What can a family systems questioning framework tell us about how and when to shape coaching QUESTIONS?

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Adapted from Karl Tomm's (1988) *Interventive Intervening* systemic questioning model

Informed by:
- Hauser (2012; 2014). "Shape-Shifting" research (directive types of questions; dialogic stance)
- Hornstrup et al (2012). *Developing relational leadership* (constructivist past, present, future)
- And More

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Shaping Four Types of Coaching Questions

CLARIFYING  STRATEGIZING

MEANING-MAKING  MOBILIZING

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Shaping Four Types of Coaching Questions

Three systemic levels of questions for each of the four types of questions:

(a) self-oriented,
(b) systemic context, and
(c) alliance between the coach and client

**Directive STANCE**

**Clarifying**
- **Purpose:** Investigate
- **Effect:** Build trust
- **Risk:** Client feels interrogated

**Strategizing**
- **Purpose:** Challenge
- **Effect:** Get unstuck
- **Risk:** Client feels judged

**Meaning-Making**
- **Purpose:** Explore
- **Effect:** Acceptance
- **Risk:** Too divergent, lack focus

**Mobilizing**
- **Purpose:** Co-create
- **Effect:** New picture & actions toward future
- **Risk:** Unrealistic direction

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Q & A
Thank You.

Graduate School Alliance for Education in Coaching (GSAEC.org)

Fielding Graduate University (Fielding.edu)
**Karl Tomm’s (1988) Interventive Interviewing Framework**

**Problem:** Questions can be intimidating
The questioner wields considerable “power” when asking questions

**Solution:** Developed a classification of four types of questions in family systems therapeutic settings

**Purpose:** To enhance the interviewer’s awareness of differential effects of questions on the interviewees
To increase choices and skills for the interviewer

**Means:** Review of videotapes
Discussions with colleagues and clients

**Heuristic dimensions:** Intentionality of the interviewer in asking questions
Assumptions about the interaction process
Hauser’s Systematic Questioning Framework for Shaping Four Types of Coaching Questions.

**Problem:** Questions can intimidate both the client and the coach

**Solution:** Developed a classification of four types of questions for use in organizational coaching settings

**Purpose:** To increase choices and skills for the coach when asking questions:
. Enhance the coach’s awareness of differential purposes, effects, and risks of questions on the client
. Increase the coach’s professional judgment and confidence when shaping questions in the moment so that the coach can make better informed decisions about what type of question to ask in the moment in response to the client

**Means:** Reviewed literature. Adapted Tomm’s (1988) family systems questioning framework to a coaching context. Applied Hornstrup’s (2012) levels of systems and Hauser’s (2012; 2014) empirical research highlighting dialogic and directive behaviors and relational stance of the coach toward the client. Discussions with colleagues and clients

**Heuristic Dimensions:** Intentionality of the coach for asking questions
Relational stance of the coach toward the client when asking questions
PARTIAL REFERENCES