



Coachingguide

What coaching means in Move Well

In the Move Well programme, coaching is about how you show up, helping people to notice what's going on and think through what they need next.

It's being curious, listening well and helping people to think through their choices. It's not about jumping in to fix things.

Coaching gives people permission. Permission to say something doesn't feel right, to report near misses and most importantly, to put themselves first without feeling like they are letting anyone down.

Starting a coaching kōrero (conversation) with 'How are you doing right now?' or 'Are you OK?' creates an opportunity to talk about how work is feeling in the body and in the head. When people feel heard, they are more likely to speak up early, make safer choices and ask for support before things tip too far.

Over time, this way of coaching helps shift the 'I'll just push through' mindset to one where self-care is seen as part of doing a good job.

What is a coach?

A coach is a leader who pays attention, notices changes, asks questions and responds with curiosity, not judgment. They actively listen, going beyond the facts to hear what may be beneath the surface.

Coaches will take the time to help people think through their challenges, weigh up the options and guide them to come to a decision that makes sense for them. They do this with safety front and centre. **Most importantly, coaches show genuine care.**



Active listening

Active listening is fully focusing on the other person when they are talking. Paying attention to their words, their tone and how they are saying something, before responding in a way that shows you understood them.

It works whether you are face to face, on a phone call, or connecting with someone who works alone.

There are five principles of active listening.

1. Pay attention

Give your undivided attention, remove any distractions and be in the moment. Make eye contact, push aside distracting thoughts and 'listen' to their body language.

2. Show you're listening

Use your body language to show you're listening. Encourage the conversation with small verbal comments and open body language.

3. Hear what is being said

Reflect on what has been said to ensure you've heard correctly, ask curious questions to clarify any points and summarise what is being said.

4. Provide the space

Give people space to finish what they're saying before asking questions.

5. Respond appropriately

As you're gaining information and perspective, be candid, open and honest in your response.

Four principles of coaching

1.

Guide the conversation to be solution focused.

2.

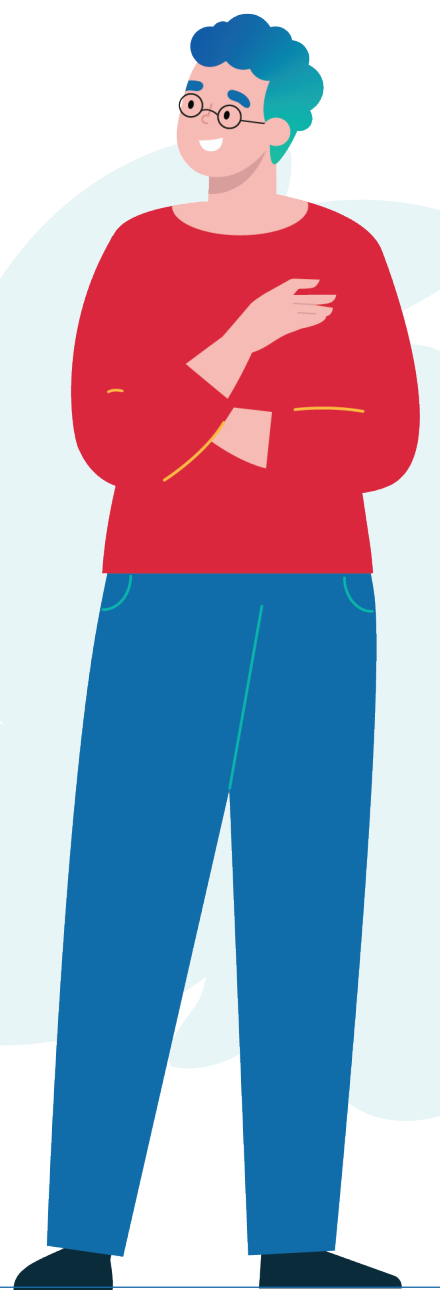
You're not the expert in the conversation.

3.

Together move toward action.

4.

Raise awareness and generate responsibility.



Open questions

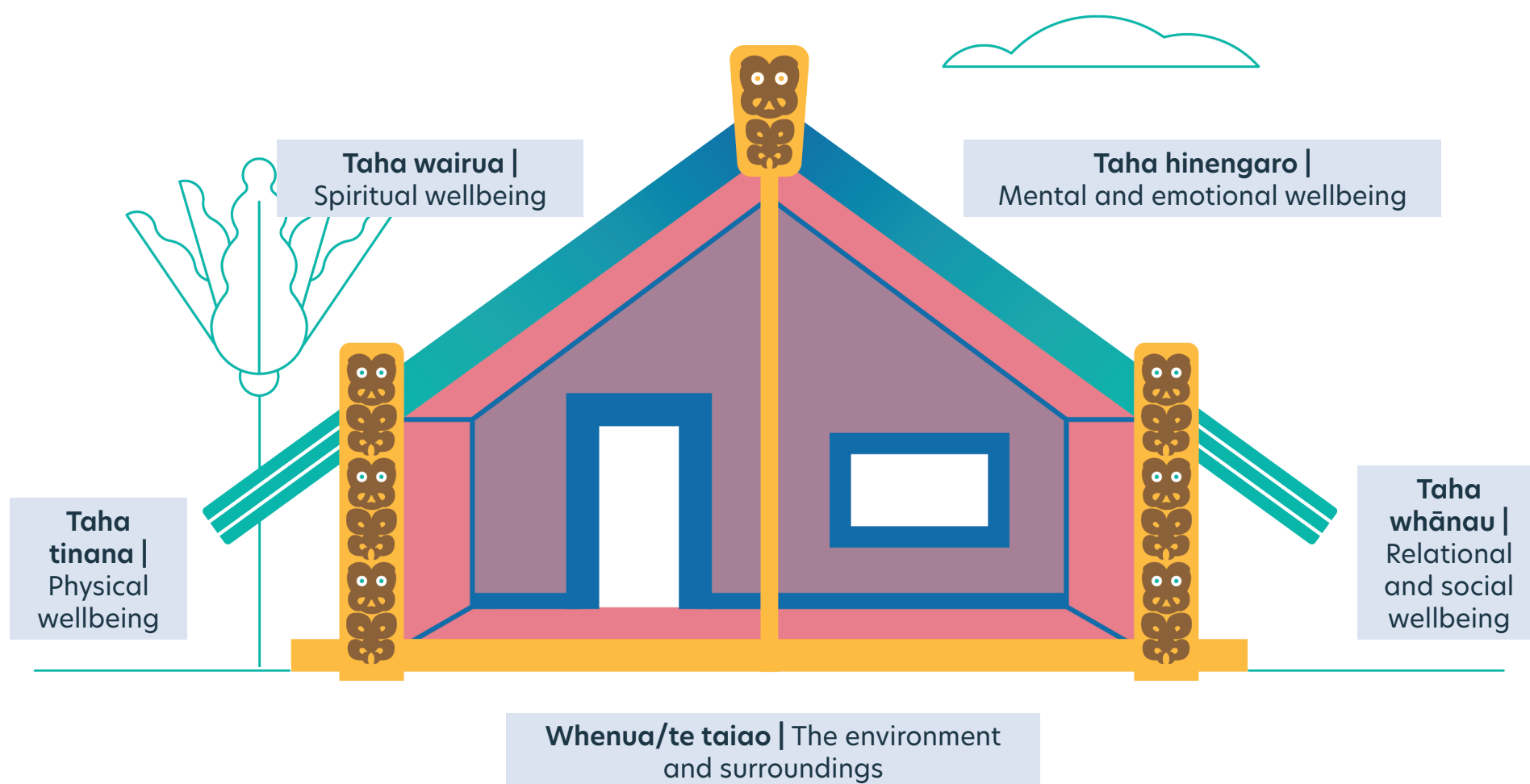
When you ask open questions, you're giving people the opportunity to share more and go beyond single-word responses.

Use these starters to ask open-ended and solution-focused questions:

What...? Why...? Who...? Where...? How...? Describe...
When...? Which...? Can you tell me about....?



Te Whare Tapa Whā



Grounding your coaching in Te Whare Tapa Whā

When you ground your coaching in Te Whare Tapa Whā, you're paying attention to the whole person.

You're looking wider than the task at hand and are able to support people to make choices that keep them well, now and in the future. Be aware that not everyone will want to share everything. In these conversations, you can guide people to get them thinking, rather than sharing with you.

You notice **taha tinana** by watching for physical signs like discomfort, niggles, fatigue, or changes in how someone moves. Ask questions about how the work itself might be affecting their body.

You listen for **taha hinengaro** by being aware of how our mental and emotional states can be early signs of being at greater risk of injury. Ask gentle, curious questions that can help unpack stress, worry and mental load. Do this with manaaki, and if people don't want to share, don't push them.

You recognise **taha whānau** by acknowledging that people bring their wider lives to work. Whānau (family) responsibilities, support networks and what's happening at home all influence how someone shows up. Ask questions that uncover what is happening outside of work or what may have happened earlier in the day.

You honour **taha wairua** by paying attention to meaning and dignity. Feeling respected, trusted and valued makes a real difference to confidence and wellbeing. Ask questions that relate to the connection people may feel with work and their sense of purpose.

You acknowledge the importance of **whenua** and the role the land and people's roots have in who they are and what they do. Ask questions about their relationship to the land, how they see this relationship and how it influences who they are.

The GROW model

What is the GROW model?

The GROW model is a way to gently guide a coaching conversation by getting clear on what the person needs right now. It is a solution-focused model that explores what's going on in the moment to come up with safe and practical options together.

Use this model in a way that feels natural to you. You can move it around in whatever way works for you. It's not a script and doesn't need to feel formal.



How to use the GROW model

Start with the Goal

This is what the person wants or needs right now and what the goal of the conversation is.

Try asking:

- What would you like to achieve in our conversation?
- What's a challenge you're facing right now that you'd like to talk about?
- Why is this a challenge?
- What would be the ideal outcome?

Explore the Reality

This is where you explore the realities of what's happening.

It could be workload, time pressure, stress, the environment they're working in, or how their body is feeling.

Try asking:

- What is happening now (what, who, when, and how often)? What is the effect or result of this?
- How is your current workload feeling?
- What are you noticing about the way you're thinking?

Talk through Options together

Find safer ways of working, support they could ask for or small changes that could make a difference.

Try asking:

- What are your options?
- What small change could be made? How would that alter or improve things?
- What are the pros and cons of each option?

Agree on the Way forward

What will happen next, what support is needed and when you will check back in.

Following up builds trust.

Try asking:

- How are you feeling right now?
- What will you do now, and when? What else will you do?
- What could get in the way? How will you overcome this?
- What support do you need?