FUEL:
Coaching Conversation Guide
How to use this guide: The FUEL model is covered in FUEL Coaching Workshops held for people managers. Those who attend a workshop learn to apply the step by step process and coaching techniques outlined in this guide. Managers may use this guide to reference key elements of the FUEL model and apply questioning techniques for facilitating effective coaching conversations.

“Interactions that help the individual being coached to expand awareness, discover superior solutions, and make and implement better decisions.”

Extraordinary Coach - Zenger Folkman
FOCUS on the Specific Behavior/Opportunity

Set the context and purpose for the conversation

Sample Questions:

Coach Initiates Conversation

**Identify the behavior or opportunity**
- I would like to talk about...... (specific behavior/issue/opportunity)
- Let’s focus our time together on...... (specific behavior/issue/opportunity)

**Determine the purpose or outcomes of the conversation**
- By the end of the conversation I would like to...... (desired results)
- What would you like to make sure we address/cover?
- The objective is to have/prepare you to....

**Agree on the process for the conversation**
- Here’s how I thought we might proceed..... (check for openness and timing for the conversation)
- Would you like to take some time to discuss the issue/matter?

Coachee Initiates Conversation

**Identify the behavior or opportunity**
- What’s most important to you that we spend our time discussing?
- Tell me more about what you’re thinking/feeling on this issue/matter.

**Determine the purpose or outcomes of the conversation**
- What would you like to accomplish; what’s your objective?
- How might I help with this issue?
- What would you like to walk away from this conversation knowing/having/prepared to.....?

**Agree on the process for the conversation**
- How should we proceed (confirm timing for the conversation)?
- Where would you like to start?
- What would you like to do to know/have/prepare to....?
Explore the individual’s thinking and perceptions before sharing your own

Sample Questions:

Understand the individual’s point of view

- How do you see this situation?
- What is happening?
- What is working well?
- What events/choices led you to this place/decision?
- What have you tried already?  What difference did these actions make?
- What makes this challenging?
- What’s behind that?
- What proof of evidence do you have to support this?
- If you could identify the three most significant factors contributing this opportunity, what would they be?  (How would you rank them?)
- Help me understand the seriousness of this to you?
- How might you have contributed to this?
- How might others see the situation?
- How are you feeling right now about this situation?
- It sounds like .....is really important to you.  Can you explain?

Determine the consequences of continuing on the current path

- What impact is this having on you?  On others?
- What are the short-term consequences if this situation doesn’t change?
- How does this influence your goals and what you are trying to accomplish?
- What are the short-term, long-term implications?
- Offer your perspective if appropriate if this situation doesn’t change?
- If you could resolve this, what effect would it have on .....?

Offer your perspective, if appropriate

- Could I share some observations I have made?
- Could I offer some other consequences to consider?
Clarify the objective and generate ideas, alternatives or change needed to achieve desired results

Sample Questions:

**Understand the vision for success**
- What would the ideal state look like?
- What is the best possible outcome?
- What opportunities can you see in this situation?
- What is possible here?
- What would you realistically like to make happen, given these circumstances?
- What would a best-case scenario look like?

**Set goals and performance expectations**
- What are your goals? What would you like to accomplish?
- To turn that...into an action step, what will you do by when?
- What would be some stretch targets to shoot for?
- How will you measure your success?

**Explore alternative paths of action**
- What might be some approaches you can take? What else might work?
- What would be the top five potential solutions? What else could you do? If you got really innovative methodology, what would you try?
- Of the five potential solutions, in terms of effectiveness, what would be your first, second, and third best option/action to consider?
- Could I offer a couple of additional possibilities to consider?
- Which options/actions will get you closest to your goal in the time frame you would like to target?
- What criteria would you use to evaluate which path looks like the best one to take?

**Explore possible barriers or resistance**
- What are the biggest risks or barriers to pursuing that option/action(s)?
- What is going to get in the way?
- What could you do to overcome this obstacle? What are your options?
- What might go wrong? What is the worst-case scenario?
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**LAY OUT** a Success Plan

*Agree on actions and timelines, and gain alignment*

Sample Questions:

**Develop and agree on action plan and timelines**

- What specific actions will help you achieve your goal?
- What will your first steps be? When will you start?
- Is that a realistic timetable?
- Are there any other obstacles we need to address before you move forward?
- How will you stay focused on your goals and plans?

**Enlist support from others (if needed)**

- Who can support you in moving forward?
- How can I support you? (Here’s how I see my role...)
- Who might help you (in completing a specific action step that was stated?)
- What other resources can you draw on to tackle this?

**Set milestones for follow-up and accountability**

- When should we touch base on this again?
- What would you like from me in terms of support/direction/accountability?