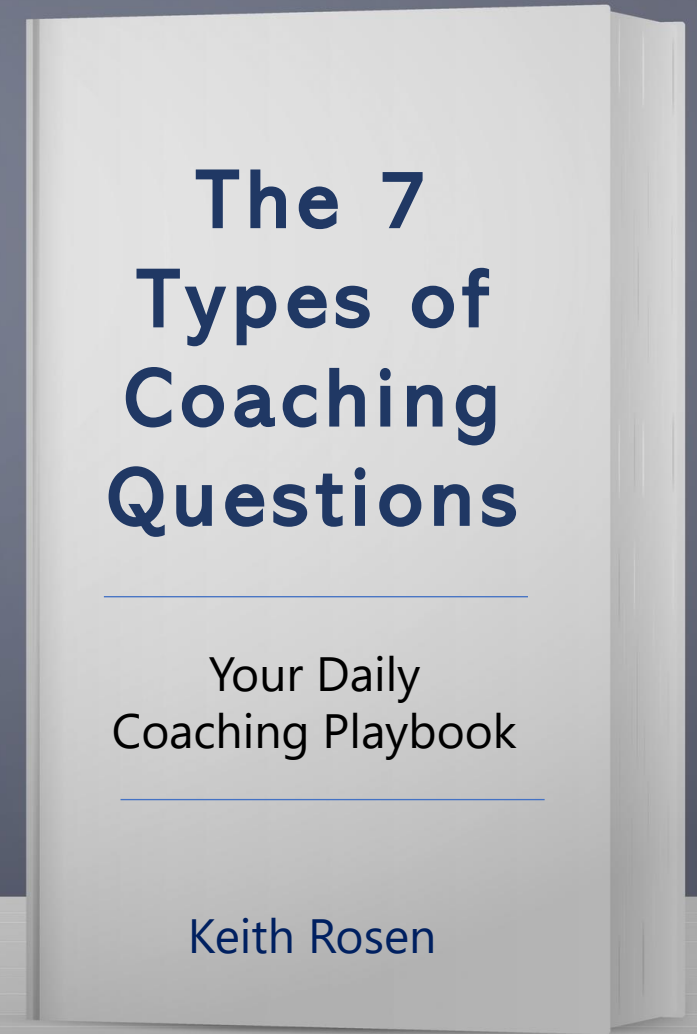


# Your Handbook Of Masterful Coaching Questions



# 1. The Assumptive Question

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## Question Objectives:

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- **Uncover** and focus on the facts, rather than their perception of the facts.
- **Learn** what an assumption is, how to recognize them, the cost of making them, and how to eliminate them.
- **Expand** thinking by asking better questions, to assess between fact or fiction.
- **Develop** self-awareness to recognize the assumptions in every conversation.
- **Suspend** judgment and prior experiences so you can walk into every conversation to create new possibilities.

# The Assumptive Question



What assumptions might you be making about ...?



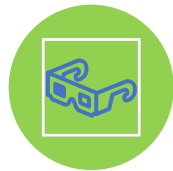
How do you know this to be true/fact?



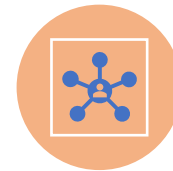
What are the facts to support this?



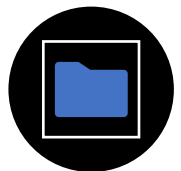
What assumptions are you making that's giving you what you see?



What's another way to look at this?



What else could be true?



What evidence supports how you feel?

# 2. The ● Implication Question

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## Question Objectives:

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- **Challenge** people to self-reflect and share the impact of their behavior, attitude and actions, good and bad.
- **Empower** people to uncover and express the positive and negative impact of changing and/or not changing.
- **Develop** critical thinking and self-accountability.
- **Creates** ownership of the outcome, since the coachee is articulating the implication, not the coach.

# The Implication Question

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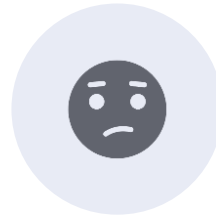
If nothing changes, how would this **impact** you personally and professionally? Where will you be (3) months from now?



How would better managing your day, **influence** your productivity at work and your ability to honor your personal priorities and goals?



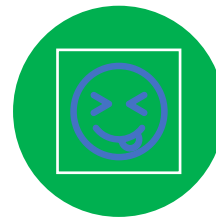
What results would you envision if you **were able** to achieve this/your goals?



(Conversely) If you're not able to achieve this result/goal, what would this **cost** you?



This sounds like this is very important to you. What are some of the **implications** if you do not achieve this personal goal?



How does your behavior **affect** you and those around you?

# 3. The Expansion Question

## Question Objectives:

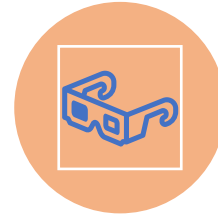
- **Uncovers** costly assumptions every conversation and situation to distinguish between fact and fiction.
- **Identify** other possibilities that have not been explored by expanding their point of view.
- **Create** new opportunities in the moment by having the coachee expand their thinking of what else could be possible.
- **Develop** the questions that haven't been asked to ensure you're gathering the facts.
- **Break** old patterns of thinking, and self-limiting, toxic beliefs often based on past experiences.

# The Expansion Question

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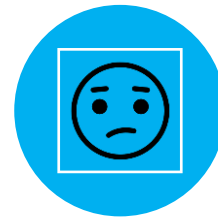
And?  
What else is true?



What else might be  
possible?



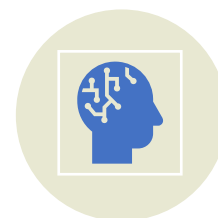
If you turned the situation  
around, (switched places)  
what's another way of  
looking at this?



What's making you feel that  
way?



What else might/could be  
true?



Can you please say more  
about....?

# 4. The Springboard Question

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## Question Objectives:

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- **Builds** off the adverb, noun, and adjective to ensure understanding of each word's interpretation with a question.
- **Creates** clarity and understanding around communication, and word definitions, especially internationally.
- **Prevents** making assumptions around what they mean that sabotage conversations, relationships and trust.
- **Demonstrates** intentional listening, interest and care to understand their needs that builds trust and alignment.
- **Uncovers** the gap and root cause faster by having them self-reflect and go deeper around what they're saying.
- **Improves** decision-making based on facts, not assumptions.



# The Springboard Question



When you say, “we expect a strong track record of success,” what does that look like for you?



Can you go into more detail in terms of, “a cost-effective solution?”



You said you want, “the service you didn't get from your other vendor.” Can you share your experience and what “exceptional service” looks like for you?



When you said, “you’re stressed from your overwhelming workload.” Can you share an example?



How do you mean, “The customer is pushing back and he’s difficult to work with and doesn’t communicate well.”



When you say you want to, “build your brand and become more successful,” let’s break down each goal to ensure you have a strategy to get there.

# 5. The Enrollment Question

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## Question Objectives:

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- **Align** business goals and company vision with people's personal vision, goals, priorities and core values so they see the benefit for them, while working towards a shared goal and guiding light.
- **Ignite** the desire to change by creating a vision of what's possible for people to achieve, personally.
- **Eliminate** fear and resistance to change by setting positive intentions so people can see the benefits for them.
- **Build** or rebuild relationships and trust and eliminate company silos due to poor communication.
- **Create** a safe place to deliver difficult messages in a way people would be receptive to hearing.

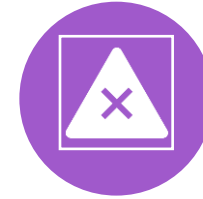
# The Enrollment Question



What I want for you is to achieve the success you want. I've noticed a few things that, if we can work on, would make you more successful and reduce your workload and stress. Are you open to discussing this?



What I want for you is to achieve your career goals. That's why I'd like to meet and discuss what it would look like for me to best manage and coach you to achieve them. Are you open to creating the parameters and expectations together?



These problems seem to persist. What would it be worth to you if you could eliminate them?



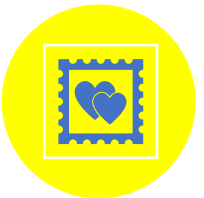
What would be possible if...(you achieve your goals/improve that relationship, become more organized?)



If we can work together to get you back on track to achieve your goals, would you be open to developing a strategy to achieve this?



If you were achieving all your goals, what would that look like?



Can you share with me your core values and personal vision that inspire you?



Can I point something out to you that may be uncomfortable to hear but can lead to some amazing breakthroughs in your results and goals?

# 6. The Accountability Question

## Question Objectives:

- **Empowers** the coachee to develop the guidelines of how they want to be held accountable, managed, coached, motivated, even followed up on.
- **Fuels** a culture of accountability, confidence, and ownership of goals, activity and behavior.
- **Eliminates** the fear of conflict and confrontation holding people accountable because they create the rules to hold themselves accountable, not you.
- **Helps** the coach focus on asking the questions, rather than giving the answer.

# The Accountability Question



If we switched positions, how would you handle this?



What's your **opinion** on how to create the results you want?



What changes can you make today that would support your goals?



What would you like to have achieved by our next week's coaching session?



What are you willing to do or change to achieve this?



How do you want me to be your accountability partner in a way that sounds supportive, rather than feeling I'm micromanaging you.



If you don't honor your commitments, how do you want me to follow-up in a way you'd be open to hearing this? How do you want me to bring this up?



Do I have your permission to say something each time I notice you reverting to your old destructive habits or behaviors to ensure you build a great personal brand?

# 7 The ● Process Driven Question

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## Question Objectives:

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- **Challenges** you to become a process driven thinker and communicator, instead of pushing for the result.
- **Helps** you stay in the moment to execute the process rather than focusing on and living in a future point in time.
- **Uncovers** the difference between the activities and, more importantly, the skills of an A and C player.
- **Become** a better listener who asks better questions that uncover the Gap in their process (attitude, skill, activity).
- **Shifts** the conversation from WHAT people do to HOW they do it to duplicate a proven, successful process.
- **Reinforces** the coaching principle that you coach the process, not the result.

# The Process Driven Question



What are the steps you would take to resolve this? How would you do it? What would your message sound like?



Walk me through the process you created that helped you win this sale?



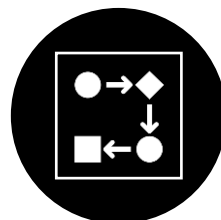
Can you please share with me the conversation you recently had with that customer?



When they said, "It's a budget issue," how did you respond?



What questions do you ask to qualify every opportunity?



You thought you'd never get a meeting with this prospect. Let's identify the (best practices, messaging attitude, activities) that lead to your success and embed them into your sales process to ensure you consistently achieve the results you want.

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- **Coach** your customers to succeed.

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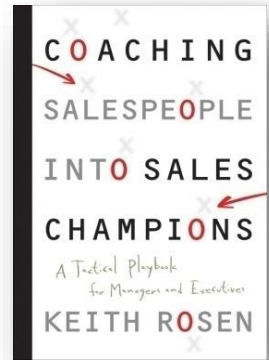
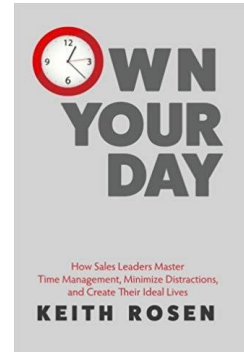
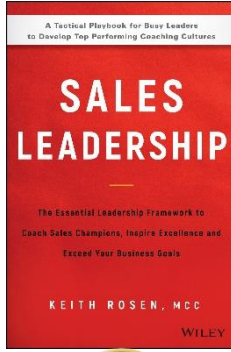
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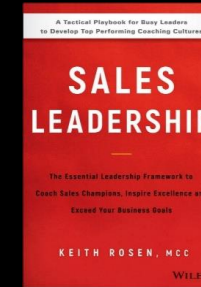
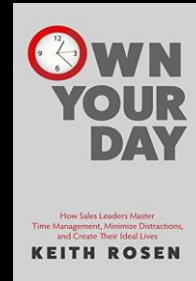
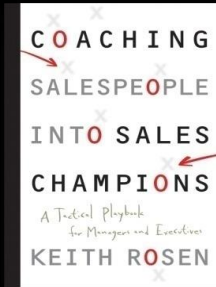




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- Keith is the Chief Evolution Officer of Profit Builders, named the Best Training and Coaching Company for the fourth consecutive year.
- His latest book, *Sales Leadership* was named the *2018 Sales and Sales Leadership Book of the Year*
- Keith is the pioneer of leadership coach training and has delivered his courses to hundreds of thousands of managers in practically every industry; on *six continents and in over 75 countries*.
- *Inc.* magazine and *Fast Company* named Keith one of the five most influential executive coaches
- One of the first out of only a handful of coaches who earned the distinguished Master Certified Coach designation credentialed through the International Coach Federation
- Author of *Own Your Day* and *SALES LEADERSHIP* - named the #1 *Sales and Leadership Coaching Book of 2018* by *Top Sales World* and *Amazon.com*. *Coaching Salespeople into Sales Champions* is the winner of Five International Best Book Awards and the #1 bestselling management coaching book on Amazon since 2008.
- Featured in *Entrepreneur*, *Inc.*, *Fortune*, *The New York Times* and *The Wall Street Journal*, *CEO/CFO* magazine.
- Named The 2009 Business Education Leader of the Year.
- Honored as one of the top 25 Sales and Leadership Blogs for the last 5 years.
- Appeared on the award-winning television show, *Mad Men*.
- As the pioneer of leadership coach training, Keith was inducted in the inaugural group of the Top Sales Hall of Fame in recognition for his outstanding contributions in selling and leadership.





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