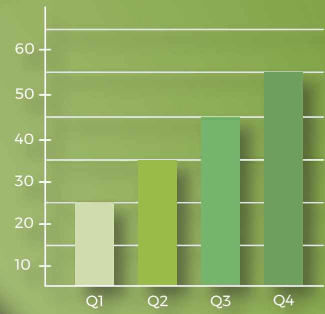
Sri Lankan Hospitality and Tourism

Professional Business Coaching Course



COACH TOOLKIT

Australian Aid

Skills for Inclusive Growth

FCCISL Sri Lanka

Skills for Inclusive Growth

Skills for Inclusive Growth Program is an initiative of the Australian Government in partnership with the Sri Lankan State Ministry of Skills Development, Vocational Education, Research & Innovations. It is implemented by Scope Global.

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Version V1.3 (June 2021)

Content

Coach Toolkit Introduction

This coach toolkit contains templates and guidance to assist coaches in delivering their business coaching services.

The toolkit has three sections:

- **Part 1:** Blended Coaching Forms - explanations of how to use these practical templates during your coaching sessions
- **Part 2:** Business Tools - for analysis
- **Part 3:** Tools for Client beliefs and behaviours - for orienting the client

PART
ONE

Blended Coaching Forms

- **Form 1** - Basic Information
- **Form 2** - Baseline Profile form
- **Form 3** - Action Plan
- **Form 4** - KPI Tracker
- **Form 5** - Coaching Activity Report

Basic Information Form: Part One

Part one of this form should be completed by the coach in their first session with a new client.

A. Client Details

1. Full name of the client	
2. Designation (please specify)	
3. Email	
4. Mobile Number	
5. Landline	
6. NIC No	

Factual information about your client, and how you can contact them.

Use passport number for foreigners

B. Basic Business Information

7. Name:				
8. Address:				
9. Legal status:	Registered	✔	Not registered	
10. Details of registration	**Institution**		**Location**	**Registration No.**
	Divisional Secretariat Office			
	Pradeshiya Saba (Trade licence)			
	Sri Lanka Tourism Development Authority (SLTDA)			
	Registrar of companies			

Tick if the business has the registration and record the details. If not, place a cross.

C. Business Profile

This section is to record information that the client tells you about the business, including what they do, who their customers are and the scale of the operations. Keep in mind that more data will be gathered about this and recorded in the Baseline Profile Form.

11. Type of business (brief description of business type and activity, and period of operation)

12. Size of business (multiple locations? Number of units such as rooms, jeeps? Turnover?)

13. Customer profile (local/overseas/mixture? Numbers per week/month/year?)

D. Staffing and Skills Data

14. How many people are currently employed? (enter numbers)

Family members				Full time staff				Part time staff			
Male		Female		Male		Female		Male		Female	

Record here any changes in staffing, such as additional temporary hires during peak season, weekend staff at a restaurant. Include information on whether staff are full or part time where relevant.

Skills development training could be formal programs, such as completing a training course (in person or online) or in-house workshops to improve staff skills. Where relevant, record details of the training provider, how many staff attended and when. The same applies for the client themselves in question 19.

C. Business Profile

15. Is this the normal staffing level, or are there more/fewer staff at different times of year?

16. Does the business employ any people with disabilities?

Yes		No	

If yes, provide details below

17. Do employees come from a variety of communities? (Sinhalese, Tamil, Muslim, Burgher, other)

18. Have the employees participated in any skills development training in the last 4 years?

Yes		No	

If yes, list the training

Type of training	Institution providing training	Number of employees	Year of training
1.			
2.			
3.			
4.			
5.			

19. Has the client participated in any skill development training in the last 4 years?

Yes		No	

If yes, list the training

Type of training	Institution providing training	Number of employees	Year of training
1.			
2.			
3.			
4.			
5.			

Basic Information Form: Part Two

This section is for the coach to research.

This section is for the coach to research, mostly online. In the case of a startup, there may be no information to fill in here. For operational businesses, this is the coach's first chance to ascertain how the business is perceived. The findings should be shared with the client as early as possible in the coaching relationship, and can be adjusted as a result.

1. Does the business have its own website? If yes, comment on how attractive it is, how informative, and how easy to navigate.

2. Does the business have a presence on third party sites such as Tripadvisor, Booking.com, Google (including Google Maps)? If yes, mention which sites and how easy it is to find.

3. Is there any online feedback on the business in any of the above sites? Summarise the feedback.

Operational Performance Indicators (OPIs)

OPIs measure factors concerned with business operations, such as the marketing, how well trained the staff are and the standard of the product / service. They are scored on a ranking of 0 (not applicable) to 5 (very good)

Product refers to the goods or service that the business is selling. For example, in an accommodation business the product would be the rooms (including common areas, reception etc.). In a restaurant the product would be the food, as well as the physical building and facilities.

Operation / system refers to how the business is run. This includes reservations, accounting, work planning, equipment etc.

Environmental Sustainability includes actions taken on waste management and practices around water and energy conservation.

OPI	Description	Coaching Session Number:		
		One (baseline)	Two: 1 April	----------
Product				
Quality standards - Bathroom	Bath / shower, free floor space, towels provided, quality of fixtures and fittings, cleanliness, hot water, shower curtain / cubicle, bathroom amenities	2	4	
Marketing				
Marketing - Planning	Written business plan, budget, product concept, development strategy	1	2	
Operations / Systems				
Reservation system	Organisation of files, books, ledgers, reservation software, accuracy of booking, quality of information calculating occupancy ratio, reservation staff	2	3	
Human Resource Management				
Staff performance	Quality of guest relations, housekeeping performance, staff performance, grooming and uniform, level of training and motivation	3	3	
Environmental Sustainability				
Waste Management Plan	Garbage separation, composting, safe disposal of refuse	1	2	
Other				

The form has columns to record the information on three occasions. The first should be completed in the first coaching session to give the baseline that KPIs and the action plan are developed from.

Marketing refers to how the business is promoted, including print / digital / tv / radio. It includes planning, execution, strategy and concept.

Human Resource Management includes the employees, training, performance, compensation and benefits etc.

Other is a space for you to add additional metrics that are relevant for your client. Although the template form only has one line per sub-heading, you can add as many as you need.

Business and Employment Indicators (BEIs)

BEIs measure business and employment factors. Answers may be a yes/no choice, or a numerical value. It is often these that will lead to the drafting of business-specific KPIs to investigate aspects of business performance.

The measurements for BEIs may be a Yes / No choice (is the business registered with SLTDA?), or a numerical value (how many female employees are there?). Some are reports on trends over time and are given a quantitative value or percentage. It is often these that will lead to the drafting of business-specific KPIs to investigate aspects of business performance.

This section includes information on the business administration, including registration, bank accounts and ratings from review sites.

Business activity includes information on what the business does, productivity and financial activity. This can be broken down into core business and non-core business, for example, at a beauty salon core business would be in-house treatments, non-core business would be products sold to clients to take home.

Employment includes information on the number of staff, diversity and inclusion and skills levels.

Business / Employment Indicat	Description	One (baseline)	Two: 1 April	-------
Business Set Up & Profile:				
Business license	Does the business have any type of business registration? Yes / No	Yes	Yes	
Bank account	Does the business have a bank account? Yes / No	Yes	Yes	
SLTDA registration	Is the business registered with the SLTDA? Yes / No	No	No	
Tripadvisor rating	Score out of 5:	2.7	3.1	
Business Activity:				
Distribution channels	How many OTAs, travel agents etc. distribute the product:	1	3	
Sales level	Number of units sold per quarter (room nights/ tours/meals/etc.)[1]	16	20	
Expenses per quarter	(materials, transport, employees etc): LKR	200,000	250,000	
Employment				
Employees (male)	Number:	3	2	
Employees (female)	Number:	0	0	
Skills certificates	Number of male employees with certificates:	1	1	
Skills certificates	Number of female employees with certificates:	0	0	

Business Life Cycle

Based on the information gathered, you can identify where the business is in the business life cycle. This information will help you decide on the focus areas for coaching.

Based on all the information gathered in both parts of this form, and the information in the Basic Information Form, the business appears to be at which stage in the Business Life Cycle? Tick the box you and your client agree on.

	One (baseline	Two: 1 April 2021	----------------
Concept			
Start-up	✔	✔	
Growth			
Maturity			
Renewal			
Decline			

Sign off

Both client and coach should sign the form. It is important that you both agree the information gathered is accurate as it will form the baseline that performance metrics are compared against.

This form is agreed between client and coach. The coach pledges not to reveal any financial or other business information learned during the course of the coaching.

________________________________ ________________________________

Client name and signature

Coach name and signature

Action and Skills Development Plan

This form is a live document. The contents should be agreed between coach and client and updated each time the actions progress. You can add as many rows as required.

This column is for the KPI (BEI, OPI, or other) that you want to focus on.

In this column list down the agreed action that the client is going to do. Structure as a SMART objective.

The date you add the action to the Action Plan

Resources required for the client to successfully complete this action - could be financial, time, skills training needed, etc.

Date completed. Leave this column blank until the action is complete.

The headings in the form are to guide you based on the OPIs and BEIs. Feel free to replace these with ones that are tailored to your individual client.

Areas of Focus for Action	What to do - SMART objective	Date Set	Resources / Inputs Required	Date Completed
Product				
Menus for restaurant	Create a menu for continental and Sri Lankan breakfast options. Include images of food and prices.	9 Mar 2021	Camera / photographer to take images of breakfast	30 Mar 2021
Marketing				
Web page	To redesign the web page and include a photo gallery page, a contact page, and a page for each room type listing features and prices, by end April	9 Mar 2021	Contact information updated. Photographs taken of the deluxe room	
Operations/Systems				
Cleanliness - poor rating on Tripadvisor and Booking.com	To make a cleaning checklist that the cleaner will tick daily on completion of tasks, and manager will check daily at 11.15am, by 10 April 2021	5 Apr 2021	Time to review rooms and create checklists. Time to discuss with cleaners. Audit and stock check of cleaning products. Print & distribution of checklists and pens.	8 Apr 2021
Human Resource Management				
Upskilling for cleaners	Upskilling training for cleaners on standards expected, using the new checklist as a guide. Conduct 2 sessions with 3 cleaners in each by 13 April 2021.	5 Apr 2021	Audit of cleaning products. Meeting room to host the training. Book extra time in cleaners schedules on 11, 12 April.	

KPI Tracking Form

This form is a live document. The KPIs tracked should be agreed between coach and client and updated at each coaching session. You can add as many rows as required.

List the KPIs you will track in the left hand column. These should be clearly defined and agreed with your client.

Insert date of coaching session / data collection

There is space for 8 sets of data. If you need more, you can start a new KPI Tracking Form. Some KPIs may only need to be tracked for a short time, others for the entire coaching relationship.

The headings in the form are to guide you based on the OPIs BEIs. Feel free to replace these with ones that are tailored to your individual client.

KPI Date	01/01/2020	01/02/2020	01/03/2020	_/_/_	_/_/_	_/_/_	_/_/_	_/_/_
Product								
Average room occupancy per month	48%	52%	65%					
Marketing								
New followers on Instagram	10	75	230					
Expenditure on Instagram marketing	$0	$15	$15					
Human Resource Management								
Percentage of female employees	0%	0%	10%					
Environmental Sustainability								
Other KPIs								

Coaching Activity Report

This report should be prepared by the coach immediately after completing each coaching session. This is a summary of the coaching session and should highlight key issues, progress made and activities covered.

Is this your first session with the client? Third? Tenth?

Client:	
Date:	
Coaching session number:	
Location:	
Duration:	

1. Objective of the session
   (What was the main focus of the coaching session, any specific emphasis)

This may include relevant information not captured on the Action and Skills Development.

2. Activities and key achievements identified with the client
   (Bullet point summary of client achievements or difficulties)

3. Progress in achieving Action and Skill Development Plan activities
   (Identify changes and progress with implementation action plans and provide supporting evidence)

4. Significant issues or problems encountered
   (Barriers to progress such as logistics, resources, timing)

5. Skills gaps or needs identified
   (Subjects / topics where the client needs assistance or areas where staff need improvement. Areas where the client could be helped through other business development services like exposure visits or training. Could include business planning, systems, employment best practices etc.)

Record information that will be useful for you when you prepare for your next coaching session with the client.

6. Follow up points / areas to revisit in next coaching session

Your personal views. Record here if there are any challenges in the coaching relationship, and how you plan to overcome them.

7. Any other comments / feedback on the client

Self-reflection on your performance as a coach. If you are also filling in a portfolio log, feel free to copy and paste between it and this question

8. How do you feel you performed as a coach? What pleased you, and how do you think this session could have been conducted even better?

PART TWO

Business Tools

- Training Needs Analysis
- Fishbone
- SWOT
- Pareto

Training Needs Analysis (TNA)

A Training Needs Analysis is also known as a GAP analysis. It identifies the root cause of a performance problem and defines the suitable solution. It is a user-centric tool that looks at the human side of performance. The needs may belong to an individual, a group of employees, customers, suppliers etc.

It is often used when there is a suspected knowledge or skills gap that may require training. However, a well-conducted Training Needs Analysis will reveal the underlying cause of the problem, which may not be training at all.

Why use a Training Needs Analysis (TNA)?

A TNA can:

1. Identify the underlying performance problem (the 'gap')
2. Identify if training is a suitable solution
3. Identify what training is required and for whom

The benefits of a TNA include:

- Improved learning and retention as the training is targeted and can be customised
- Proactively reveal problems and address them before they become critical
- Reveal previously unknown Training needs (and other issues)
- Feedback involved provides valuable business insights

Pinpointing the root cause of a performance issue and identifying a tailored solution can save time and money in the long run.

The TNA identifies areas for skill development across the business. It should be evidence based and may include data and information from:

- Self-assessment
- Customer comments and complaints
- Surveys and statistics (e.g. number of sales, website visits, social media followers)
- Workplace health and safety issues
- Use of technology and tools
- Observation, reports and research
- Consultations with team members and leaders
- Interviews and focus groups
- KPI assessments and evaluations

As a business coach you might provide advice to clients on the most suitable workforce development strategies to fit the skills needs identified by a TNA. This advice should consider costs, benefits, logistics, access and availability.

The process

The process of a Needs Analysis involves understanding the current situation, the desired situation and the gap that exists in between. Then asking the questions of what training is required to fill that gap?

Step	Details
Step 1: Determine the desired outcome (and desired standard of performance)	What's the ideal situation / outcome / way employees should perform their core competencies? Sources of information include: • Conversations with managers, team leads, (employees) • Company documentation (manuals, job descriptions etc) • Evaluations of employees currently performing the task to a high level • Comparison with competitors and other businesses. Discussions with mentors and networks. What have they found successful?
Step 2: Determine the current outcome	After understanding how the task should be performed, next understand how it is actually being done. Sources of information for this stage are numerous and will vary depending on the business situation and the performance issue in question. These include: • KPIs • Observing / shadowing employees • Interviewing supervisors, team leads and managers • Interviewing employes and people doing the job • Conducting surveys • One-on-one interviews • Analysing company metrics • Analysing performance reports

Step 3: Determine the cause of the gap and offer solutions	To identify the cause of the gap, investigate all possible factors that could be affecting performance. Factors include: • Feedback • Knowledge and skills • Motivation • Capacity • Tools and equipment and equipment During this step, interview a variety of people and make your own observations. Obtaining as much relevant information as possible is important for an effective Needs Analysis. Once the cause of the gap is identified, it is time to identify a suitable solution, such as: • Reskill or upskill existing employees • Mentorship programs to aid in transfer of knowledge • Attend industry conferences or events • Develop internship programs to create a talent pipeline • Hire new employees

Fishbone Diagram

A Fishbone Diagram is a tool to find the root cause of a problem. It is also known as a cause-and-effect diagram, Ishikawa diagram and Herringbone diagram.

Why use a Fishbone Diagram?

A Fishbone Diagram can:

1. Identify the most likely cause of a problem
2. Provide clarity and help a team or a group to collectively understand the problem
3. Identify multiple causes and assist with prioritising which to resolve

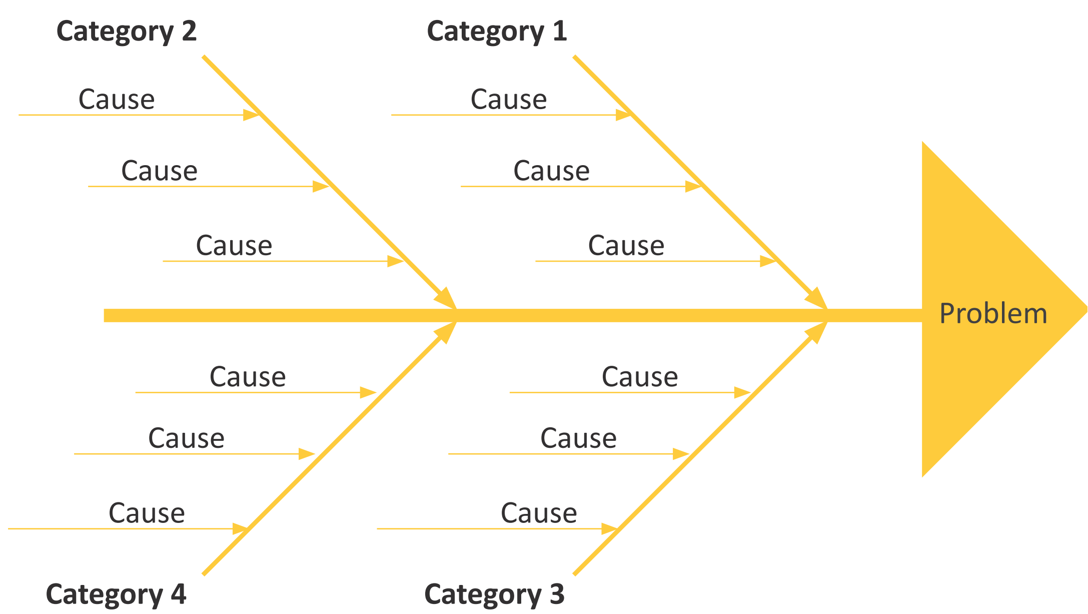
The benefits of a Fishbone Diagram include:

- Creates a shared understanding of the problem
- Applicable to a broad range of problems
- Simple to use and understand, clearly shows relationship between cause and effect

The process

The Fishbone diagram provides a means to identify the root cause of a problem through brainstorming possible causes. The 'head' of the fish is the problem, usually written in a question form. Coming off this are the 'bones', categories of possible causes. Written alongside the 'bones' are the causes that are part of the category. There can be as many categories and causes as required, although having too many could make the diagram cumbersome.

Step 1: Define the problem. Usually in the form of a question
Step 2: Define the categories you will use in the brainstorming
Step 3: Brainstorm each category with many possible causes. Did deep to uncover the true root cause
Step 4: Analyse the results. Evaluate and prioritise them and take action



SWOT Analysis

A SWOT Analysis is a common tool in business coaching and can be used in problem solving and future planning. It is useful as a means to assess the business's current situation, before making decisions on new strategies or committing to action.

What is a SWOT Analysis?

A SWOT Analysis is a matrix with four sections:

Strengths	Weaknesses	Opportunities	Threats
Things your business does well Qualities that separate you from competitors Internal resources, like skilled staff Tangible assets, like property	Things your company lacks Things your competitors do better Feedback areas for improvement Resource limitations Unclear unique selling propositions	Underserved markets Areas with few competitors Emerging need for your product/services Press/media coverage of your business	New competitors Changing regulatory environment Negative press/media coverage Changing customer attitudes towards your company

Why use a SWOT Analysis?

A SWOT Analysis can:

1. Provide great insight into how the business operates
2. Discover ways to improve weaknesses, capitalise on strengths and opportunities
3. Raise awareness of performance and goals
4. Help identify future goal
5. Provide a comprehensive set of data to build action plans upon

The benefits of a SWOT analysis include:

- A powerful but simple tool. Can be applied to a wide range of scenarios
- Provides brief but complete summary
- Works for any size company, or project
- Focuses on key external and internal factors affecting the business
- Provides immediate visibility on areas to take action

The process

Step 1: identify the strengths, weaknesses, opportunities and threats and complete the SWOT matrix

Step 2: (optional) categorise these as internal (within your control) and external (outside your control)

Step 3: plan and take action based on the information discovered to capitalise on the strengths, reduce the weaknesses, make use of opportunities and avoid the risks.

Pareto Analysis

The Pareto principle (also known as the 80/20 rule) says that 80% of your results will come from 20% of your activities. Similarly 80% of issues come from 20% of problems. A Pareto Analysis is a statistical tool that uses this principle to identify a limited number of tasks that produce significant overall effect. In problem solving, it identifies which problems will have the biggest impact when solved and therefore should be prioritised.

What is a Pareto Analysis?

Using the Pareto Analysis each problem (or benefit) is given a numerical score based on the impact it has. The higher the score, the greater the impact. In problem solving, resources should be dedicated to the highest impact causes of problems first, as solving these will have the biggest impact.

The analysis is effective when many options are available and specific courses of action need to be selected. It should be used when there is a scarcity of resources, meaning it is not possible to pursue all the options available.

Why use a Pareto Analysis?

A Pareto Analysis can:

1. Facilitate effective prioritisation of possible actions
2. Identify both pain points and value points in your business
3. Enable effective allocation of resources for maximum benefit
4. Produce disproportionate benefits from solutions with the largest impact

The benefits of a Pareto Analysis include:

- Identification of significant causes for problems
- Categorisation of errors, defects, customer complaints, quality parameters etc that need attention
- Graphical display showing the results

The process

In a Pareto Analysis, client's should identify the causes or aspects of a problem, then rank them according to the impact. The causes that have the greatest impact should be addressed first.

Step 1: identify and list problems
Step 2: identify their root causes, group the problems together by root cause
Step 3: give a score to each recorded problem, display graphically as percentages
Step 4: add the scores for each group of problems
Step 5: the group with the highest score (close to 80%) should be the highest priority
Step 6: take action to tackle the problems in order of priority

PART

THREE

Tools for Beliefs and Behaviours

- Overcoming Resistence
- Optimising Time
- Clarifying Goals (where, how, now)
- Values
- Unlocking limiting beliefs
- Self-evaluation
- Coaching Question Library

Overcoming Resistance

To help overcome resistance from others, the person leading the change can take the following steps to help people through the four stages of resistance.

Stage 1: Deny	Stage 2: Resist
Help people understand what is really true: 1. Clearly communicate reasons for the change 2. Also communicate the negative implications of not changing 3. Ask for alternative suggestions, and take these seriously 4. Make sure they fully understand what is expected of them (and what is not) 5. Ask what they know about the change, and fill any gaps 6. Talk to them about how they *feel* about the change	Help move beyond blame and negativity: 1. Acknowledge the genuineness of feelings. Never be dismissive 2. Ask what steps they can take to help manage and own the change 3. Help them to take these steps. This may involve training or changing work patterns 4. Encourage doubters to talk to those who think it a good change
Stage 3: Explore	**Stage 4: Commit**
Encourage people to try things out and look to the future: 1. Ask how they can make a difference towards the change 2. Ask what they would like to create from this change. Can you accommodate that? 3. Ask them how the future looks, for the business and for them personally 4. Ask them if they can see future opportunities from this change	Encourage everybody to contribute: 1. Ask how they will know that the change has succeeded 2. Congratulate them 3. Explore how rewarding it feels to be part of this success, and encourage them to take pleasure in this 4. Encourage them to think of further opportunities for themselves and the business

Optimising Time

This exercise will help your clients understand how they are spending their time and if they are using it wisely. By identifying behaviours, tasks and actions then categorising them, your clients can understand what actions are giving them the most value (or profit, or growth) so they can prioritise them.

The process

Step 1: To help your clients optimise their time, ask them list out all the activities they do in a day or week, and categories them into one of three areas:

1. Misuse of time
2. Competency zone
3. Strength zone.

	Misuse of time	Competency zone	Strength zone
Feeling about the activity:	I'm not good at this task I don't enjoy this I would like to outsource this This is one of my weaknesses	I'm capable of achieving this task I don't mind doing this This task needs to be done I have the skills needed Others could do this task instead of me	I love doing this No one can do this like I can This task requires my unique skills This feels fulfilling High value

Step 2: Assign each activity with an approximate percentage of time spent on the activity.

Step 3: Review the list and answer these questions:

- What activities create the most value?
- How can I prioritise the activities that give the most value?
- How can I spend less time on the things that give the least value (e.g. outsource, delegate)?

Clarifying Goals

Where, How, Now, is a tool used for clarifying a vision of the future. It helps people to form a clear vision that they can build goals around and start planning how to achieve it.

The process

Where, How, Now is a thought process. Ask and answer the following questions.

Where?

- Where do they want to be in the future?
- Where do they want their business to be?

Encourage the client to describe it in detail. What does it look like, how large is it, how many employees, how many stores, what are the customers like etc. It is often helpful to give a timeframe, e.g. in 5 years from now.

Now?

- Where are you now?
- What is different to your future vision?

Clarify where the client is at the present time. Establish the current reality with open questions. You may like to ask them to rate where they are relative to where they want to be on a scale of zero to ten (as in the OSKAR model).

How?

- How can they get to their journey's end?
- What strategies can they use?

Help them set out the stepping stones that will take them one journey from the present situation, to the end vision.

Values

Values are the principles, qualities and standards that guide us. Since values define what our priorities are in life, they directly influence our effectiveness and impact as a person - professionally and personally. Values are not fixed or permanent. They evolve and change over time and they can be situational - what is true at work may be different to what is true at home.

As a business coach, you need to be aware of your own values and be able to help clients develop awareness of their values.

Identifying values

Below is a list of common values. Consider this list and select the five to ten values that you consider to be most important. Feel free to choose others not in the list also. Reflect on these and for each value ask:

- Why does it matter to me?
- How does it manifest in my life?
- Are there any areas (personal or professional) where I am not living this value?
- What steps can I take to align my actions and goals more closely with my value?

Values list:

Accomplishment
Accuracy
Acknowledgement
Adventure
Ambition
Authenticity
Balance
Calm
Challenge
Collaboration
Competition
Common Sense
Community
Compassion
Confidence
Connectedness
Contentment
Contribution
Cooperation
Courage
Creativity
Curiosity
Customer Service
Determination
Directness
Discovery
Efficiency
Empowerment
Enthusiasm
Excellence
Fairness
Flexibility
Focus
Forgiveness
Freedom
Friendship
Fun
Generosity
Gentleness
Growth
Happiness
Harmony
Health
Helpfulness
Honesty
Humour
Independence
Innovation
Integrity
Intuition
Joy
Kindness
Learning
Listening
Love
Loyalty
Obedience
Optimism
Orderliness
Participation
Passion
Patience
Productivity
Profit
Power
Recognition
Respect
Resourcefulness
Risk-taking
Safety
Security
Self-Esteem
Self-Expression
Self-Respect
Service
Simplicity
Spirituality
Strength
Sustainability
Teamwork
Tolerance
Tradition
Trust
Understanding
Unity
Wealth
Work-life Balance

Unlocking Limiting Beliefs

Limiting beliefs are opinions that hold us back from our potential. They are opinions about why we cannot do or have or achieve what we desire. For example:

- "I'm not educated enough..."
- "I can't compete with…"
- "I'm not good at…"

Your client may have limiting beliefs about why they can't expand their business, why they can't be a better manager or why they will not be successful.

These beliefs have often developed over years and take time to change. Use the following process to help your client to identify and challenge their limiting beliefs.

The process

Step 1: Identify the limiting belief - what belief is at the root of this feeling? What barrier do you feel is stopping you?

Step 2: Challenge it - ask, is this really true?

Step 3: Update your strategy - what practical steps can you take to overcome this belief? Example strategies might include taking a course or enlisting help from an expert.

Example:

The Situation: The client, Avanthi, would like to grow her small beauty salon business by offering lucrative treatments such as wedding day hair styling, but feels unable to.

Step 1: Identify the limiting belief:
"I am not a good salesperson, so people would not choose my salon for their big day."

Step 2: Challenge it:
The coach asks her to question if this is really true, and finds examples of the opposite being true. Avanthi recalls several occasions when she was able to generate sales and promote her business including when she opened her salon and had to promote it to people personally, and last year when she launched a different type of restorative hair treatment that was well received.

Step 3: Update your strategy:
Avanthi implements a strategy to help her move forward towards her desired outcome. She will carefully plan her sales pitch in advance and create smart marketing materials for her new service.

Self-evaluation

Here are some prompts to help you self-evaluate after a coaching session. Ideally you should practice self-reflection as soon as possible after the session, while your recollections are fresh.

Coach characteristics:

Below is a list of characteristics of effective coaches. Rank your behaviour in the session against these from 1 = disagree, to 5 = strongly agree. Feel free to add other characteristics that are important to you to the list.

1. I was well prepared for the session
2. I gave effective feedback that was clear, articulate and direct
3. The session was tailored to my client's needs
4. I practiced active listening
5. I used my body language well
6. I used questions effectively
7. I identified what was most important to address during the coaching
8. I helped the client identify actions that will move them towards their goals
9. I celebrated the client's success and capacity for future growth
10. I held the client accountable
11. I helped the client come up with new possibilities for positive action
12. I maintained a professional coach - client relationship

If you give yourself a rank of 3 or less, reflect on why that is and what you need to work on to improve.

Additional questions to consider:

How did the session go?

What worked well?

What could I do differently?

One thing that I want to remember for next time is:

One thing that I did really well during this session was:

One tool / technique / approach that was particularly effective with this client was:

One thing that I want to remember for next time is:

Coaching Questions Library

Questions are a powerful communication tool. Using the right question at the right time will:

- Help you elicit information from your client
- Focus your client's attention
- Enable them to look at their situation from another perspective
- Inspire your clients to think, reflect and create answers they believe in
- Foster commitment
- Empower them to act on their ideas

Prepare for a New Client

Research and prepare answers to the following who, what, why, where and how questions:

	Questions to prepare
Who	Who are you coaching? Who suggested, recommended or referred them for coaching?
What	What is their role within the organisation? What is their career background? What are their strengths? What would they like to improve? What do they hope to achieve? What concerns or reservations do they have about the coaching process? What concerns or reservations do you have about the coaching process? What have you been asked to do for the client? What angle and approach can you take towards this client? What limits do you have? How might they impact the coaching? What factors will be under your control during the coaching? What won't? What obstacles might you face in this coaching process?
Why	Why do they need coaching? Why do they want or need to change?
When	When is the client at their best, alert and able to concentrate? When is a convenient time for them to meet with you? When are you at your best, alert and able to concentrate?

	Questions to prepare
Where	Where is the business located? Where can you find a suitable place to conduct coaching sessions?
How	How much experience do they have? How do they prefer to learn? How can you structure the coaching to match their preferred learning style? How will you establish a strong coaching relationship with them? How will you know if the coaching process has been successful for them? How will you know if the coaching process has been successful for you? How will you keep the client motivated and focused? How much time is needed to work with the client on their goals? Do either you or the client have a limit? How long will your sessions be?

You may not be able to answer all of these questions before you meet with your new client, that is okay. You may also re-discuss the questions with your client at the first meeting to ensure you have a correct understanding.

Identify Goals

Use these questions to help clients get clarity around their goals.

What do you want to achieve from this coaching session?

What do you *really* want?

What would you like to accomplish?

What result are you aiming for?

What outcome would be ideal?

What do you want to change?

Why are you hoping to achieve this goal?

What would the benefits be if you achieved this goal?

What is your definition of success?

What type of life do you envisage for yourself?

In one sentence, how would you describe your previous year?

Where would you like to be in ten years time?

What makes you feel proud?

What was your vision when you started this business? How has that changed?

Where would you be if all obstacles in your way didn't exist?

Where would you be if you had unlimited resources?

Where do you fear ending up if nothing changes?

Gain focus

Use the below questions to connect with your client and discover what's been happening for them and what they want to focus on.

What's been on your mind since the last time we spoke?

And what else?

What do you need most from me today?

Tell me about your week / month?

What bothers you the most right now?

Is there anything you are not comfortable talking about?

What would you like to discuss now?

At the end of a session:

What do you plan on doing after our session today?

What are your next steps?

What was most useful for you in our discussion?

Overcome Obstacles

Use the below questions to help clients overcome challenges and move beyond obstacles.

What obstacles have you faced in the past, and how did you overcome them?

What mistakes have you made in the past, and what did you learn from them?

What are the top five obstacles you face on a daily basis?

Are there any steps you could take right away that would significantly improve your situation?

What are your ideas to find a solution?

What are your options?

What's the first (or easiest) step you could take?

What else could you do?

Who else might be able to help?

Which of your goals require assistance from other people, and which depend entirely on you?

What would happen if you did nothing?

What has worked for you already? How could you do more of that?
What is the most challenging part of that for you?
What advice would you give to a friend about that?
What would you gain / lose by doing / saying that?
If someone did / said that to you, what do you think would happen?
What's the best / worst thing about that option?

Which option do you feel ready to act on?
How have you tackled this / a similar situation before?
What could you do differently?
Who do you know who has encountered a similar situation?

Ask for Feedback

Feedback from clients is valuable. It tells you what is working in your coaching practice and gives you insights of what you can improve. Use these questions to ask for feedback on your coaching:

What was your favourite part about us working together?
What was the most challenging part for you about the coaching process?
What were the specific results you achieved?
What is the one thing I could have done to make it easier for you to achieve your results?
How would you rate the coaching in terms of value for money? (excellent / good / poor)
How would you rate the level of support you received during the coaching?
The majority of my clients are through word of mouth. Would you consider writing a testimonial that I could share with other potential clients?

Remember: Specific questions are more likely to receive responses that provide helpful insight. If you want to know something particular, such as if clients view your coaching as value for money - ask about it.