

What is your best “Quick Tip” for someone looking to incorporate coaching principles into their team interactions?

Make time for it.

Define the parameters of the coaching relationship in advance.

“What are the opportunities?” is the best question to help create a mind-shift.

For someone who is scared they won't get an answer, tell them you want to experiment with the coaching approach and then you promise you'll share your thoughts at the end, too.

Start the conversation with “I noticed that...” and ask them what's going on from their prospective.

Listen more, speak less.

Be patient and listen.

The person being coached has the answer. The Coach is there to help them uncover that answer.

Building a Coaching Mindset

Training Your Managers to Ask Instead of Answer

Jeanna Beck and Reva Pollack, Arnold & Porter Kaye Scholer LLP

What is a coaching mindset?

- Asking instead of answering
- Focusing on the problem and not the person
- Believing that people are capable
- Leading to action



Common Stumbling Blocks for New Coaches

How will you help your team members address these challenges?

Lack of familiarity with coaching principles	
Has to have all the answers	
Lack of confidence in coaching	
Micromanaging tendencies	
Not knowing when to intervene and when to step back	

Strategies for Coaching Coaching



Role Play



Tag Team to
Start



Address
Stumbling Blocks



Embrace the
Cheat Sheet

What are “Coaching Conversations”?

A coaching conversation aims to empower the "coachee" (the individual receiving guidance) to make progress in their professional and/or personal life toward a stated goal. The purpose is not for the coach to offer advice or instruction, but for the coach to help create a space for the coachee to reflect, consider their goals and take empowered action.

Key Elements:

Choice – coachee answers open-ended questions based on their stated goals and desired outcomes.

Reflection – coachee has space to consider information uncovered through the discussion.

Forward Looking – conversations are focused around future goals and/or gaining clarity.

Support – coach is an engaged partner, listening to verbal and non-verbal cues, without judgment, and remains focused on the coachee’s goals.

Accountability – coach follows up with the coachee to inquire (without expectation) about what progress they have made.

Sample Open-Ended Questions/Prompts:

- What do you think is best?
- Say more about that . . .
- What did/might you learn from the experience?
- What do you need in order to thrive?
- What else could be true?
- What is important about that?
- How can I help? (Or) Who can help?

Sample Tool: Job Performance Wheel*

One way to spark conversation and reflection is to invite the coachee to rank their satisfaction in the below areas on a scale of 1-10, then discuss. Each of the sections represents an area of job satisfaction.

**Adapted from the Co-Active Training Institute*



Resources from Building a Coaching Mindset Training Your Managers to Ask Instead of Answer Jeanna Beck and Reva Pollack, Arnold & Porter Kaye Scholer LLP

Podcasts

- “How to Talk to Anyone”, Supercommunicators with Charles Duhigg, Slate (Feb. 21, 2025).
- Coaching for Leaders with Dave Stachowiak.

Articles

- “Successful Leaders are Great Coaches”, Bill George and Zach Clayton, Harvard Business Review, Oct. 6, 2022.
- “How Does Coaching Actually Help Leaders?”, Carley Sime, Forbes, Mar. 28, 2019.

Books

- Let’s Coach all the Lawyers: An Essential Primer for Professionals Developing Legal Talent, Jessica R Natkin & Jessica L. Hernandez (2021).
- Coach the Person, Not the Problem: A Guide to Using Reflective Inquiry, Marcia Reynolds (2020).
- Co-Active Coaching, Henry Kimsey-House, et al. (2018).
- Coaching Skills: The Definitive Guide to Being a Coach, Jenny Rogers (2016).
- The Coaching Habit, Michael Bungay Stanier (2016).

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