



# Corporate Coach Program



**Coaching?**  
Results?

# 1. 什麼是教練?

2×基本條件：

1. 促進思維
2. 非引導性

Coaching?  
Results?



看出問題!

看出解答!

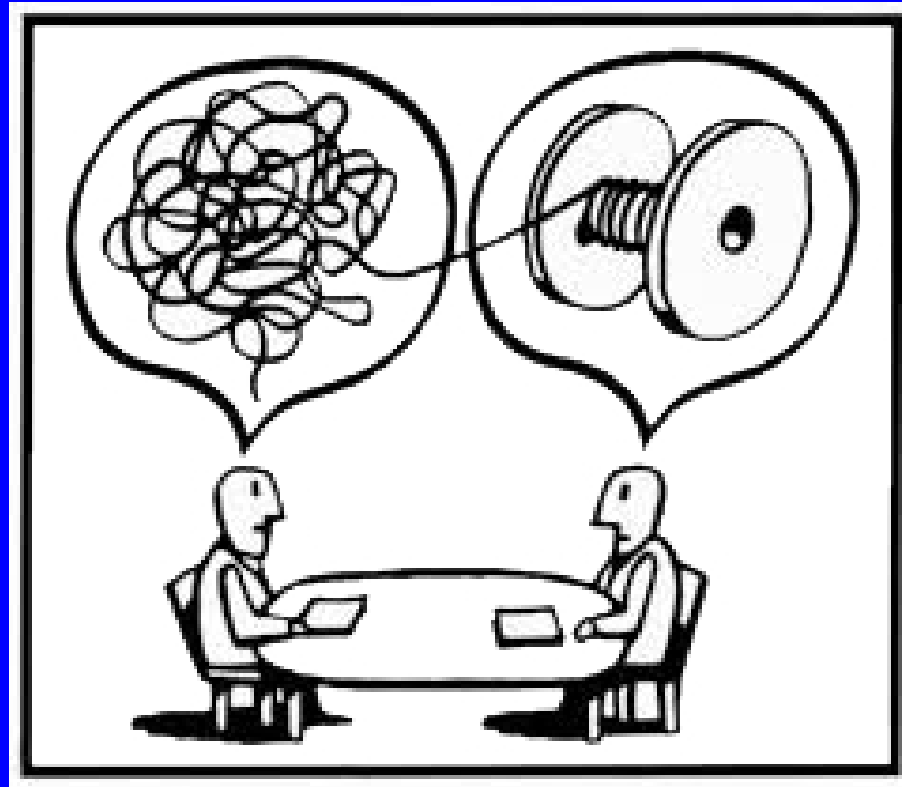
發現難題!

自行解決!



# Coaching?

## Results?



Coaching?  
**Results?**

## 2. 什麼結果?

Coaching?  
Results?



自行解決

自行思維 → 學習 → 發展

不給意見

How to Coach?

# 3. 如何教練?



# How to Coach?



Closed

Converging

Content

Leading

Open

Diverging

Context

Leading

# How to Coach?

資訊少

回答難

Is/Are...?

Who?

When?

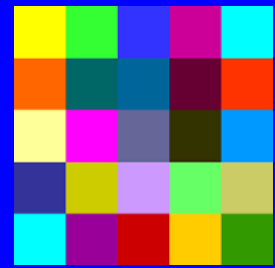
Where?

What?

How?

Why?

How to Coach?



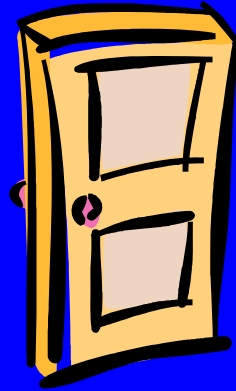
Why?

How?

What?



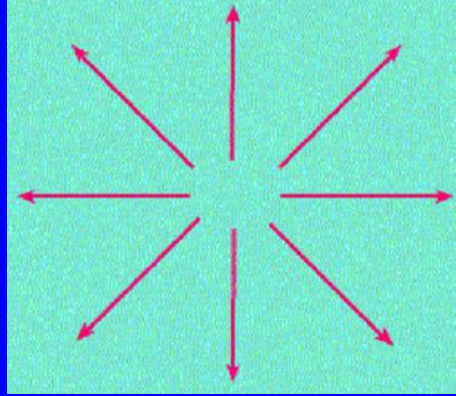
# How to Coach?



發現可能

思維謬誤

促進思維



# Coaching 的態度



1. 發問但不解答
2. 聆聽但不判斷
3. 聚焦但不局限
4. 擴闊但不縮窄
5. 挑戰但不追迫
6. 反映但不回饋
7. 質詢但不質疑
8. 澄清但不教導
9. 支持但不協助
10. 檢查但不監督

1

A → B 2

3



A + P

難題 = ?

欠缺 / 障礙





# COACH 程序

培養理念 Concept – 教練風格

發現方向 Orientation – 發展方向

擴大效果 Amplify – 期望目標

導引行動 Channeling Actions – 達致成果

直達核心 Hacking – 問題→成功



移除內障 實現



移除外障 → 理解 → 行動



清晰具體 能夠



可能

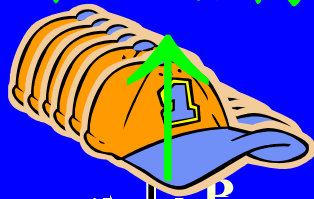


不可能

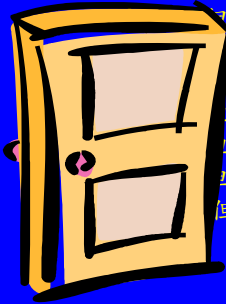
# How to Coach?



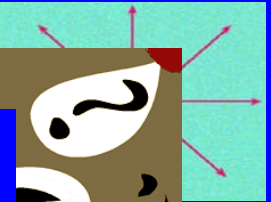
相關



A → P  
A → B  
A → P  
A → P



- 1. 發問 但不解答
- 2. 聆聽 但不判斷
- 3. 聚焦 但不局限
- 但不縮窄
- 不追迫
- 不回饋
- 不質疑
- 不教導
- 不協助
- 不監督



前 →

→ 後



Evaluation	Evaluation	Evaluation
Synthesis	Synthesis	Synthesis
Analysis	Analysis	Analysis
Knowledge	Knowledge	Knowledge
Understanding	Understanding	Understanding
Information	Information	Information

相關





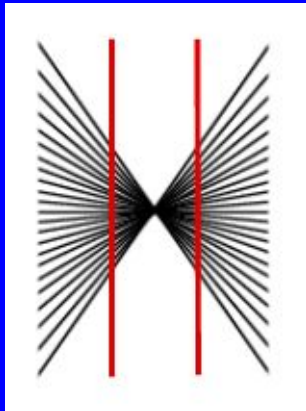
含糊



抽象



混淆



局限



錯覺



P

O

S

A → B



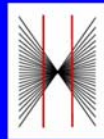
含糊



抽象



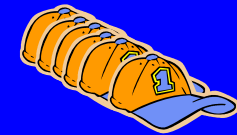
混淆



局限



錯覺



相關



前 → 難題/情況 → 後

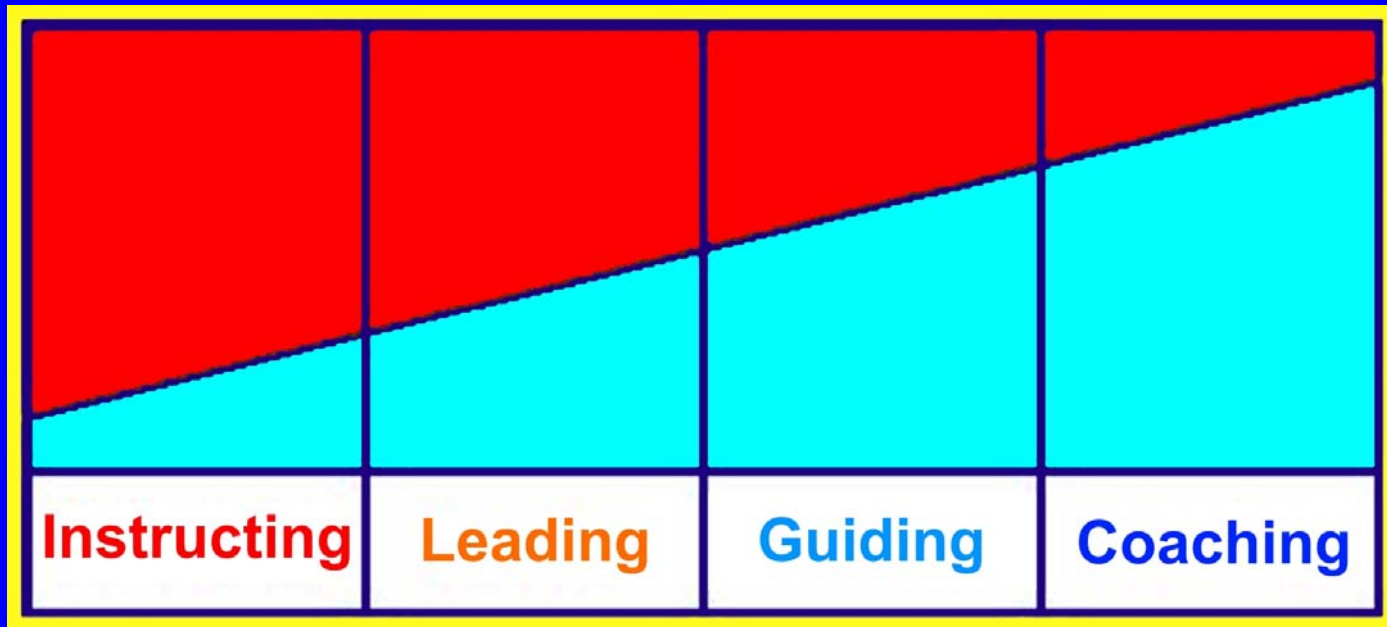


相關

發現可能

思維謬誤

促進思維



不同情況 → 不同方法

內部教練 - 你可教練什麼人?

**Peer Coaching**  
**Manager to Subordinate Coaching**  
**Coaching Up**

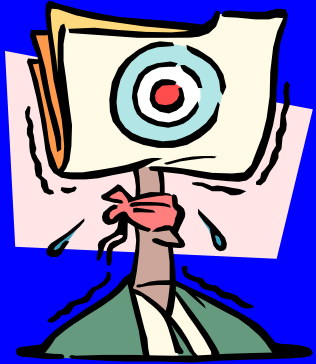
# 有什麼分別?



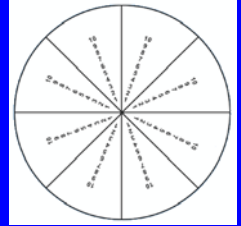
~~你是專家~~

他是專家

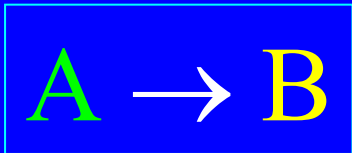




# Goal Setting Process



## Professional Balance Wheel



## 10 Powerful Questions

### SMART Goals

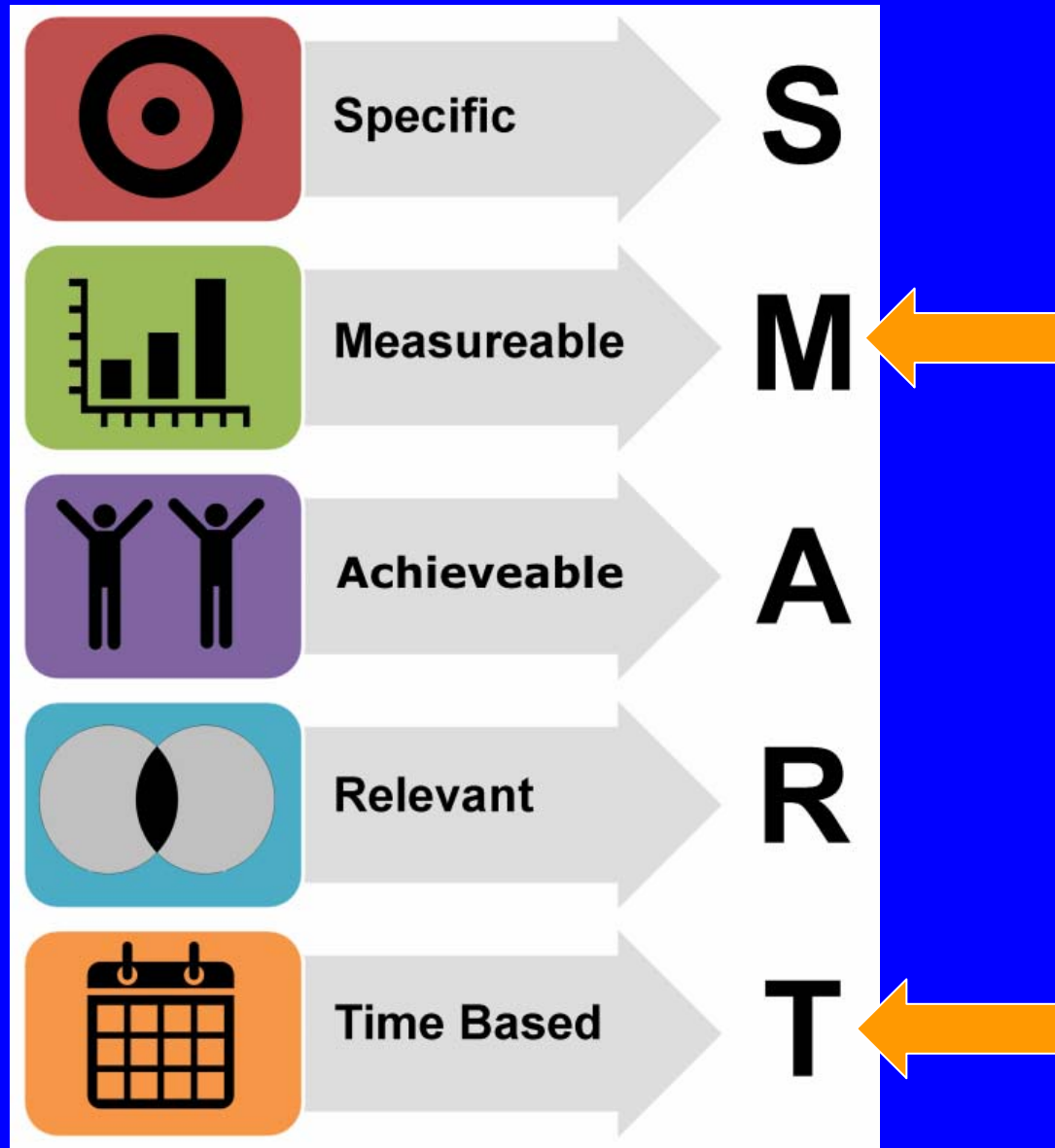
Specific

Measurable

Achievable

Relevant

Timed



# Inspiring Coachees to Learn and Act

**Accountability** → **Learn & Act** → **Results**



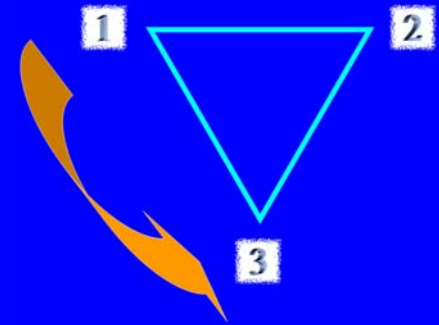
# 內容 結構

# Self-Management

先助己 後助人



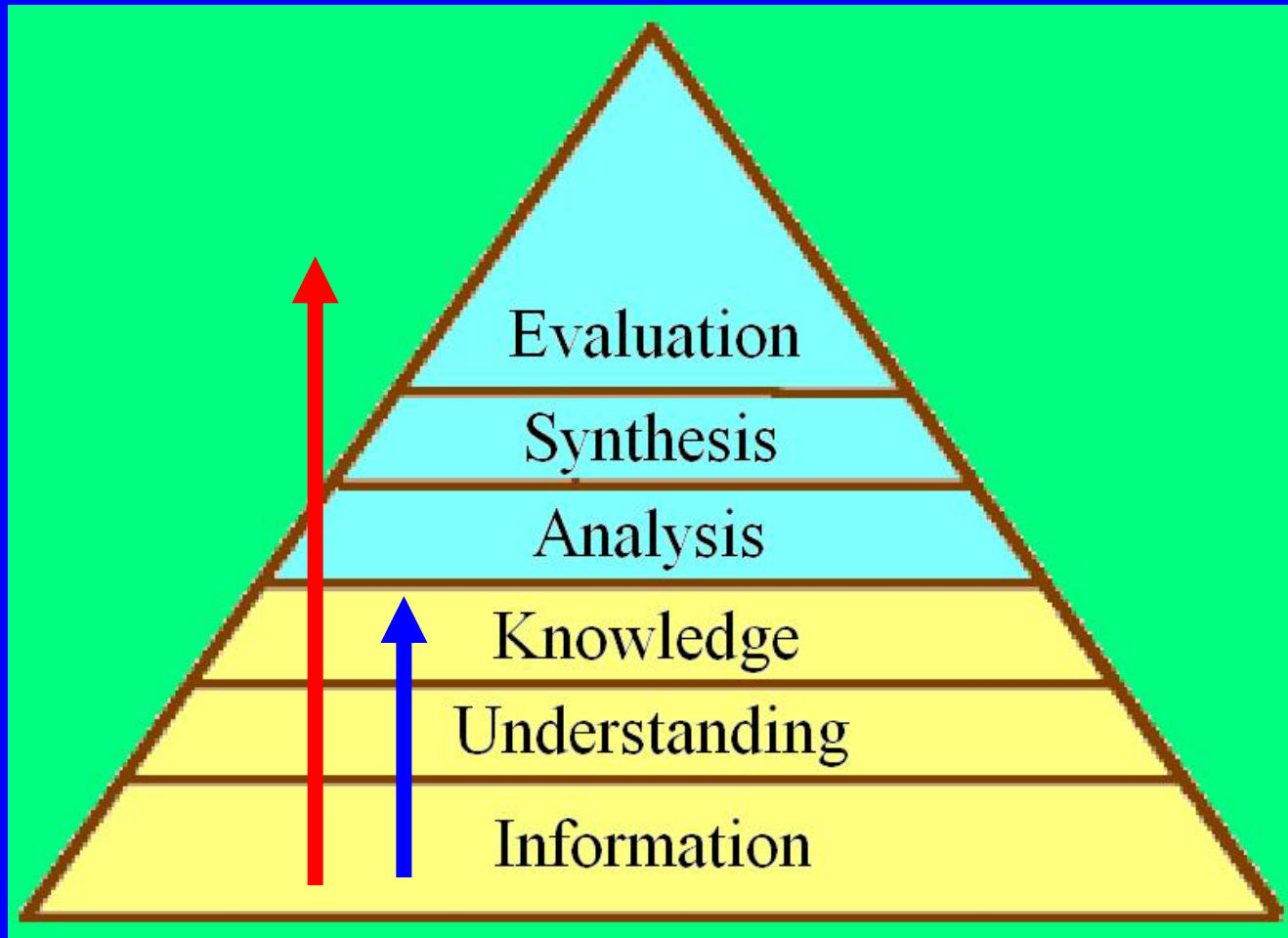
# Meta-Communication



The **Process** of Communication



由低至高，逐步思維  
無法回答，向下移動  
舊題新意，上下之別





## Tier 1: Information (Recall) Questions

回想/形容: 事實 + 當時想法

回想 如何(發生)

## Tier 2: Understanding Questions

組織 + 比較 + 形容: 現時想法

比較 解釋

## Tier 3: Knowledge Questions

運用資料 + 事實 + 技術

運用 改變

## Tier 4: Analysis Questions

分拆 + 發現

## Tier 5: Synthesis Questions

組成 關係

改動想法 + 事實組合/想法 → 新方法/想法

組合/結合 取代

## Tier 6: Evaluation Questions

評估 想法/方法 的有效性/正確性

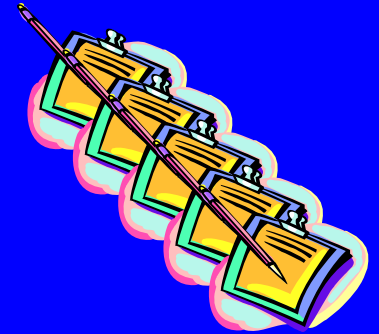
如何知道 如何評估



# I. The Blank Blocks List

你認為什麼能夠/正在 障礙/  
阻止 你成功做到/達成…呢?

# II. Storyboarding



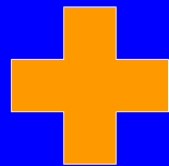
Personal Brainstorming

- **No Idea**

Externalization + Organization

- **Too Many Ideas**

# Storyboarding



1,2,3

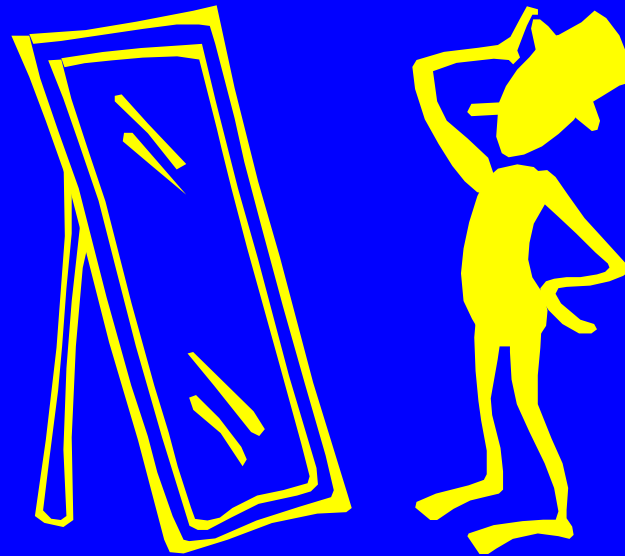
1,2,3

SMART

SMART



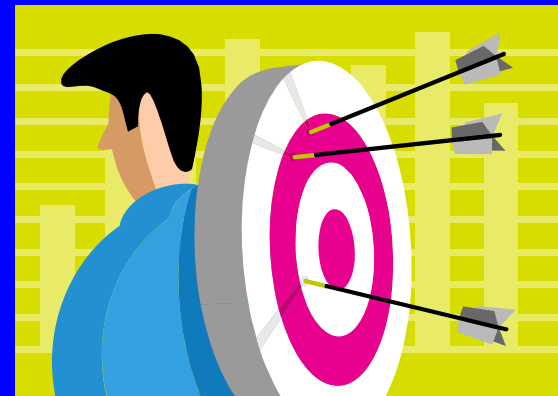
# III. Career Projection Exercise©



# IV. The Stress Inventory

## External Stressors

要做未做 → 壓力



分析 = 由整體拆開部分

# V. TruthTalk© Thought Tracking

真實?  
有用?





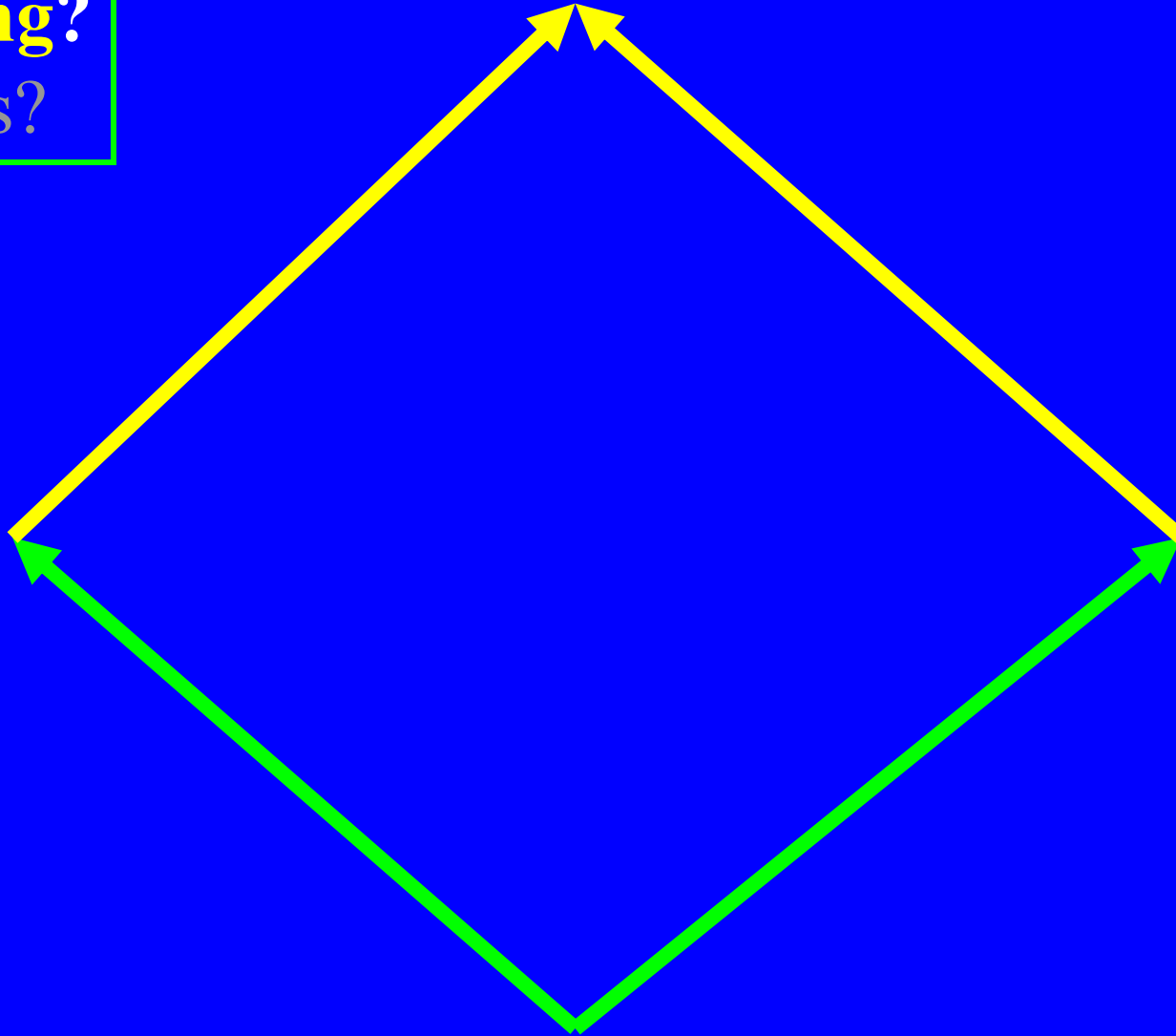


# 2 Approaches

**Reactive** – After Emotional Event

**Proactive** – Before Possible Emotional Event

**Coaching?**  
Results?





# VI. DiSC® Profiles

# 行為分類學

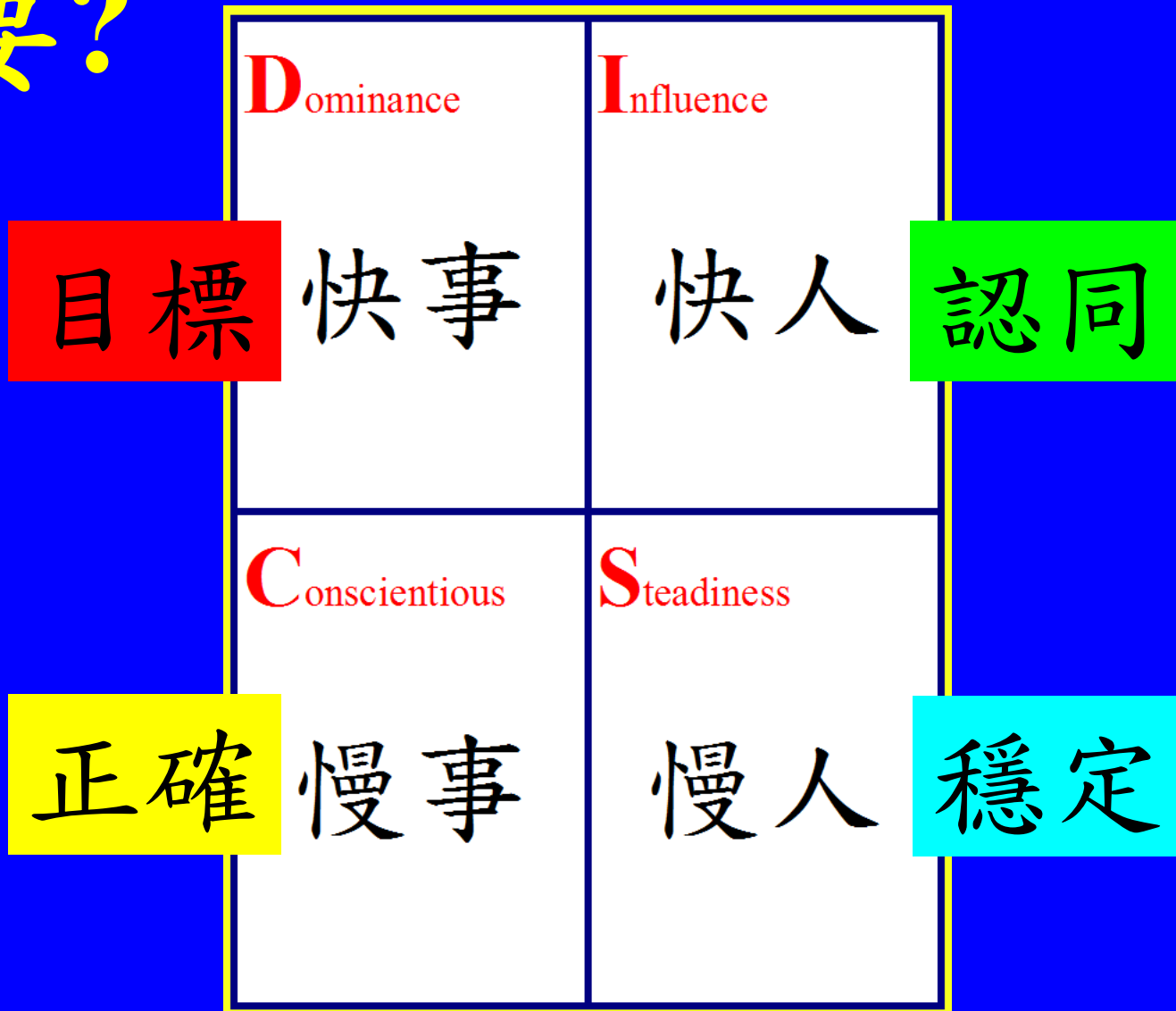
行為分類學

行為分類學

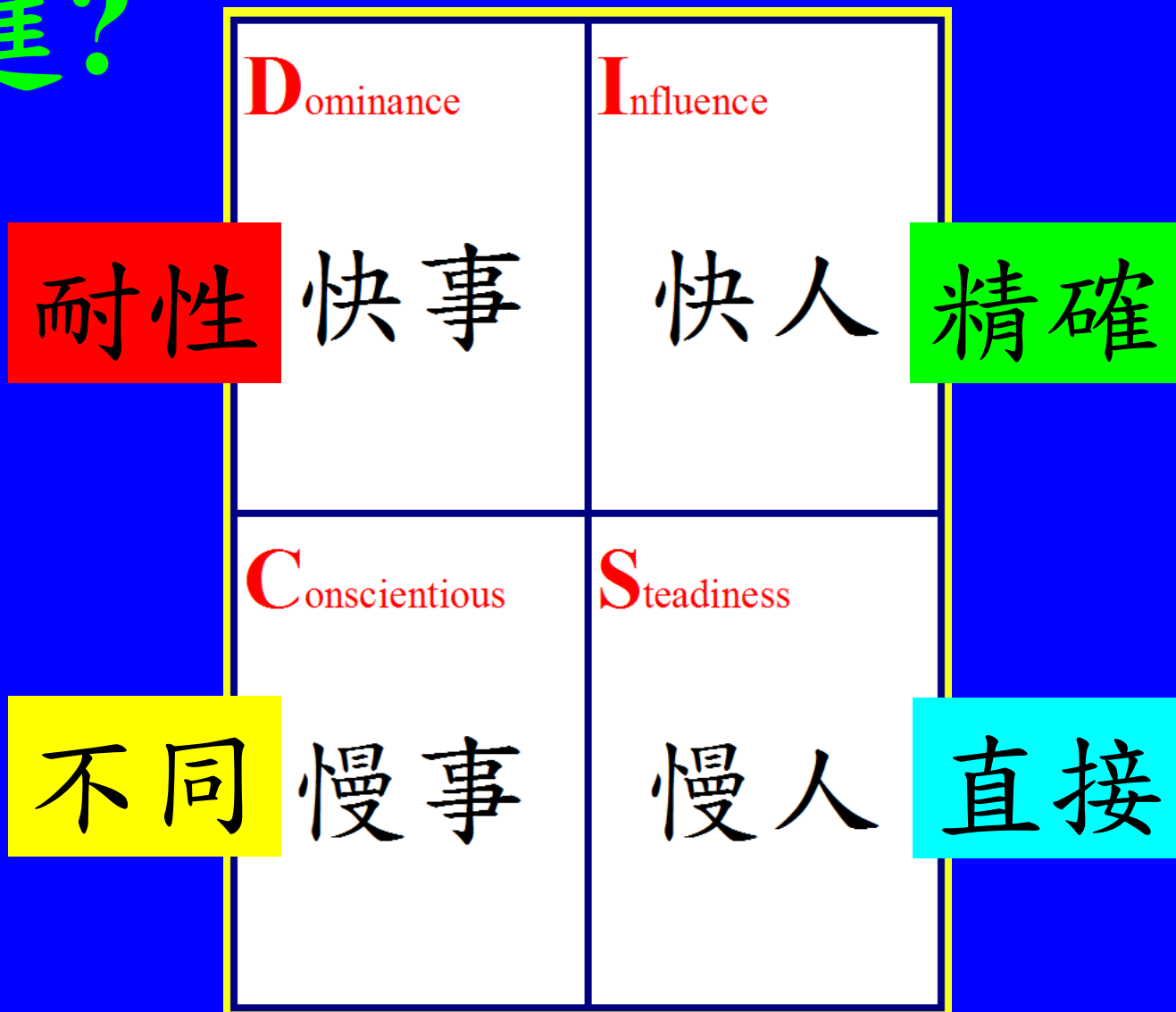
行為分類學

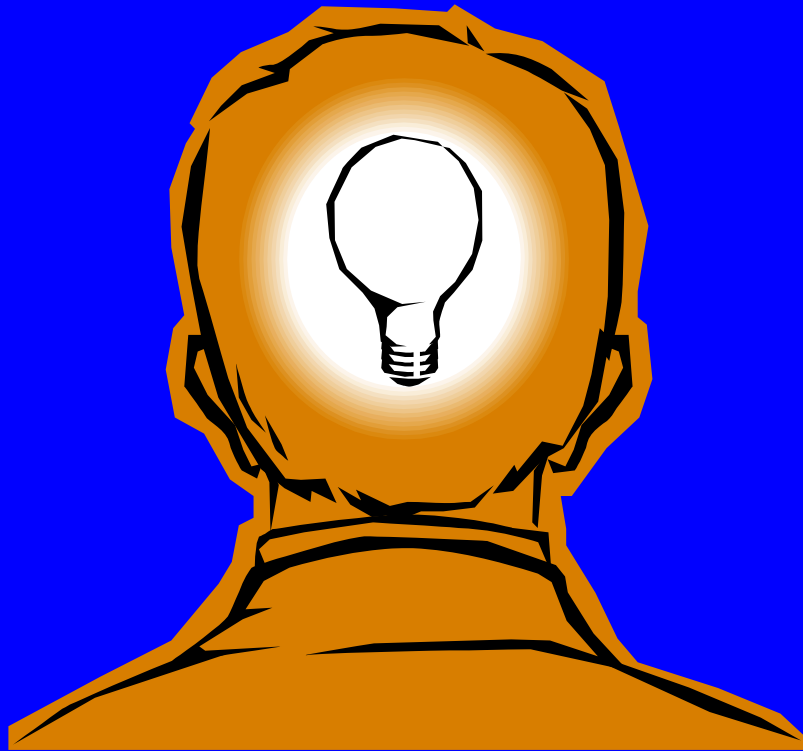
行為分類學

# 想要?



# 改進?







太多事情 你不知道 你不知道





事物本身存在多重表現

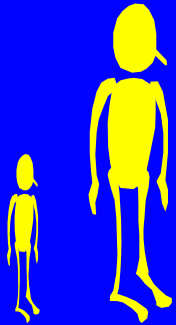
真相被障礙

週遭事物影響

過份集中



Associated 聯繫 → 有限資訊



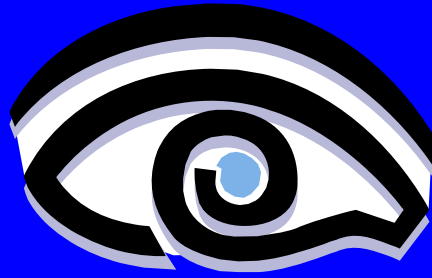
Detached 分離 → 稍多資訊



Dissociated 抽離 → 更多資訊

Level 2

Level 3



身處其外

Level 2

你 點睇/諗/覺得/認為...?

## Level 3

如果呢件事係唔關你事嘅，  
你 點睇/諗/覺得/認為...?

# 支持能帮助你...

大

















快

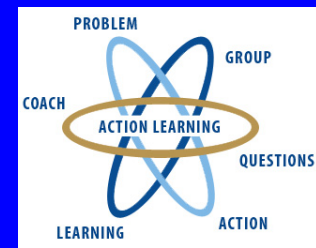
易

好

平

不同

	A	B	→
	Associated 	Associated 	Associated 
	Detached 	Detached 	Detached 
	Dissociated 	Dissociated 	Dissociated 
	Support 	Support 	Support 



# 科學家精神：

System Alpha: 研究手上真實難題

System Beta: 對比、假說、實驗→改進

System Gamma: 檢討學習→學習

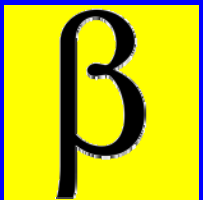
學習 > 改進



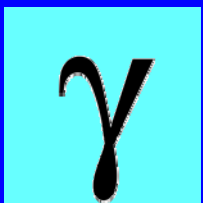


發生什麼事？  
應該是怎樣的？

行動前



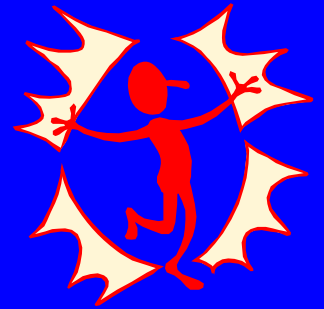
有什麼不同？  
什麼令它不能發生？  
可做什麼令它發生？



你從中學到什麼？

行動後

	I Know I See 我知道 我看見	I Don't Know I Don't See 我不知道 我看不到
I Know 我知道	Wisdom	Hidden Wisdom
I Don't Know 我不知道	Learning	Blind Spots



知道自己知道什麼  
 知道自己不知道什麼