



IN ORDER TO COMBAT YOUR ADVICE MONSTER AND BUILD A COACHING HABIT, YOU'LL NEED:

- > **A reason**
a motive for changing your behavior. (See the data in “The ROI of Coaching” for a reminder of the benefits internal coaching practices can have for a team or an organization.)
- > **A trigger**
knowledge of what triggers your previous habitual behavior (e.g. as described previously, do you find yourself giving advice because of your urge to tell, control, or save?).
- > **A micro-habit**
make sure your new habit takes less than 60 seconds, to begin with (e.g. taking a deep breath and asking “And what else?” instead of launching into your thoughts when an employee brings you an issue).
- > **Effective practice**
break your new coaching habit into small segments and practice each one over and over.
- > **A plan**
for how to move forward when you find yourself reverting to old habits.

AS YOU WORK TO TRANSFORM YOUR HABITUAL STANCE WHEN INTERACTING WITH YOUR TEAM, LEAN INTO ASKING QUESTIONS (AND DEEPLY LISTENING TO ANSWERS) RATHER THAN DOLING OUT IMMEDIATE ADVICE. TRY THIS SEQUENCE:

- > **What’s on your mind?**
This question kick-starts the conversation and ensures the focus is on the employee’s most pressing issue, rather than your own.
- > **And what else?**
This is the most effective coaching question out there. Saying less will result in greater progress as your employee explores the situation.
- > **What’s the real challenge for you here?**
Move your employee beyond “the first problem” into discoveries related to the underlying cause.
- > **What do you want?**
This one may prove hard to answer, but will help reach the heart of the issue.
- > **How can I help?**
Also called the “lazy question,” this will cut to the chase by requiring the employee to determine what key issue needs to be addressed through a direct request.

(Adapted from [The Coaching Habit](#), Michael Bungay Stanier)