



The Craft of Coaching

The Craft of Coaching Includes the following:

- Questions vs statements
- Guideposting
- Emotional presence
- Holding authority
- Soccer vs ping pong.
- Strategy is also a fundamental element of the craft -- that is, choosing which content area you will dive in on.

Questions vs. Statements

- *Why are questions important?* – They allow the person to consider their own situation. They are engaging in reflection and the cognitive challenge of seeking solutions.
- *What do questions do for the coachee that statements can't?* – Statements are from the “other person's” perspective. They are directive and from a position of expertise. Questions allow the person to use their agency to commit to act in the process of problem solving.
- *How might you as a coach strategically use questions to your advantage?* – Coaches use questions to discover the other person's context, to help them see their role in the change they want to take, to help the person discover the resources they need. Questions keep the focus of developing power on the person and prevents the coach from becoming an actor in the change.

Guideposting

- Let's the coachee know where they are going before they get there
- Be explicit about what you are intervening on

An example of this is saying directly, "I don't see any assessment of how you are planning to center equity within your leadership team." Then begin asking about their process and thinking around this "guidepost."

Emotional Presence

- This is the practice of the Coach modeling vulnerability in their own campaign work
- The coach holds tensions in a productive way so that learning can happen

This might look like the coach leaning in, and pausing after an emotional response. It can sound like a coach saying simply, "I feel that with you."

Holding Authority

- Tight leadership and focus - Keep the coachee on topic and answering the question you asked them to answer.
- Your role is to challenge AND support – Be direct. You are not coaching with love if you can not be precise, succinct, and direct in your questions and assessment.
- Keep time and Interrupt Productively – Time is a matter of equity. Hold coachee and yourself to the time set for the meeting. Don't be afraid to interrupt when the coachee is wandering away from your questions or the tasks of the meeting.
- Hold coachee accountable – Leaders are accountable for their commitments.

Soccer Vs. Ping Pong

- Soccer = Group Facilitation: Engage the whole group to reflect, resonate, and coach one another.
- Ping Pong = One-on-One Deep Dive: Use focused back-and-forth to explore vulnerability or key insights with the coachee.
- Be Intentional: Use clear, purposeful questions to guide group (soccer) time effectively.
- › **Balance Both:** Strategically alternate between soccer and ping pong to maximize group learning and individual growth.