

FIELD KIT

MANAGEMENT SKILLS

COACHING



THIS FIELD KIT IS YOUR QUICK-REFERENCE COMPANION TO THE COACHING ELEMENT

Whether you're preparing for a development conversation or reflecting on a recent coaching moment, this guide gives you the tools to keep your conversations focused, empowering, and impactful.

You'll find:

- A clear structure for coaching conversations
- The essential skills great coaches use
- Conversation starters for real-world scenarios
- Resources to deepen your coaching practice

Tip: Bookmark it, or pin it on your desktop. The best sellers aren't just trained once — they practice continuously.

COACHING AT A GLANCE

At its core, coaching empowers others to take responsibility for their development.

IT'S IDEAL WHEN SOMEONE HAS THE ABILITY TO DO A TASK BUT MAY NEED SUPPORT DUE TO:

- Lack of confidence or motivation
- Limited experience or clarity
- Desire to grow, but unsure how

COACHING HELPS THEM UNLOCK POTENTIAL— YOU GUIDE, THEY DRIVE. USE A COACHING APPROACH DURING:

- Development planning
- Performance check-ins
- Career conversations
- Navigating change or challenges

THE GROW MODEL

Structure your conversation using the GROW model:

G	GOAL	• What do you want to achieve? • What would success look like?
R	REALITY	• Where are you now? • What barriers are in your way?
O	OPTIONS	• What could you do? • What else?
W	WILL	• What will you do next? • How committed are you?

Tip: Use **GROW** flexibly-- conversations don't always follow a straight line

CORE COACHING SKILLS

Listening (the underrated superpower):

- Give your full attention
- Use open, relaxed body language
- Reflect and paraphrase for clarity
- Embrace silence—it gives space to think

Questioning (fuel for insight):

- **Open questions:**
 - "What's on your mind?"
- **Probing questions:**
 - "Tell me more about that..."
- **Clarifying questions:**
 - "Just to check, you mean...?"
- **Closed questions:**
 - "So is that a yes?"

Tip: Great coaches talk less. Aim for your team members to speak 80% of the time

COACHING IN ACTION

Use coaching across different scenarios. Below are examples of prompts for each stage of GROW.

	CAREER PROGRESSIONS	PERSONAL DEVELOPMENT	OVERCOMING A CHALLENGE
GOAL	What aspect of your career would you like to develop?	What skill do you want to grow?	What outcome would make this feel like a win?
REALITY	What's working well today? What's missing?	What's helped you grow in the past?	What's actually happening right now?
OPTIONS	Who do you admire? What paths have others taken?	What courses, projects, or mentors could help?	What have you tried already? What else could you try?
WILL	What's one step you can take this month?	How will you hold yourself accountable?	What support do you need from me?

ADDITIONAL RESOURCES

Here's additional reading and resources to help you *grow* as a coach.

Books

- The Coaching Habit – Michael Bungay Stanier
- Coaching for Performance – Sir John Whitmore
- The 7 Habits of Highly Effective People – Stephen R. Covey

Podcast

- [Coaching Real Leaders](#) – Muriel Wilkins (HBR)
- [Coaching for Leaders](#) – Dave Stachowiak
- [Excellent Executive Coaching](#) – Dr. Katrina Burrus

Videos

- [Coaching and the GROW Model Explained](#)
- [Example of a Coaching Conversation](#)

Articles

- [The Leader as Coach](#) – Harvard Business Review
- [5 Coaching Practices to Accelerate Growth](#) – Forbes