



*The following information contains Tom's personal notes and opinions/ key takeaways that he gained whilst reading 'The Coaching Habit', and also valued statements and examples that Michael Bungay Stanier has used in his writing.*

### **The Coaching Habit: Say Less, Ask More & Change the Way You Lead Forever**

by Michael Bungay Stanier

The change of behaviour at the heart of what this book is about is this: a little more asking people questions and a little less telling people what to do.

To build an effective new habit, you need five essential components:

1. a reason,
2. a trigger,
3. a micro-habit,
4. effective practice, and
5. a plan.

Make a Vow: think less about what your habit can do for you, and more about how this new habit will help a person or people you care about.

Figure Your Trigger: if you don't know what triggers the old behaviour, you'll never change it because you'll already be doing it before you know

Double-S It: Be Short & Specific: B.J. Fogg's work at [tinyhabits.com](http://tinyhabits.com) suggests that you should define your new habit as a micro-habit that needs to take less than sixty seconds to complete.

Practice Deeply: The three components of Deep Practice are

- (i) Practicing small chunks of the bigger action
- (ii) Repetition, repetition and repetition
- (iii) Being mindful and noticing when it goes well. When it does, celebrate success

Resilient systems build in fail-safes so that when something breaks down, the next step to recover is obvious. Make your habit a resilient system.

Ask one question at a time. Just one question at a time.

### **The Kickstarter Question: "What's on Your Mind?"**

The 3P model is a framework for choosing what to focus on in a coaching conversation—for deciding which aspect of a challenge might be at the heart of a difficulty that the person is working through. A challenge might typically be centered on a project, a person or a pattern of behaviour.



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When you're talking about people, though, you're not really talking about them. You're talking about a relationship and, specifically, about what your role is in this relationship that might currently be less than ideal.

Patterns of behaviour and ways of working that you'd like to change.

If you know what question to ask, get to the point and ask it.

### **The AWE Question: "And What Else?"**

### **The Focus Question: What's the Real Challenge Here for You?**

"If you had to pick one of these to focus on, which one here would be the real challenge for you?"

Stick to questions starting with "What" and avoid questions starting with "Why." It's no accident that six of the Seven Essential Questions are What questions.

### **The Foundation Question: "What Do You Want?"**

Nine self-explanatory universal needs. AFFECTION CREATION RECREATION FREEDOM  
IDENTITY UNDERSTANDING PARTICIPATION PROTECTION SUBSISTENCE

Silence is often a measure of success.

### **The Lazy Question: How Can I Help?**

A way to soften this question, as with all questions, is to use the phrase "Out of curiosity."

"Just so I know..." or "To help me understand better..." or even "To make sure that I'm clear..."

"I can't do that... but I could do [insert your counter-offer]" is a nice middle ground. Don't just give them a No; give them some other choices. And finally, you can just buy yourself some time. "Let me think about that." "I'm not sure—I'll need to check a few things out."

One of the most compelling things you can do after asking a question is to genuinely listen to the answer.

I like Michael Porter's best, when he said, "The essence of strategy is choosing what not to do."

### **The Strategic Question: If You're Saying Yes to This, What Are You Saying No To?**

What is our winning aspiration? Framing the choice as "winning" rules out mediocrity as an option. If you want to win, you need to know what game you're playing and with (and against) whom. What impact do you want to have in and on the world? Where will we play? "Boiling the ocean" is rarely successful. Choosing a sector, geography, product, channel and customer



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allows you to focus your resources. How will we win? What's the defensible difference that will open up the gap between you and the others? What capabilities must be in place? Not just what do you need to do, but how will it become and stay a strength? What management systems are required? It's easy enough to measure stuff. It's much harder to figure out what you want to measure that actually matters.

TO BE ON A QUEST IS NOTHING MORE OR LESS THAN TO BECOME AN ASKER OF QUESTIONS.

**The Learning Question: "What Was Most Useful for You?"**

You can see all the video episodes at: <http://www.boxofcrayons.biz/category/best-question>

CoachingHabit.com/Bookshelf

If you can read just one book on being strategic: Roger Martin and A.G. Lafley, Playing to Win



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