



*Petra Holic*

## Leading with a coaching mindset

I am Petra Holic and I help managers lead their teams without micromanaging.

**+340**  
happy leaders

**+1500**  
hours coached

**+50**  
2024 graduates of  
Leader as Coach

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**The 3 myths of good leadership**

**How to engage with people as a coaching leader**

**Coaching tips to boost your day-to-day work**

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## MYTH # 1

I have to be the  
smartest person  
in the room

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## MYTH # 2

I always have to  
tell them  
what to do



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### MYTH # 3

I must tell them what I think of them

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### MYTH # 1

I have to be the smartest person in the room



### MYTH # 2

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“Having a bad manager is often a one-two punch. Employees feel miserable at work, and that misery follows them home, compounding the stress and putting their well-being in peril.”

The State of the American Manager, 2017, Gallup

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①

“I was promoted because I was successful in a previous non-managerial role.”

②

“I have a lot of experience in my company or field.”

The State of the American Manager, 2017, Gallup

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**82%**

of managers who enter management positions have not had any formal management and leadership training – they are “accidental managers”.

Chartered Management Institute, UK, 2023

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**MYTH # 1** I have to be the ~~smartest~~ person in the room

“If you believe your role as a leader is to be the smartest in the room and to make sure that everybody knows how smart you are, you're wrong. If you believe that your role as a leader is to create an environment where others can be successful, then you're on the right track”.

former CEO of Best Buy - Hubert Joly

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## MYTH # 1 ~~I have to be the smartest person in the room~~

**YOUR POWERFUL QUESTIONS BANK**

<p><b>ANTICIPATION</b></p> <p>What is possible? What is the best possible outcome? What is exciting to you about this? What does your intuition tell you?</p> <p><b>ASSESSMENT</b></p> <p>What do you make of it? What do you think is the best? How does it look to you? What resonates for you?</p> <p><b>CLARIFICATION</b></p> <p>What do you mean? What does it feel like? What more can you say? What do you want?</p> <p><b>ELABORATION</b></p> <p>Can you tell me more? What else? What other ideas / thoughts / feelings do you have about it?</p>	<p><b>EXPLORATION</b></p> <p>What is here you want to explore? What part of the situation have you not explored? What other angle can you think of? What is just one more possibility? What are your other options?</p> <p><b>ROOT CAUSE</b></p> <p>What caused this? What led up to it? What have you tried so far? What do you make of it all?</p> <p><b>IMPLEMENTATION</b></p> <p>What is the action plan? What will you have to do to get the job done? What support do you need to accomplish this? What will you do? When will you do it?</p>	<p><b>INTEGRATION</b></p> <p>What will you take away from this? What was the lesson? How can you make sure you remember what you learned? How would you pull all this together?</p> <p><b>LEARNING</b></p> <p>If you had a free choice in the matter, what would you do? If the same thing comes up again, what would you do? If we could wipe the slate clean, what would you do? If you had to do it over again, what would you do?</p> <p><b>OPTIONS</b></p> <p>What are the possibilities? If you had your choice, what would you do? What are possible solutions? What will happen if you do? What will happen if you don't? What options can you create?</p>
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Coaching for Performance, John Whitmore, 2017

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## MYTH # 2 I always have to tell them what to do

**#1**

What are the areas where I need to let go, delegate more to you?

**#2**

What are the areas where I need to get more involved or provide more help to you?

**#3**

Where do you ever see me doing things that I don't need to be doing?

**#4**

How can I let go of some of my work and give it to others?

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## MYTH # 3 I must tell them what I think of them

**YOUR FEEDBACK QUESTIONS BANK**

FEEDBACK ASKING QUESTIONS FOR YOUR 1:1S	FEEDBACK QUESTIONS BEFORE OR AFTER KEY MEETINGS OR PRESENTATIONS
<ul style="list-style-type: none"> <li>• How is our 1:1 agenda working for you?</li> <li>• What do I need to change/add/remove from our 1:1 agenda?</li> <li>• How can I do better at providing you with feedback?</li> <li>• How can I help you with this project?</li> <li>• How can I support you during our 1:1s?</li> <li>• What do you need me to do more of?</li> <li>• What do you need me to do less of?</li> <li>• How can I make our 1:1s more useful?</li> <li>• What's the one thing can I do differently to help you be better?</li> <li>• What's the one obstacle I can remove so that you can succeed?</li> <li>• What could I do or stop doing that would make it easier for you to work with me?</li> </ul>	<ul style="list-style-type: none"> <li>• How can I do better at running our meetings?</li> <li>• What was for you the most useful slide/part of the call/presentation?</li> <li>• What do you think we should spend more/less time on?</li> <li>• At what point in the presentation/meeting did you feel most/least engaged?</li> <li>• If I spoke on this topic again, what else would you want to know about?</li> <li>• If there was one thing to improve this presentation/meeting, what would it be?</li> <li>• What do you remember about my body language while I spoke?</li> <li>• What else were you hoping to see/hear/learn that you did not?</li> <li>• If I would remove one section from the presentation/meeting, what would it be and why?</li> <li>• What was the big elephant in the presentation room I have not addressed?</li> </ul>

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## Bonus TIP Ask the most important question

Your Qualities EXPLORE

**non-judgemental** democratic outgoing  
 enthusiastic confident trusting helpful mature  
 collaborative accommodating  
 people oriented creative flexible



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## Bonus TIP Ask the most important question

You may be seen as indecisive and too quick to agree with others when challenged

You may be seen as ignoring your own interests to avoid an argument. Giving in too quickly


You may be seen as over talking things rather than taking action. Being too chatty and garrulous

You may be seen as overly trusting and easy to take advantage of. You too readily believe what you are told

You may be seen as disorganised and undisciplined. Constantly challenging rules

You may be seen as casual, irreverent, irresponsible and rebellious

You may be seen as reluctant to push an idea if it meets with resistance from others



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## Leading with a coaching mindset

**MYTH # 1**  
I have to be the smartest person in the room


**MYTH # 2**  
I always have to tell them what to do

**MYTH # 3**  
I must tell them what I think of them

ASK for their opinion, instead of focusing on being smart

ASK delegation questions, instead of telling people what to do

ASK for feedback, before pushing feedback



Ask more questions

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## Thank You

For your attention, energy and participation during the Leading With A Coaching Mindset presentation

[www.petraholic.com](http://www.petraholic.com)

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# YOUR POWERFUL QUESTIONS BANK

## ANTICIPATION

What is possible?  
What is the best possible outcome?  
What is exciting to you about this?  
What does your intuition tell you?

## ASSESSMENT

What do you make of it?  
What do you think is the best?  
How does it look to you?  
What resonates for you?

## CLARIFICATION

What do you mean?  
What does it feel like?  
What more can you say?  
What do you want?

## ELABORATION

Can you tell me more?  
What else?  
What other ideas / thoughts / feelings do you have about it?

## EXPLORATION

What is here you want to explore?  
What part of the situation have you not explored?  
What other angle can you think of?  
What is just one more possibility?  
What are your other options?

## ROOT CAUSE

What caused this?  
What led up to it?  
What have you tried so far?  
What do you make of it all?

## IMPLEMENTATION

What is the action plan?  
What will you have to do to get the job done?  
What support do you need to accomplish this?  
What will you do?  
When will you do it?

## INTEGRATION

What will you take away from this?  
What was the lesson?  
How can you make sure you remember what you learned?  
How would you pull all this together?

## LEARNING

If you had a free choice in the matter, what would you do?  
If the same thing comes up again, what would you do?  
If we could wipe the slate clean, what would you do?  
If you had to do it over again, what would you do?

## OPTIONS

What are the possibilities?  
If you had your choice, what would you do?  
What are possible solutions?  
What will happen if you do?  
What will happen if you don't?  
What options can you create?



# YOUR POWERFUL QUESTIONS BANK

## OUTCOMES

- What do you want?
- What is your desired outcome?
- What would it look like?

## PERPECTIVE

- When this project is over, what will you want to say about it?
- What will matter about this when we are done?
- In the bigger scheme of things, how important is this?
- So what?

## PLANNING

- What do you plan to do about it?
- What is your game plan?
- What kind of plan do you need to create?
- Now what?

## PREDICTIONS

- How do you suppose it will work out?
- What will that get you?
- Where will this lead?
- What are the chances of success?
- What is your prediction?

## RESOURCES

- What resources do you need to help you decide?
- What do you know about it now?
- What kind of picture do you have right now?
- What resources are available to you?



## SELF-REFLECTION

MY TOP 3 FAVOURITE QUESTIONS FROM THE QUESTIONS BANK:

- 1 .....
- 2 .....
- 3 .....

IN WHAT SITUATION COULD I USE THESE QUESTIONS?

.....  
.....  
.....

ON A SCALE OF 1 TO 10, HOW READY AM I TO START USING THESE?

- 1 ..... 10

NOT READY AT ALL

100% READY



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ADAPTED FROM COACHING FOR PERFORMANCE, JOHN WHITMORE

# Marshall Goldsmith's 4 questions model for better delegating

**#1**

What are the areas where I need to let go, delegate more to you?

**#2**

What are the areas where I need to get more involved or provide more help to you?

**#3**

Where do you ever see me doing things that I don't need to be doing?

**#4**

How can I let go of some of my work and give it to others?



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"EFFECTIVE LEADERS KNOW WHO ON THEIR TEAM CAN  
BE LEFT ALONE AND WHO NEEDS MORE DIRECTION".

MARSHALL GOLDSMITH

# YOUR FEEDBACK QUESTIONS BANK

## FEEDBACK ASKING QUESTIONS FOR YOUR 1:1S

- How is our 1:1 agenda working for you?
- What do I need to change/add/remove from our 1:1 agenda?
- How can I do better at providing you with feedback?
- How can I help you with this project?
- How can I support you during our 1:1s?
- What do you need me to do more of?
- What do you need me to do less of?
- How can I make our 1:1s more useful?
- What's the one thing can I do differently to help you be better?
- What's the one obstacle I can remove so that you can succeed?
- What could I do or stop doing that would make it easier for you to work with me?

## FEEDBACK QUESTIONS BEFORE OR AFTER KEY MEETINGS OR PRESENTATIONS

- How can I do better at running our meetings?
- What was for you the most useful slide / part of the call / presentation?
- What do you think we should spend more/less time at?
- At what point in the presentation/meeting did you feel most/least engaged?
- If I spoke on this topic again, what else would you want to know about?
- If there was one thing to improve this presentation/meeting, what would it be?
- What do you remember about my body language while I spoke?
- What else were you hoping to see/hear/learn that you did not?
- If I would remove one section from the presentation/meeting - what would it be and why?
- What was the big elephant in the presentation/room I have not addressed?

