

# Facilitating Coaching Conversations in Your School: A Framework for Meaningful and Insightful Discussions with Colleagues

This resource provides a concise framework to assist you in conducting meaningful and insightful discussions with your colleagues. Whether you are a senior or middle leader, teacher, administrator or school governor, this resource will equip you with valuable strategies to facilitate coaching conversations effectively.

We will be updating this handout throughout the year and will provide valuable short videos demonstrating how to put these strategies into practice.

## Delegation

- How can others help you achieve your goals and those of your team?
- What would give you the confidence to delegate more?
- What would happen if you believed more in your team?
- How could you delegate 25% or more of your jobs? What things of more value could you do if you did this?
- What would it take for you to delegate some of the least important parts of your job?
- What would it take for you to delegate some of the most important parts of your job?
- If you freed up more time for yourself, how could you use it most effectively?
- How well do you play to other people's strengths?
- Who could you delegate the parts of your role you have less aptitude for?
- How could developing others' skills benefit your own career?

## Managing others

- How would it feel if you had a reputation for developing talent?
- What did you do today to help your colleagues improve?
- What do you do when you get the best out of your colleagues?
- What does your team really need you for? How could you make them need you less?
- In what ways are you genuinely indispensable?

## Communication

- How clear is your vision? Would your colleagues agree with this assessment of yourself?
- If you listened to yourself making a point, how convinced would you be by what you said?
- When people don't do what you want them to, how much of that is due to your failure to communicate sufficiently well with them?
- How do you like people to communicate with you? Does this preference affect how you communicate with others?

## Trust

- What characteristics in others make you want to trust or distrust them?
- What would allow you to trust your colleagues more?
- What could you do to make others trust you more?

## Assertiveness and difficult conversations

- What do you think accountability ideally looks like?
- How should it feel when you are held to account? How actually does it feel when you are held to account?
- How could you better prepare for situations where you need to be more assertive?
- What is your biggest fear about being assertive? How might you overcome such anxiety?
- Think about some difficult conversations you have had. What were they about? What made them difficult? What did you learn from the experience?
- What difficult conversations have you recently avoided?
- What difficult conversation do you need to have soon? What are the consequences of not having them? What will stop you from having them?
- What could you do to ensure you didn't need to have so many difficult conversations?

## Difficult relationships

- To what extent might your expectations of others contribute to their behaviour?
- How difficult do you think other people consider you?
- How could you improve your understanding of another's perspective or point of view?
- What signs give you warning of a possible conflict?
- What conversations do you need to have with others so you understand each other better?
- What would give you the courage to confront this issue with them?

## Giving feedback

- Tell me about some feedback you received that upset you? Why did it cause this reaction?
- What tone do you adopt when you give feedback? What would your reaction be if someone gave you feedback using that same tone?
- When are people most willing to receive feedback from you?
- How can you help others trust you enough to accept and welcome your feedback?
- What would need to change for your colleagues to ask you for feedback in the first place and then to act upon it?

# SELF AWARENESS

## Understanding self

- How did you become the person you are?
- What sort of person do you want to be?
- Who are you trying to avoid being like?
- What is the difference between the person you feel you are and the person you want others to believe you are?
- What gets you up in the mornings and makes you come to work?
- What do you fear most?
- What have you learned about yourself recently?
- If you looked in the mirror right now, what would you say about yourself?
- What might be the most common misconception others have about you?
- Which of your weaknesses do you think others would not want to tell you about?

## Strengths

- What are you like at your best?
- When you are at your best, how would others describe you?
- What strengths do you bring to your role? Do you apply these strengths consistently?
- What strengths are you not using enough?
- What is unique about you?
- What is the unique contribution you make?
- What makes you feel most fulfilled?
- When have you felt most fulfilled in your current role?

## Personal values

- What 3 words or phrases describe the qualities of someone you most admire?
- How would you like to be remembered? What do you want your legacy to be? What do you want people to say about you when you're gone?
- How aligned do you feel your personal values are with those of the organisation you work for?
- When have you had to compromise your personal values in your role?
- What impact did this have on you? What, if anything, have you done to prevent this from happening again?

## Motivation

- What really motivates or excites you in your working life?
- What other priorities might undermine your motivation?
- How ready are you for change?
- How much change can you take or commit to?
- What do you look forward to when you come to work?
- What proportion of your work do you look forward to?
- What opportunities do you have to stretch yourself in your current role?
- What stops you from stretching yourself in your current role?
- How often are you on autopilot? What are the positives and negatives of being in this coasting mode?
- What would need to happen to make you feel truly motivated in your work?

## Stress

- What pushes your buttons?
- In what situations are you most likely to experience stress?
- What is your strategy for avoiding these causes of stress? What works and what doesn't?
- What warning signs of stress could you look out for so you can deal with them earlier?

## Perfectionism

- What constitutes 'good enough' in your current role?
- Where is the tipping point between doing something well enough and doing something too well?
- In your role, when is it most or least important to get things absolutely right?
- If things weren't totally right, what would help you to worry less?
- What would make you more comfortable about being less in control?

# ESTABLISHING GOALS

## Goals, goal setting and purpose

- Who is the person you aspire to become?
- What do you want to be remembered for? What will be your legacy?
- What's the role you aspire to most?
- What do you need most from your work?
- What do you want to be different about your current circumstances?
- What are your personal and professional goals?
- What are the benefits of achieving them?
- When do you want to achieve these goals?
- How will you specifically know you have achieved them?
- What did you do today that took you one step closer to achieving your goal?
- What's the one thing that you could do that would make the biggest difference to you right now?
- What are the obstacles stopping you from achieving these goals? How might you plan to overcome these?

## Clarifying goals for a coaching or mentoring session

- What's on your mind?
- What's been keeping you awake at night recently?
- What would be the most useful thing for you to take from this session?
- What would make this session worthwhile for you?
- What are the things that need to become much clearer for you?
- What concerns do you need to address sooner rather than later?
- What do you want to be significantly different in your life a year from now?
- What two or three things could you focus on to make the most difference to how you feel?
- What would you do differently if you knew no one would judge you?

## Identifying possible issues

- What negative situations keep re-occurring?
- Which emotions that you've experienced recently, would you not like to experience for the next few months? How could you make this happen?
- Which of your habits would you like to eliminate? What replacement habits would you like instead?
- What next step do you need to take to become the person you aspire to be?
- Which of your other goals might get in the way of achieving this?

## Identifying development needs

- What would stretch you most in a positive way right now?
- What might your colleagues like you to do more of?
- What might your colleagues like you to do less of?
- Which of the qualities that got where you are won't help you get you to where you want to be?
- How would you have to change the way you work to improve your performance?
- What would you need to change to be able to perform well at the next level?
- What would you need to change to become the person you aspire to be?
- If what you do is good, what would you have to do to be 'amazing'?
- Where do you feel you are most likely to be in danger of getting left behind?

## Confronting difficult choices

- What could you do that is neither plan A nor B?
- What might plan C or D look like?
- Imagine you can't change a situation; how could you turn it to your advantage?
- Imagine the worst happened. What would be the silver lining?
- By saying 'yes' to a choice, what are you saying 'no' to?
- What do you need to stop doing to make time and space for a new behaviour?

## Career steps

- What kind of track record do you need to take your next career step?
- In what ways might a new job open up or narrow down your subsequent career opportunities?
- What would be your best possible job right now?
- What would be your best possible job in 2 or 3 years?
- What have you done recently to prepare for your next move?

## New role

- What do you need to do differently in this new role compared to your last job?
- Where will you find the support you need?
- What will you have to start or stop doing in this new role?
- What did you do in your last role that you know won't work in this one?
- What do you want your new colleagues to say or think about you by the end of the first term?

## Being braver

- What would you do if you were 10% braver?
- What have you done today to overcome one of your fears?
- What would you do if you knew you couldn't fail?
- What would you do if you knew no one would judge you?

## Innovation

- What would it look like if you did something the opposite way to what the 'manual' said?
- What innovations have you tried that didn't work and how could you make them work in the future?
- How could you create a daring new solution?
- Where do you go for inspiration?

## Procrastination

- What could you stop doing to give this goal a greater priority?
- What could you do each day to ensure you made progress towards a goal?
- What would happen if you did nothing?
- What would happen if you gave up this goal?
- In a year, what will you wish you had done first?
- What are the 'too small to fail' steps you could take now to achieve a goal?

## Decision-making

- What makes a decision important now?
- By when do you need to make a particular decision?
- What's the impact of getting this decision right or wrong?
- What would the person you most admire do in your place?
- Who could you talk to for a different perspective?
- What have you done before that worked in a similar situation?
- What can you learn from similar decisions you have made?
- What other decisions could you make that would make this decision easier or harder?

# PERFORMANCE

## Performance

- What criteria do you think other people might use to judge your performance?
- What do you 'let happen to you' that makes you less effective?
- Do you measure performance based on what's easy to measure or what really matters?
- How could you redefine what you measure in your job role?
- How much of your performance depends solely on you and how much on what others do?
- How might you better influence your team's performance to improve your own?

## Receiving feedback

- What messages do you not want to hear?
- What messages might other people be too afraid or embarrassed to give you?
- Describe the last time you requested feedback?
- What could you do to make it easier to receive and listen to feedback?
- What would make you more willing and less uncomfortable about receiving critical feedback?
- If you don't respect the source of feedback, how could you still benefit from it?

## Time management

- What are the most important aspects of your job? What proportion of your time and energy goes into these aspects?
- How much time do you spend doing others' jobs?
- How do you prioritise different demands on your time?
- How could you better protect your 'thinking time'?
- How do you divide your time between planning, doing and firefighting? How could you develop a better balance between these?
- If you had to do your current job in half the time with no loss of performance, what would you do differently? What's stopping you from doing these things now?



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Learning

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