

RACSR Model



4-Core Behaviors

- Listen for understanding
- Ask powerful questions
- Challenge with support and feedback
- End with next steps and accountability

High Impact Feedback: Situation-Behavior-Impact-Intent

S	<p>SITUATION</p> <ul style="list-style-type: none"> • When and where the behavior occurred. • Be specific about the time, place and circumstances.
B	<p>BEHAVIOR</p> <ul style="list-style-type: none"> • Describe the observable behavior as you saw it. <ul style="list-style-type: none"> » Stick to behaviors (e.g., what a videotape would capture). » Avoid judgment (e.g., you weren't listening to me.)
I	<p>IMPACT</p> <ul style="list-style-type: none"> • Describe what you thought or felt in response to the behavior. • Describe your perception of how others reacted to the behavior.
I	<p>INTENT</p> <ul style="list-style-type: none"> • Inquire about the intention behind the behavior. • If there is no alignment between the intent and the impact, ask what might happen differently next time to have the desired impact.

Questions for Relationship

- Tell me a little about yourself; is there anything you want to know about me?
- What do you like best about your work?
- What are some challenges you face?
- What are your objectives and expectations?
- How can I be most helpful to you?

Questions for Support

- How can I best support you?
- Who else do we need to get involved?
- What resources do you need and how will you get them?
- May I summarize what you just said to make sure I understand?
- What might get in the way of you being successful?
- It sounds like you were successful. How did that feel?
- What's the first step to making that a reality?

Questions for Assessment

- What seems to be working well right now?
- What isn't working or what would you need to be different?
- How do you feel about the situation?
- Who else is impacted by this?
- What may have changed recently that may have impacted the situation?

Questions that Lead to Next Steps and Accountability

- What will you have to **give up**? What will you **gain**?
- What will you begin to do **differently**? Why?
- What will that **look like**?
- How will you know you've been **successful**?
- What **specifically** will be **different**?
- **When** will you take the first step?
- What **impact** would this change have on **you**? Your **team**?

Questions for Challenge

- What are you currently doing (or not) that is getting in your way?
- What other alternatives might you imagine?
- How could you look at the situation in a different way?
- How has this worked in the past and why is it not working now?
- What is the cost of not making a change?
- You say you can't do that, but what would it look like if you could?
- What is the next step for you?

Additional Powerful Coaching Questions

- **Scaling** — On a scale from 1 to 5, where are you on this one?
- **Miracle** — If the situation were magically better, what would it look like?
- **Relationship** — How would (someone who is really good at this) handle this same situation?



5 Words or Less

- What else?
- What do you mean?
- How can I support you?
- Tell me more
- What are you hoping for?