COACHING QUESTIONS

Module one

What does supportive leadership mean?

This module has been designed to encourage leaders to consider their own behaviour and the behaviour of others, and to understand how this can impact on the environment they create and the way that others feel, think and act. The learning from this module will encourage you to work through a number of questions. If you have not had time to attend the training you can take some time to go through these in your own time to learn more about what supportive leadership means.

1. Reflect on when a leader has not been supportive to you. How did this make you think, feel and behave?

2. Reflect on when a leader has been supportive to you. How did this make you think, feel and behave?

3. What does being a supportive leader mean to you?

4. How might being a supportive leader help you with your leadership goals?

5. If anything, what prevents you from being supportive?

6. If anything, what enables you to be supportive?

7. Set yourself one goal that will help you to strengthen your supportive leadership behaviour.
Module two

Perceptions and changing behaviours

This module is designed to encourage delegates to consider responses to specific situations/scenarios and the impact that these responses might have. Specifically, this module utilises a series of written scenarios that have been developed and based on the real experiences of leaders and managers within the Ambulance Service. If you have not had time to attend the training you can take some time to go through these in your own time to learn more about perceptions and changing behaviours.

1. Reflect on and list some of the difficult/demanding ‘people’ situations you have faced as a leader. Number each scenario or situation and score each one in terms of their difficulty (you can use any form of scoring that works for you e.g. low, medium, high / easy, moderate, hard).

2. Choosing one situation/interaction, what was it about this situation/interaction that was so demanding/difficult?

3. Reflecting on this situation, what in your view is a successful outcome? Did you achieve a successful outcome? If yes, how did you do this? If no, what prevented you from doing this?

4. Replay this scenario but now consider the context, the thoughts, feelings and behaviours of the employee/s. Can you list some of their actions/behaviours/responses? In your view, what were or might have been some of the thoughts and/or feelings driving their behaviour? At that time, how did the context influence their behaviour?

5. Replay this scenario but now consider the context, and your thoughts, feelings and behaviours. Can you list some of your actions/behaviours/responses? How did you feel at the time you acted/responded in this way? What was your thinking at the time? At that time, how did the context influence your actions/behaviours/responses?

6. In simple terms, all people follow a simple rule: ‘we behave/act as we feel and we feel as we think’. Looking back at 4 and 5, list any insights that would help you to approach this situation differently? Remember, you can consider the context, thoughts, feelings and/or behaviours.

7. Set yourself one goal that will help you to strengthen your supportive leadership behaviour.
Module three

Understanding ourselves and our behaviours

This module explores some of the key personal resources and strengths of individuals and the role that they play in determining how leaders can influence and respond to workplace situations. Leaders will be encouraged to reflect upon and consider their own strengths, as well as areas that they wish to develop. If you have not had time to attend the training you can take some time to go through these in your own time to learn more about understanding ourselves and our behaviours.

1. What does it feel like when you believe you are using your talents/strengths (or what we call ‘powers’)? List some thoughts, feelings and behaviours.

2. What does it feel like when you do not believe your talents/strengths are being utilised? List some thoughts, feelings and behaviours.

If you have answered questions 1 and 2 openly and honestly, you will see each situation creates a very different you.

3. List up to five of what you believe are your personal talents/strengths.

4. Take each personal talent/strength and reflect on how each strength positively influences your approach as a leader.

5. Research has shown that when people use four or more of their strengths/talents on a daily/weekly basis, they are healthier and more productive. How often do you use any or all of these talents/strengths? Daily, weekly, monthly or less?

6. What actions can you take to increase the use of your personal talents/strengths into your daily and/or weekly routine at work?

7. Set yourself one goal that will help you to increase the use of your strengths in your job role.
Module four

Understanding our contexts and developing cultures

This module explores the role of the environment in which we operate and how this can impact on how we might think and act as a leader, as well as the role that we play as leaders in shaping the environment around us. As part of this, the important balance between demands and resources are explored and delegates are encouraged to work through an activity to help them to identify actions that can be taken to help create and/or strengthen a culture of support. If you have not had time to attend the training you can take some time to go through these in your own time to learn more about understanding our contexts and developing supportive cultures.

1. How would you describe the culture where you work right now? Think about what you and/or your employees are thinking, feeling and doing in a culture like this.

2. In your view, what does a positive and healthy culture look like to you? Think about what you and/or your employees are thinking, feeling and doing in a culture like this.

3. In your view, and given your current work situation, what prevents and/or promotes a positive and healthy culture?

4. If any, what actions can you take to either create or strengthen a positive and healthy culture?

5. What evidence do you have available to you that helps you to understand the culture you have created in your group (team/area/organisation)?

6. What actions do you need to stop, start or continue to create and/or sustain a positive and healthy culture? Consider asking others for their input on this.

7. Set yourself one goal that will help you to enhance the culture where you work.