

COACHING A TEAM

Questions for Managers to Ask Team Members



Coaching for...

Engagement

Everyone is different and perceives the context differently. Focus on each person's engagement needs and try to find what motivates them. Regularly review your own level of engagement. It can influence the quality of engagement in others.

HINDSIGHT

How well have we been supporting each other through recent uncertainty and rapid change?

Looking back at your current and previous jobs, what aspects have helped you feel engaged?

What examples illustrate our team's ability to be mindful of each other's engagement needs?

How has technology had an impact on our team's capacity to maintain engagement?

What new skills or behaviors have we learned as a team?

INSIGHT

How much fun do you have at work?

Why does it matter that we talk about engagement as a team?

How would you support a team member who is experiencing disengagement?

What issues might currently threaten your ability to get excited about work?

How do we express our appreciation for each other in the team?

FORESIGHT

How can we support team members when they take on stretching or challenging assignments?

What would be a creative way to increase the quality of our relationships, as we continue to work?

How can we strengthen our team's ability to thrive through change?

What would you like to see more of to help you feel more excited about work?

What would you like to ask of senior leadership that could help boost our level of engagement?



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Coaching for...

Empowerment

Pay attention to your trust-building behaviors and mindset. Reflect daily through journaling or conversation with a buddy, mentor or coach. Deepen your self-awareness and genuinely explore how you can amplify your empowering actions or shift your thinking.

HINDSIGHT

Think of a time when you felt truly empowered at work. How did you feel? What impact did it have?

Tell us a teamwork story when you felt a surge of confidence. What contributed to it?

What recent examples demonstrate that you can inspire or innovate?

How inclusive have you been in your conversations at work?

In times of change, how have you been able to sustain confidence while balancing competing needs?

INSIGHT

What does empowerment mean to you?

Which of your strengths would you like to leverage more? How can we support you?

What does it take for you to trust me, and me to trust you?

What does “meaningful work” mean for you? for the team?

How can we tweak our decision-making processes to generate more autonomy for everyone?

FORESIGHT

How can we sustain meaningful work in a fast-evolving environment?

Where would you like to expand your skills?

What would give you the confidence to take smart risks when you see a need for improvement?

How can we ensure everyone’s voice is heard to create an empowering workplace?

What if each of us were more empowered to make a difference? What would that look like?

How do we get there?



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Coaching for... **Resilience**

Building and sustaining resilience is a continuous process. Leaders who pay attention to the importance of resilience in themselves and their teams will see positive gains in areas such as well-being, fulfillment, and performance.

HINDSIGHT

As a team, what are some of our best “failures” that bring us to the edge of learning?

What aspects of a recent experience can we celebrate as a team accomplishment?

What beliefs or expectations in recent months might have prevented us from bouncing back faster?

Over recent months, how have we helped each other cope with feelings and emotions?

INSIGHT

Why does it matter that we talk about our team resilience?

How can we draw on our diversity to strengthen our resilience?

What assumptions do we make about the impact of external changes on us?

What is within our control to manage as a team?

What aspect of resilience seems particularly relevant to our team right now?

FORESIGHT

What specific practices would help us adopt a positive mindset in evolving situations?

If we demonstrate more group resilience, what kind of behaviors would we see?

What kind of support do we need to build our team resilience?

Based on what we have experienced together over recent months, how can we thrive as a team?

How can we adapt our team norms to be more inclusive, so that the whole team can thrive in the face of challenges?

