



Empowerment Coaching

The Engaging Leader Questions Library



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1-to-1 Meetings



1. What one thing should I know about you to make our relationship even better?
2. What your one talent/skill/gift would you list as one that I don't see or appreciate or use?
3. What would you list as one thing you see me doing that makes your engagement increase?



4. What would you list as one thing that I do that distances us from success?
5. What motivates you the most and how could we achieve more presence of this element in your work?
6. What would you need most from me to work with more satisfaction?



1. Change of expected outcome or goal

When to use

For example, when a team member is stuck with a certain problem or in a certain situation. He/she encountered an unexpected limitation, wondered about it, but he/she still does not know what to do.

Typical managerial approach

In such a situation, you will usually say: "Why is this happening?" or "How do we usually solve such a problem?" or even "I asked you not to come to me with problems, but with solutions" (!)

Why use a coaching leadership style instead?

When someone is stuck in a problem they are facing, they usually do NOT think about what they really want from the situation. They focus on the problem.

And not knowing what they want, what they need most, they are unable to pursue it. They are still focused on the problem. A coaching approach can help them move from problem area to solution area.



1. Change of expected outcome or goal

Questions to use in this situation

1. "What would you most like in this situation?" (repeat this question to make sure it is heard correctly)
2. "Once you have it, what will it bring you?" (this question helps to dig one level deeper and make sure what problem we are really solving)

Tips to keep in mind

- Repeat the second question as many times as you need until you get to the bottom of what your subordinate wants from the situation.
- If what your direct report wants isn't feasible—for example, they want a difficult colleague removed from the team—explain why it's not feasible, and then ask:

"Let's explore this further to see if there is another possibility. Given the current state of affairs, what else would you want?"



2. Exploration of options

When to use

As a manager, you understand the challenge a person faces. What she wants to achieve is clear to both her and you. You decide to find a solution with her.

Typical managerial approach

In a typical approach, you might automatically say, "Have you tried doing X?" or "I can step in and help you escalate this." or "Send email to X and Y and copy me on it."

Why use a coaching leadership style instead?

Your direct report may know the context better and have ideas that you don't have. Instead of immediately suggesting what you would do, using a coaching style allows team members to find their own solutions. And this in the long run will make them more independent and stop coming to you for solutions.



2. Exploration of options

Questions to use in this situation

1. "What options do you have to achieve what you want?"
2. "What options do you have to make progress towards your goal?"
3. "What do you want to try first?"
4. "What other options do you have?" (this question is worth repeating often)

Tips to keep in mind

For example, let's say your direct report works with a creative team whose input is essential before you can move forward with your ad campaign. The copywriter did not submit any text proposals, and a member of your team is worried about the status of the entire project. You may then ask:

"What options do you have?" and ask your direct report to present their own ideas before you share your opinion.

A woman with short, wavy hair, seen from behind, stands in a meeting room. She is wearing a dark, short-sleeved top. She is facing a group of people seated around a table. The room has large windows in the background, and the overall lighting is dim and blue-tinted. The text 'Team Meetings' is overlaid in a yellow font at the bottom center of the image.

Team Meetings



1. What have we learned from our cooperation as a team so far?
2. If our employees could see how we work as a team, what one thing could they learn from us?
3. What one thing would we like to start doing differently from tomorrow?



To the presenter – the so-called rephrasing method

Help me to understand your proposal well. I understood that (...) and I have a question: (...)

I would like to make sure that I understand your proposal correctly. I heard that (...) and I have a question: (...)



To the presenter – elements of critical thinking

1. What assumptions were made for the formulation of this proposal?
2. Who will benefit from this proposal first and how? Can you give an example of a specific benefit?
3. Is the effort required to implement this proposal worth the benefits it will bring?
4. How will we know that we have successfully implemented this proposal?
5. How would we communicate this proposal/idea/concept to employees? Who will it have the greatest impact on?



To the team during the discussion – elements of the art of facilitation

1. Does anyone have trouble understanding Carol's proposal/idea/concept?
2. Would anyone else like to summarize the proposal/idea/concept presented by Carol?
3. Who sees this topic differently than Carol? For what reason?
4. **IMPORTANT:** to people sitting quietly: Anne, I appreciate your opinion. What do you think of this idea/situation/discussion?



To the team during the evaluation of the Comprehensive Plan

1. What is too much in this plan and what is missing?
2. What is the most important for us, and what can we drop?
3. What would happen if we didn't do Project X in 2022?
4. Do we need the same resources to implement individual projects? If so, is it realistic?
5. As a Leader responsible for a given team, do you believe in the plans of other teams and are you ready to help in their implementation? Do you have the right resources for this?



Leader's Self-work

Identifying Your Own Cognitive Biases



1. What are my most fundamental beliefs?
2. How might these beliefs limit or enable me and my colleagues to work together?
3. How do I react to people from different backgrounds? Do I stick to stereotypes or assumptions about a particular social group?
4. As a manager, how much do I recognize and exploit the differences in my team?
5. How would my team describe my leadership style if they shared their experiences of working with me with others?
6. How much do my words and actions reflect my intentions?
7. How often do I put myself in the other person's shoes and try to understand the reasons for their point of view?



1. What one thing I do that you would list as the one that makes us move away from each other?
2. Thank you. I didn't realize it. I work on myself and understand that we all have unconscious prejudices or make cognitive mistakes. What else can you share with me about the impact of my actions?
3. I really appreciate you sharing this with me. What else have you noticed that I should know about?
4. I didn't think of it that way until you shared your views. Could you say more?



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QUESTIONS INSIGHTS GROWTH