

Thriving Through Coaching

MO SW-PBS SUMMER INSTITUTE 2025

JODY BAKER

A Little About Me

Career:

- ▶ 16 years Elementary Teacher
- ▶ 16 years Elementary Principal
- ▶ 9 years with MO SW-PBS
 - ▶ Consultant, Leadership Team, Statewide Coach & District Facilitator

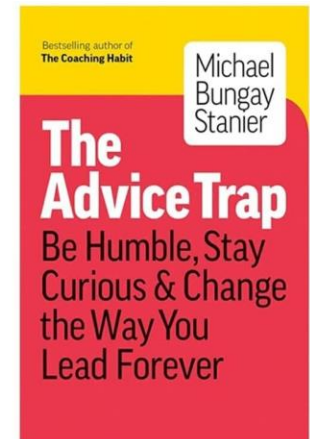
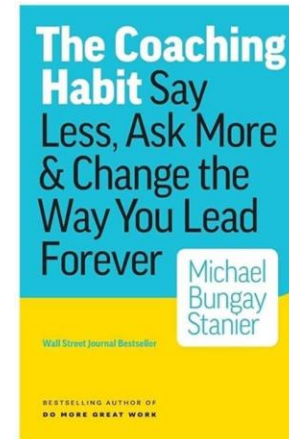
Family and Fun:

- ▶ 2 adult kids and 1 fur baby
- ▶ Kansas City Chiefs & Royals
- ▶ Mexican Food
- ▶ True crime shows & documentaries
- ▶ Podcasts



Outcomes

- ▶ Understand the shift from telling to asking to facilitate a deeper reflection and ownership
- ▶ Learn about the seven essential questions that lead to powerful solution-focused conversations





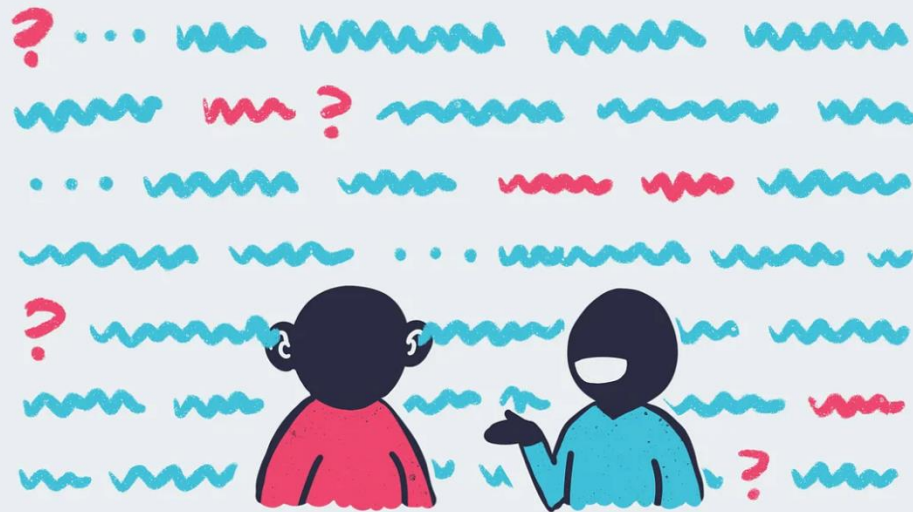
Don't pile on
the questions.

Ask **ONE.**

Then,



COACHES LISTEN GENUINELY.



Get comfortable with silence.
Stay CURIOUS.


The Core Philosophy



- Coaching isn't just for "coaches"



- Helps people grow by helping them think for themselves



- Effective coaching is about staying curious longer and giving advice slower

The 7 Essential Coaching Questions

1. The Kickstart Question

2. The AWE Question

3. The Focus Question

4. The Foundation Question

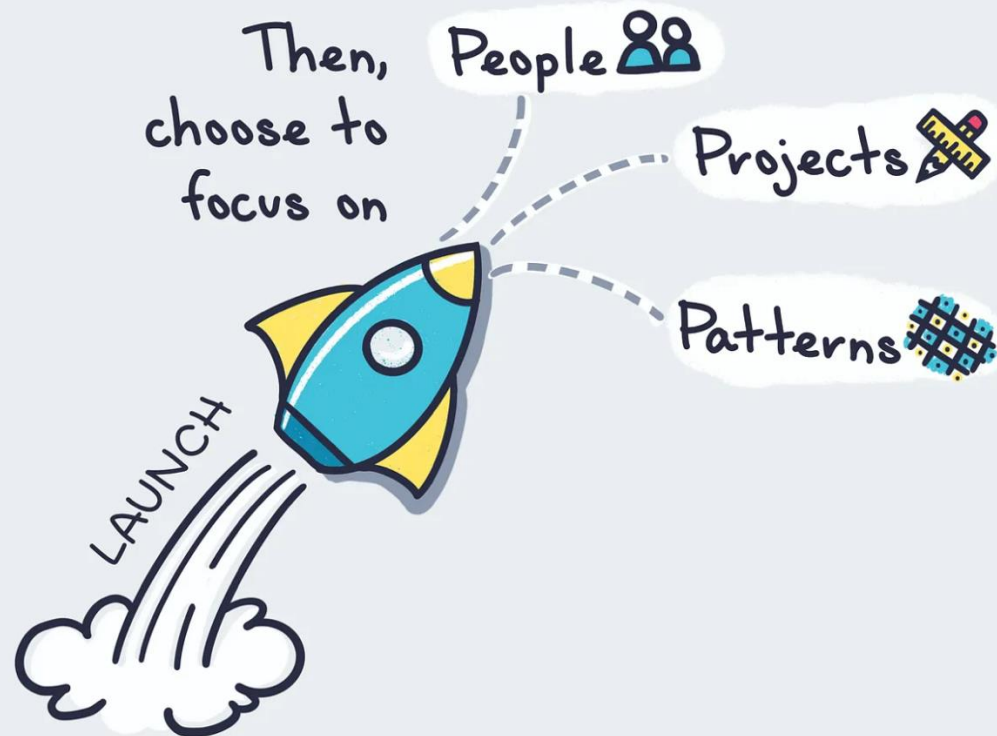
5. The Lazy Question

6. The Strategic Question

7. The Learning Question

ESSENTIAL COACHING QUESTION #1

"WHAT'S ON YOUR MIND?"



FROM THE COACHING HABIT

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1. The Kickstart Question

- ▶ “What’s on your mind?”
- ▶ Opens the door to important conversations
- ▶ Invites people to talk about what truly matters



3P Model

Projects

- Are there any challenges around a specific task or job responsibility?

People

- Are there any issues with colleagues, other departments, administration, students, parents?

Patterns

- Is there something about your mindset that is getting in your way?

ESSENTIAL COACHING QUESTION #2

"AND WHAT ELSE?"



Uncover and create possibilities

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2. The AWE Question

- ▶ “And what else?”
- ▶ Keeps the conversation going
- ▶ Uncovers deeper layers of the issue
- ▶ Often the best question in coaching



Rule of 3



Know when to ask
“And what else?”
and when to stop



General rule of thumb
is ask at least 3 times
and no more than 5

ESSENTIAL COACHING QUESTION #3

"WHAT'S THE REAL
CHALLENGE HERE
FOR YOU?"

Focus on the
right issue.



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3. The Focus Question

- ▶ “What’s the real challenge here for you?”
- ▶ Emphasizes “for you” to personalize the problem
- ▶ Helps narrow down to the core issue

“If you had to pick one of these to focus on, which one do you find the most pressing?”



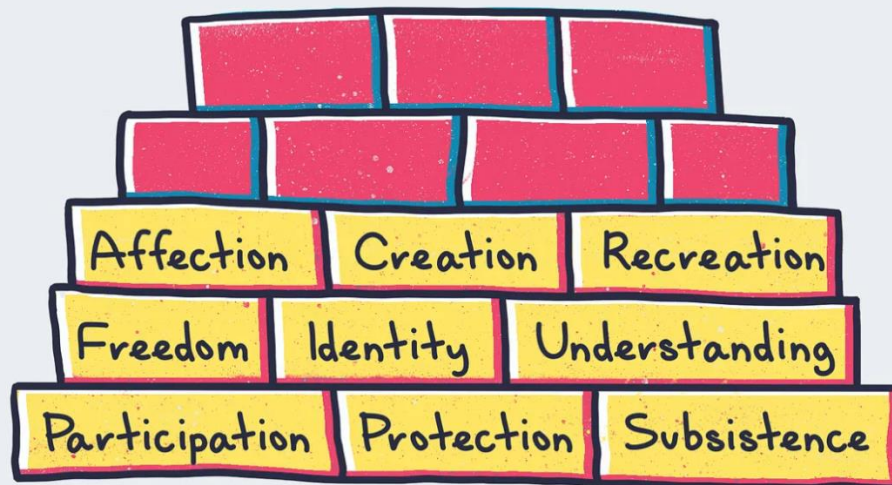
3P Model

- ▶ Projects
 - ▶ External, task-based challenges – work assignments, meeting deadlines, deliverables
- ▶ People
 - ▶ Involves relationships or interactions – colleagues, students, parents, etc.
- ▶ Patterns
 - ▶ Recurring internal behaviors or mindsets – procrastination, overcommitment, depression, fatigue/overwhelmed

ESSENTIAL COACHING QUESTION #4

"WHAT DO YOU WANT?"

Look for foundational needs.



4. The Foundation Question

- ▶ “What do you want?”
- ▶ Builds clarity and understanding
- ▶ Avoids assumptions about what others need

What do you hope to come out of our discussion?

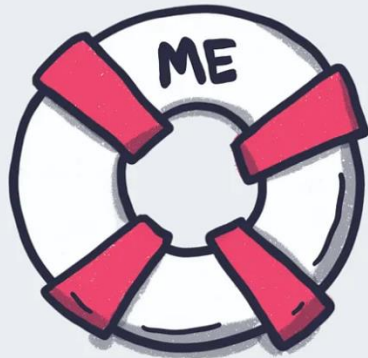
What results are you hoping for?

What is the end goal here?



ESSENTIAL COACHING QUESTION #5

"HOW CAN I HELP?"



Avoid playing
the Rescuer.



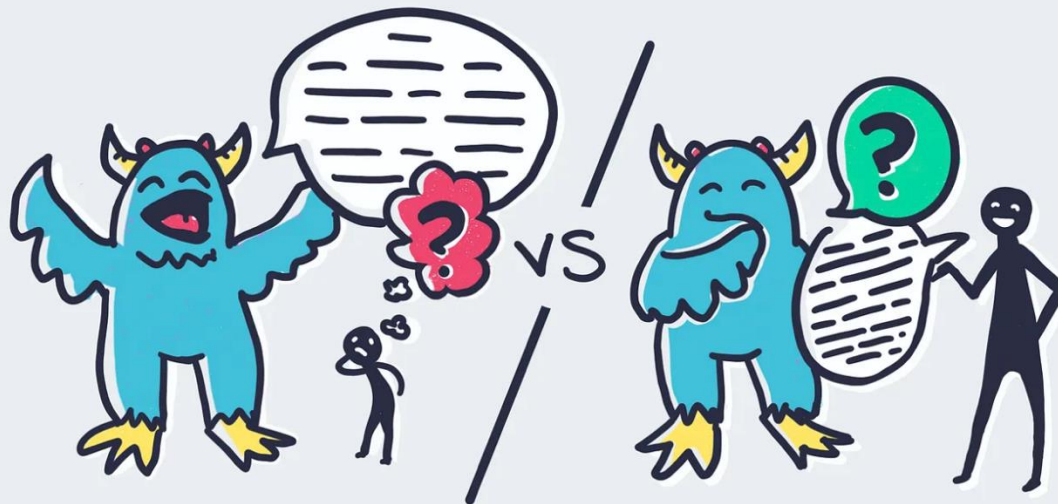
"What're YOUR
first thoughts?"

5. The Lazy Question

- ▶ “How can I help?”
- ▶ Prevents unnecessary work
- ▶ Ensures you're offering support the other person actually needs



As a coach, slow down the rush to
ADVICE MONSTER.



ASK QUESTIONS FIRST.

FROM THE COACHING HABIT

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What if you can't or won't?

You may get a request to do something that you just can't (or won't) agree to.

Responses that will help you get to solutions that are doable might include:

No, I can't do that because it is against policy. Is there another way I can help?

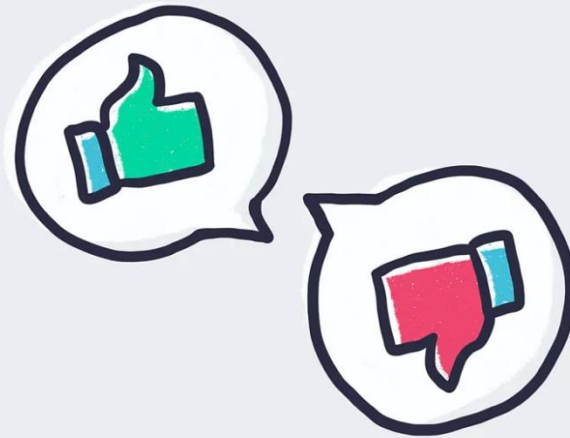
I can't do that, but I could do...

I think that is something you could do. Let me help you get started though.

I will have to check and will get back to you.

ESSENTIAL COACHING QUESTION #6

"IF YOU SAY **YES** TO
THIS, WHAT ARE YOU
SAYING **NO** TO?"



FROM THE COACHING HABIT

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6. The Strategic Question

- ▶ “If you’re saying yes to this, what are you saying no to?”
- ▶ Encourages thoughtful commitment – do they have the space, focus, energy, and resources they need?
- ▶ Balances priorities and protects time

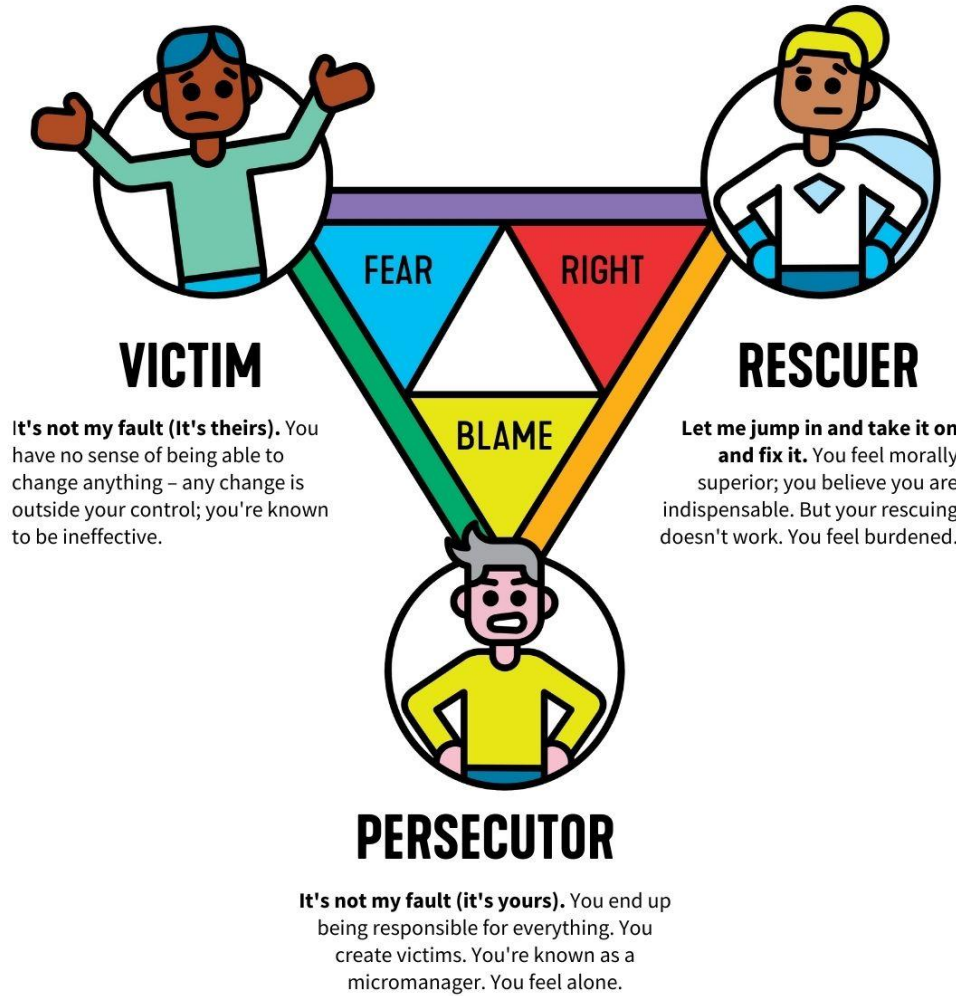


3P Model




- ▶ Projects
 - ▶ What tasks/projects do you need to to abandon or postpone?
 - ▶ What can you take off your plate?
- ▶ People
 - ▶ What expectations of others do you need to manage?
 - ▶ What relationships do you need to focus on and which ones do you need to let go of?
- ▶ Patterns
 - ▶ What habits do you need to change?
 - ▶ What beliefs are getting in your way of staying solution-focused?

DRAMA TRIANGLE

by Stephen Karpman, described by Michael Bungay Stanier



The Drama Triangle

	Victim 	Persecutor 	Rescuer 
Core Belief	“My life is so hard; my life is so unfair. Poor me.”	“I’m surrounded by fools, idiots, or people less good than me.”	“Don’t fight, don’t worry, let me jump in and take it on and fix it.”
Dynamic	“It’s not my fault (It’s theirs).”	“It’s not my fault (it’s yours).”	“It’s my responsibility (not yours).”
Benefit of playing this role	You have no responsibility for fixing anything; you get to complain; you attract rescuers.	You feel superior and have a sense of power and control.	You feel morally superior; you believe you are indispensable.
Price paid for playing the role	You have no sense of being able to change anything – any change is outside your control; you’re known to be ineffective. And no one likes a whiner.	You end up being responsible for everything. You create victims. You’re known as a micromanager. People do the minimum for you and no more. And no one likes a bully.	People reject your help. You create victims and perpetuate the Drama Triangle. And no one likes a meddler.
You feel stuck because	You have no power or influence. You feel useless.	You don’t trust anyone. You feel alone.	Your rescuing doesn’t work. You feel burdened.

TRANSITION FROM DRAMA TO EMPOWERMENT



FROM VICTIM TO CREATOR

Rather than feeling powerless and at the mercy of circumstances or avoiding responsibility, you can become a creator. Focus on your vision and desired outcomes, taking full responsibility for initiating action.



FROM RESCUER TO COACH

Rather than intervening to save others from perceived harm and fostering dependency, you can become a coach. Empower people through inquiry to gain clarity.



FROM PERSECUTOR TO CHALLENGER

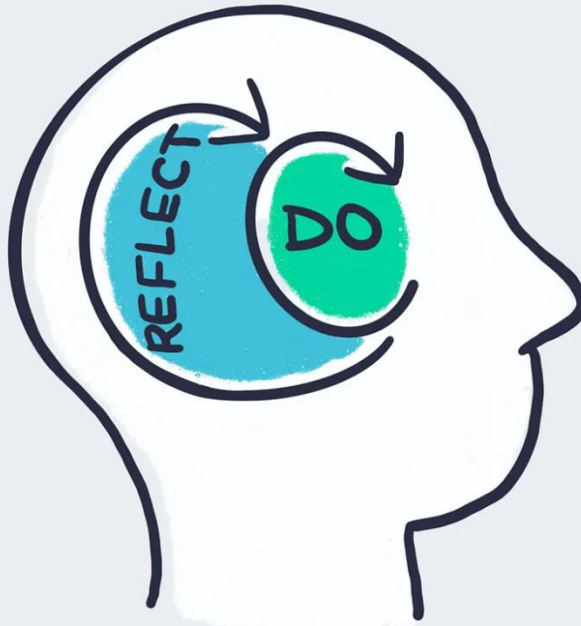
Instead of seeking to control and blame, you can become a challenger. Encourage learning by challenging assumptions and the status quo. Concentrate on people's improvement and development by holding them accountable for their actions.



According to Douglas Wick

ESSENTIAL COACHING QUESTION #7

"WHAT WAS MOST
USEFUL TO YOU?"



Create a
learning
moment.

FROM THE COACHING HABIT

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7. The Learning Question

- ▶ “What was most useful or valuable for you?”
- ▶ Reinforces reflection and learning (creates new neural pathways)
- ▶ Ends the conversation on a strong note





Building the Habit

- ▶ Forming habits requires consistency, triggers, and rewards
- ▶ Practice these questions daily until they become natural
- ▶ Coaching is a muscle – build it gradually

Why It Works



SIMPLE, PRACTICAL, AND
IMMEDIATELY APPLICABLE



SHIFTS MINDSET FROM
ADVICE-GIVING TO
EMPOWERING



PROVEN IMPACT IN
LEADERSHIP AND TEAM
DEVELOPMENT

Final Takeaways



- Stay curious longer



- Make coaching a daily habit



- Use the 7 questions as a toolbox



- Lead by asking, not telling

Resources & Further Reading



The Coaching Habit by
Michael Bungay Stanier



<https://boxofcrayons.com/>



Companion book:
The Advice Trap by Michael
Bungay Stanier

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