

# Coaching style questions for leaders of leaders

As a leader of other leaders, ensuring everyone's prepared for interpreting, sharing and crucially acting on the results is an important part of your role. There'll be some managers who have great scores, that will feel valued by you recognising them, and others that have more challenging feedback and need support with the next steps.

## Start by stepping away from the detail – some open questions:

- Talk to me about your Talkback – about your leaders results.
- How are you feeling about the results?
- What had you been expecting?
- Did anything surprise you about your results?

## Reflection on the results:

- What opportunities did you notice? What would it be like if you took those opportunities?
- What insight has the report given you?
- What are you most proud of?

## Getting ready to act:

- How are you going to understand the scores and why they came about?
- For the things you have scored positively on, what do you think you are doing well, and can do even more of?
- What's worked for you in the past?
- So what are the next steps?



# Coaching style questions continued

## Having a conversation with the team:

- What do you want to get out of your conversation with the team about these results?
- How do you think the team will react when you share these results?
- How do you think this conversation will go, and what challenges may present themselves?
- How will you make your agreed actions visible?

## Developing a vision to work towards:

- Where would you like your scores to be in 12 months' time?
- What other evidence could you gather?
- How can you work with others to achieve the scores you want, what support may you need?
- How do these results connect to broader people insights e.g. absence, performance?
- How do you connect your actions and focus to the overall engagement plans in your area?

## Gaining commitment to change:

- How committed are you to your agreed actions and achieving your plans?
- How will you review your progress on these actions throughout the year?
- What things will help you to be successful?
- What things might stop you from being successful?
- How would you know you had been successful (not just considering talkback engagement and leadership scores)?

