

How would your children judge your behavior when you are old?



Questions concerning resources

Questions about exceptions

When don't you have this problem, or have it less?

What's the difference between situations in which the problem exists and situations in which it doesn't exist?

What must happen so that the exceptions occur more frequently?

Who besides you is in a position to ensure that the problem occurs less frequently?

Assuming that the exceptions occur more frequently, what difference would you notice about yourself? What difference would others notice about you?

How do I tell that the problem is solved? How will others tell that the problem is solved?

Whenever the "client" speaks about goals, is the next question: "have we had this before?" or "when have we had this before?"

Miracle question

Imagine that a miracle happened tonight and tomorrow the problem was gone. Describe to me what would be different. Are there times / moments in which this is already the case?

What exactly is different? What would you (others) have to do to make it happen more often?

Dealing with it (e.g. when there are hardly any exceptions – desperate situations)

How did you manage to deal with this situation for so long?

Why isn't it much worse?

How did you (and others) prevent it from becoming worse?

Which of the resources and behaviors that helped you this time could help you again in future?

Who else could be helpful to you? How? In detail...

Questions preparing the way to a solution

Ways leading to disaster

Assuming that you decided on the spur of the moment to make the situation worse (which of course is the last thing you want to do), what would be the best way to go about it?

What would you have to do?

What would you have to consider?

Who would be the best person to "support" you?



Whose company would be the most “amenable“?

How would you have to behave?

Suggestions

Would it be “helpful“ to do the following ...?

Ways to avoid disaster

Vice versa, if you wanted to escape for a day from the problem, what would you achieve?

Who would be the best person to help you do this?

How would that person have to behave?

Where, when, etc. Would this be the easiest to do?

Suggestions

If you were to do what would the implications be?

How would your partner (co-worker, employee, customer...) react? What would you do then?

etc.

Theoretical questions / Summary

Assuming that I could turn the wheels of time, how do you think the situation would look in one (five, twenty) years?

What do you think is the most realistic scenario? Is this what you believe or what you wish would happen?

What criteria would a good solution have to fulfill?

What would three acceptable, possible solutions be in your case?

What do you think are the advantages and disadvantages of these solutions?

Which of the involved people would have to change most or get involved most in each of these solutions? Including yourself (ranking)

How would you sum up our discussion:

- What don't you want to change, where do you see a need for action?
- What are you prepared to assume responsibility for? (result!)
- What sort of support do you want to ensure from others and especially from me?
- When will we sit down together again and expand on the next steps?
- On a scale of 0% to 100%, how possible do you think it is to achieve the planned result?



Examples of learning partnership relationships

Comparing instruction and coaching

Behavior of supervisors		
Dimension	Instruction	Coaching
Focus	Clearly defined immediate task	Long term work results
Time span / duration	One or two days	One month to a year
The helper's approach	explaining, showing, instructing, controlling, feedback	Working through problems and situations together with the aim of learning and testing new skills
Intended result for the teacher	Predictable and standardized ability to solve a given task in a given time	Enlarging the individual's scope of competence for working independently and being able to solve new problems creatively
Possible results for the helper	Adhering to and controlling standards	Satisfactions that the learner develops driven by his or her own motivation and initiative

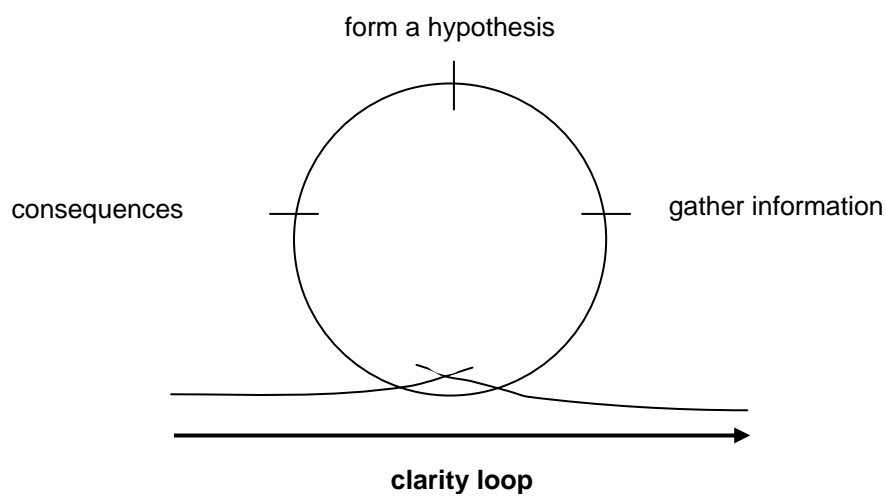


Coaching: Guideline for ideal one-to-one coaching (Hella Exner, Axel Exner)

The procedure takes place in the following phases:

1. Preparation phase
2. Contract
3. Coaching (one or several sessions)

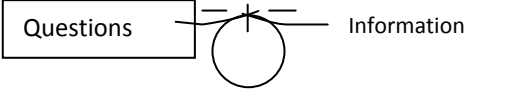


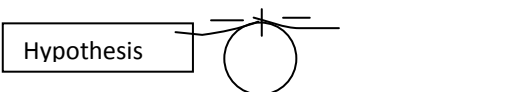
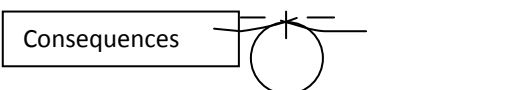
The entire procedure and the individual phases always follow the loop:



In every phase the coach sets measures for intervention according to the key points in the loop (information, hypothesis, consequences).



By (systemic) intervention we mean goal-oriented communication between the coach and the client that respects the client's autonomy and the results of which are controlled by the client (Willke).

 <p>1. Preparation phase (entry phase, first consultation)</p>	<p>Client describes his or her problems. The coach poses the client questions until the problem is narrowed down as precisely as possible. The coach encourages the client to formulate questions to his or her own problem.</p>
 <p>2. Contract</p>	<ul style="list-style-type: none"> - What do I want solved? - What are the questions? (max. 3 questions) - Clarifying the expectations: What does the client expect from the coaching? What does the coach expect from the client and how can he or she contribute to solving the problem? - Time - Place - Fee
 <p>3. Coaching</p> <ul style="list-style-type: none"> - Interview 	<ul style="list-style-type: none"> - What is it about? - What is hidden? - Coach: adhere to the interviewing rules keeps hypothesis to himself or herself
	<p>Draw clear boundaries between the information phase and the transition to the hypothesis phase</p>
 <ul style="list-style-type: none"> - Forming hypothesis 	<p>The coach tells the client his or her hypothesis (selectively) and invites discussion.</p>
 <ul style="list-style-type: none"> - Consequences 	<p>What is the result of the discussion and what are the next steps?</p>



1. Preparation phase

In order to find an effective solution it is very important that the client and the coach clarify and narrow down the problem or problems together. Problems always arise when a task appears to be too difficult to solve. This causes confusion and leads to one-dimensional thinking. The coach does his or her part by posing specific and sometimes naive questions that help narrow down the problem and pin it down. Once the problem is clear and visible, the client finds it easier to formulate questions that will lead to the solution to the problem. It is important for both the client and the coach to know what needs to be worked on so that the meaningfulness of their work together becomes apparent.

2. Contract

The client and the coach draw up a contract. The client tells the coach what their questions are and tell him or her how they would like them to be solved. This way the coach clearly knows what his or her clients' expectations are and he or she can then outline the means and resources that he or she can provide to respond to these questions and thus ensure a good result. Furthermore the working time (duration, frequency) can be agreed on as well as the location and the fees.

3. Coaching

Interview

The coach then begins to interview the client, for example: when did the problem first occur? How did you react? Who else was involved? What have you already tried to do? The client now has an opportunity to go into greater detail about the history of the problem. The task of the coach during this phase is to pose questions and to gather as much information as possible. During the course of this interview many things may already become clear to the client.

But the coach still keeps all hypothesis formed during the talk to himself or herself. Once the coach thinks that he or she has collected enough information for the client and himself or herself, the interview ends and the next phase begins.

Forming hypothesis

Now the coach tells the client what he or she has heard and describes his or her assumptions about the problem. The client now has an opportunity to respond to the



hypothesis and to filter out which assumptions are useful and which are not. Once the client and the coach have reached an agreement as to which hypothesis will be used as a basis for solving the problem, the next step can be embarked on –

The consequences

Which solutions and actions can be undertaken based on the assumptions and what can they achieve? Once this is clarified, the loop leads back to the interview and the next problem to be solved.

As with all guidelines and checklists, here too we are looking at tools. How these are used in practice depends on the respective problem and its context.

The “dance“ between the coach and the client begins anew each time and is always different. The rhythm, the aesthetics (the movements) and the tempo are unique to each problem.