

# MyPerformance Coaching Questions

## *Take the Time. It's all about the conversation!*

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These coaching questions can be used by supervisors and employees for their ongoing MyPerformance conversations. Choose the ones you like, or modify them to make them your own. Also, consider sending the ones you'd like to use to each other ahead of time to allow for preparation prior to the conversation.

Questions are broken down by stages of the MyPerformance cycle and key topic areas that may be important to either or both the supervisor and employee. Click on the topic area that you are interested in or scroll through this guide for ideas.

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## MyPerformance Cycle

### Planning the Year / Goal Setting

Planning Phase conversations allow for a common understanding of the way forward and a clarified focus for the employee's day-to-day work. A planning conversation involves clarifying the organization's vision and strategy, setting goals for the year and agreeing on performance expectations and measures. Corporate values and competencies, which describe the qualities we value in our colleagues and in our organization, and which describe how we can be successful in our jobs, are also a very important component of these conversations. The goals set in the planning phase will provide a strong foundation for successful performance conversations throughout the year.

- Reflect on your ministry, branch and team goals. Which ones are you responsible for and most interested in? How might your individual goals align with those of the organization?
- What are your manager's goals? How will you work together to achieve those goals?
- What are you passionate about?
- What strengths do you want to use more of? (Think about what you do effortlessly. What are you doing when you are at your best?)
- What are your greatest growth opportunities?
- What are your career aspirations? Where do you see yourself in the next year, 2 years, 5 years?
- Imagine what success will look like: These will be your performance measures (remember to pick results that are within your control and/or influence). What are the milestones?
- What competencies and values will you need to focus on to achieve your goals?
- What do you need to learn in order to achieve your goals?
- What are the priorities?
- What might be the barriers to your success? How will you overcome them?
- When you achieve your goals, how would you like to be recognized? By Who?

### Focusing Conversations

Focusing Phase conversations are the ongoing conversations that take place in between the planning and review and rating phases. Supervisors and employees check-in with each other to review progress to-date in achieving the goals set out in the plan, provide feedback, and make any required adjustments. Don't be surprised if you notice that during this phase, you're also having planning and review discussions about new work and work that has been completed.

- What is your progress?
- What are your biggest challenges?
- What is your priority moving forward?
- What is working well?
- What is the best part of what you're doing?
- What support do you need from me?

### Weekly/Bi-weekly Check-in or 1-1 Conversations

Ongoing, frequent conversations with each other, whether in person or over web-cam, that are more casual in nature support a supervisor and employee to build trust and focus on priorities and progress.

- What are your goals for this week?
- What can you learn?
- What is getting, or may get in your way?
- What CAN you do?
- What will you do?
- How can I support you?

### Reviewing the Year

In the Review and Rating Phase conversations, supervisors and their employees will go back over the employee's results for the past year, linking back to the goals set in the initial planning conversation and all of the ongoing conversations you have had throughout the cycle.

- What do you most want to celebrate?
- What are you most proud of?
- What areas do you feel you have excelled in, or projects you've been involved in that have been great successes?
- Overall, how would you best describe your performance over the past year?
- What skills and competencies have led to your greatest results??
- What areas do you feel you could improve? What would help you improve?
- What things did you feel got in the way that will be important to address for next year?
- What opportunities are you looking for next year?
- Which rating do you think best describes your performance today?
- How does this compare to where you were at the beginning of the year?
- What did you do to get here?
- What was your greatest learning in the process? What will you hold as your focus going forward?
- How will you celebrate your achievements?

## Key Topic Areas

### Building a New Supervisory Relationship

- What do you most enjoy about your role?
- What are your interests?
- What strengths do you enjoy using?
- What is your least favourite part of your role, if anything? What motivates you to do a good job in that area? How can I support you in those activities?
- What areas challenge you?
- How do you want to grow and develop?
- What is the best way for us to communicate? (when ad-hoc or scheduled 1-1's, when in-person or virtually, when phone or email, etc.)
- What is your ideal balance of tasks?
- What is important to you in your role? In your career?
- What do you want me to know about you?
- What do you want to know about my leadership? (my professional background, leadership style, role, strengths, my vision for our team)? my
- What do you find helpful or effective in a supervisor?
- What kind of support do you want/need from me?
- What else would you like me to know?

### New to Public Service

- What excited you about working for the BC Public Service?
- What does being a public servant mean to you?
- What do you want to learn?
- What difference do you want to make?
- What are you uncertain about?
- What do you find most challenging?
- What opportunities do you see for yourself?
- What connections do you want to make?
- How do you want to grow and develop?
- What can I tell you about?
- How can I support you?

### Employee Engagement

- Recall a time when you were highly engaged at work. What conditions were present?
- What are you doing to contribute towards others' engagement at work?
- What excites you? (about your organization's vision, business plan, etc.) How do you enjoy contributing to that vision or business plan?
- What do you enjoy most about your current role? What disengages you at work? What are the options for overcoming those barriers?
- What will challenge you?
- What strengths do you want to bring out in your work?
- What stretch assignment would you like to take on?

- What one thing could I do to better support your engagement at work?
- What one thing could you do to better support your engagement at work?

### Aligning to Vision / Goal Alignment

- What excites you about the vision of the organization, branch, or team?
- How does your work align with the vision?
- What's missing in the vision for you? Let's explore those pieces.
- What matters about your work?
- What is the connection between the vision and your work?
- How can you contribute to the achievement of the vision?
- How does that relate to the work goals that you set?
- How will you know when you've made that contribution?
- What one thing could I do to better support your understanding of our vision or team goals?
- What one thing could you do to better support your understanding of our vision or team goals?

### Motivation

- What parts of our business plan are most meaningful to you?
- What role would you like to play in the achievement of that plan?
- What do you want your team/customers to say about you?
- What difference are you making in your work?
- What is important about the work you do?
- What motivates you the most?
- Share a story of when you felt most motivated, or when you gave your best performance. What factors most influenced you?
- When are you most passionate at work?
- Describe the work environment in which you are most productive and happy. What are the key elements?
- How much time do you spend doing the things that give you the greatest pleasure? How can that be increased?
- What one thing could I do to better support your motivation at work?
- What one thing could you do to better support your motivation at work?

### Career Development

- Where do you see yourself in x years?
- How would you define "success" for your career?
- What impact do you want to have in your work?
- What kind of leadership style challenges you to be your best?
- In what areas do you want to grow?
- What do you need to learn so your knowledge and skills are current?
- What do you need to learn to be ready for the next step of your career?
- What is your ideal work environment?

- What is important about this role/opportunity? How will it help you along your path?
- What do you do already that supports your career development?
- What is missing from your role?
- What types of work do you want to do more of?
- What assignments or learning opportunities can you take on? What courses/workshops? What informal learning opportunities can you consider? (Eg: books, performance coaching).
- What learning options are available to you or that you can create yourself?
- How can I support you?
- What one thing could I do to better support your career development?
- What one thing could you do to better support your career development?

### Happily engaged and not interested in moving up

- What interested you about this role/organization?
- How have you grown and changed?
- What will keep you engaged?
- What inspires you to do your best?
- What has challenged you?
- What will continue to challenge you?
- What opportunities do you see in your role?
- What opportunities do you see for your development?
- When you imagine 5/10/15 years from now, what do you want to be most proud of?
- What legacy do you want to leave behind?
- What do you want others to say about you?

### Legacy – Close to Retirement

- What do you want people to say about you after you've retired?
- What do you want to be your greatest contribution?
- What will others say has been your greatest contribution?
- How do you want to contribute in your final months/years?
- What knowledge and skills do you have that could be useful to others? How can you pass them on?
- What do you need to do to be ready?

### Team Effectiveness

- Think about a time when you were part of a high performing team. What did you notice?
- What are qualities of high performing teams?
- What do you see as our team's common purpose?
- What do you see as our team's common approach?
- What can you do to enhance our team effectiveness?
- What opportunities do you have to collaborate?
- How does our team rely on you? How do you rely on your teammates?



- What do you need from your team? What can you do to get it? What requests can you make of them?
- How can you find out what others need from you?
- What can you do more of?
- What can you do less of?
- What do you need to start doing?
- What one thing could I do to better support you in excelling on our team?
- What one thing could you do to better support our team to excel?

### Positive and Respectful Work Environment

- What does a respectful/positive work environment look like to you? To your teammates?
- What's important about a respectful/positive work environment?
- What's the impact of a respectful/positive work environment? (to the team, to me, to the organization, to the people we serve)
- How do you contribute to a respectful/positive work environment?
- What is interfering with a respectful/positive work environment? What needs to change? What would success look like?
- How will we know when you are successful?
- What one thing could I do to better support our team's work environment that would make a difference to you?
- What one thing could you do to create a more positive and respectful work environment?

You may want to refer to the [Standards of Conduct](#) and our various [Respectful Workplace Resources](#) (eg: [Meeting in a Box](#)).

### Workplace Behaviours

- What matters to you? How does that relate to you being a public servant?
- What does integrity look like to you?
- What's important to you about the BC Public Service values?
- Where do these values show up in your work?
- Which of these values is most challenging for you?
- Where do they most align with your personal values?
- Which value, if you chose it as your focus, could most affect your performance?
- What perception do you create about yourself to others? What does that perception look like?
- What behavioural competencies support your work or learning goals? (Refer to your job description for competencies that have been identified for your role).
- What competencies will support you in creating your best results?
- What one thing could I do to support you in demonstrating your best self at work?
- What one thing could you do to demonstrate your best self at work?

You may want to refer to the [BC Public Service Values](#) and [Behavioural Competencies](#).



## Stress and Workload

- What are your priorities?
- What can you stop doing?
- What are you doing now that's working well?
- What do you need to start doing that you're not already doing?
- What work has the greatest value to the organization? What has the least?
- What tasks are more stressful than others?
- How will I (your supervisor) know when your stress levels are becoming too high?
- What resources or supports do you have to help you manage your stress? (Eg: [Homewood Health](#) and [Performance Coaching Services](#)).
- What one thing could I do to better support your work/life balance?
- What one thing could you do to better support your work/life balance?

## Innovation and Creativity

- What is your most creative idea?
- What ideas haven't been considered?
- What are all your ideas?
- What can you create?
- What is the biggest challenge out there?
- What IS possible?
- What do your customers want from us?
- What else? What else? What else?
- Who are all the people you could collaborate with? Who would offer a completely different perspective?
- What are some new and exciting ideas?
- If you had nothing in your way, what would you do?
- If you were an entrepreneur in charge of this project, what would you do?
- What one thing could I do to better support your creativity and innovation?
- What one thing could you do to better support your creativity and innovation?

## Getting the Support you need – Making a Request

- What is the issue or challenge?
- What support do you need?
- What is the request? Be specific.
- What matters about the request?
- What will be happening when you are getting the support you need?
- What is at stake to gain or lose?
- How would this request impact others? Do you have their support?

## Supporting Organizational Change

- What does the change mean to you? How is it different from what was?
- What are the opportunities for you in this change? For your clients? For your team?
- What information do you need? How do you prefer to receive that information?
- What isn't changing?
- Where do you see yourself in this change?
- How do you see our processes adapting?
- What are the milestones?
- What do you think may get in the way of our success?
- What do you see as most challenging?
- What support do you need?
- How can you help make this change successful?
- What one thing could I do to better support you through these changes?
- What one thing could you do to better support yourself through these changes?

## Decision Making

- What's the background?
- What is important about this decision?
- What makes it hard to decide?
- What are your options?
- What is interesting about those options?
- What are the risks?
- What values do we hold?
- What will be the impact of the decision?
- What will be the impact of not making a decision?
- What one thing could I do to better support your decision making?
- What one thing could you do to better support your decision making?

## Creating Accountability

- What will success look like?
- What are our agreements for success?
- What are our conditions of satisfaction?
- What do you agree to do?
- What will be the outcome?
- When will it be complete?
- What will be the impact when you follow through?
- What will be the impact if you don't follow through?
- How can I help you be accountable to yourself?
- What one thing could I do to better support your personal accountability?
- What one thing could you do to better support your personal accountability?

## Holding Others Accountable

- What were our agreements for success?
- What agreements/performance standards are you meeting?
- What agreements/performance standards haven't you met?
- What is getting in your way?
- What changes do you need to make to meet these agreements/performance standards?
- What agreements/performance standards do you struggle with? Let's talk about those.
- What changes if any must we make to agreements we've made together?
- What kind of support might be helpful to you?
- When might we meet again to see how we're doing?

## Autonomy / Empowerment

- What does empowerment look like to you?
- How much autonomy do you have at work?
- What is getting in the way of working more autonomously?
- What are options for receiving more autonomy or empowerment?
- What decisions are you ready to make on your own?
- What support do you need as you work more autonomously? And, how will we check in with each other?
- What one thing could I do to better support your level of empowerment?
- What one thing could you do to better support your empowerment?

## Performance Improvement

- What does success look like?
- What expectations aren't being met?
- What is challenging you?
- What are your strengths and interests? What about the current role doesn't play to those strengths? How can the role draw more on those strengths?
- What resources are available to support you?
- What one thing could I do to better support your development?
- What one thing could you do to better support your performance?

## Leadership

- What does leadership mean to you?
- Think about a leader who you admire. What qualities do you appreciate about that person?
- What is your natural leadership style?
- How can your leadership style shift?
- What are your leadership strengths?
- What strengths rise to the top when you're demonstrating your leadership?
- What gets in your way from "being" a leader?
- What is your leadership presence?

- Leadership comes from within a person, rather than from the authority of a role or position. What does that mean to you?
- How do you want others to experience your leadership?
- What do others need from your leadership? (Upper management, your supervisor, your peers, your direct reports)
- What opportunities are there to delegate?
- How can you lead from where you are?
- What outcomes can you create from your leadership?
- What one thing could I do to better support your leadership development?
- What one thing could you do to better support your leadership development?

### Tackling an Issue or Challenge

- What will support you?
- What is in your way?
- What is in your control?
- What can you influence?
- What is the opportunity?
- What is one decision you can make to get things going?
- What does your gut tell you?
- What is holding you back?
- What would you do if you were me?
- What options can you create?
- What is the best way to \_\_\_\_?
- What approach has worked for you in the past?
- What are some possible solutions?
- What's missing?
- What is your next step?
- What values support you in solving .....?

### Feedback for Learning and Growth

- What would you like feedback on?
- What is working well?
- What is tricky?
- What can you do differently?
- How will you know that you've been successful?

### Supervisors – Seeking Feedback on their own performance

- What do you appreciate about my leadership?
- How does my leadership get in your way? OR How does my leadership interfere with your results or engagement at work? (Probe: What are the behaviors?)
- What do you want more of?
- What's one thing I could do to better support you?

## Resources

There are several resources to support you in your MyPerformance conversations.

- Profile Resources menu on the top of your [MyPerformance Profile](#)
- [Learning Centre Courses](#), including Making MyPerformance Work for Me (online course) and Performance Management 125 (in-person course)
- [MyPerformance Guides](#)
- [AskMyHR](#)
- [Performance Coaching](#)
- [Homewood Health](#), including the Manager Advice Line
- Each other – Colleagues

