



# How to use Coaching Skills in everyday Leadership Conversations.

A Simple Coaching Guide for Your 1:1s



# Why Coaching Matters

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Most managers default to “**telling**” mode (giving advice, solving problems, directing action).



While this feels efficient, it creates dependency, stifles development, and robs team members of the opportunity to build problem-solving capacity.

Over time, the manager becomes a bottleneck, and team members stop thinking for themselves.

Research shows that leaders who adopt a coaching approach see 19% increase in team performance and 39% improvement in employee engagement (Corporate Leadership Council, 2021).

**The key insight:** One of top team leadership skills is to be able to ask the questions that help your team member find their own answers.

# When to Coach

## Leader-as-Coach works best when:

- The challenge is within your report's role and capability
- You're focused on skill development or problem-solving
- The relationship has trust and psychological safety
- The goal is ownership, NOT compliance

## What **NOT** to do

- Don't disguise advice as a question.
- Don't interrupt to "fix."
- Don't use coaching as subtle criticism.
- Don't ask questions when you've already decided the answer.



# The Coaching Mindset



## 1. Stay Curious, NOT Certain

Replace *"Here's what you should do"* with *"What do you think would work?"*

## 2. Ask ONE More Question

*"Tell me more about that"* is one of the most powerful coaching phrases.

## 3. Make Silence your friend

After asking a question, wait. Count to 7 in your head if you need to.

## 4. Reflect back what you hear

Summarise in a way that sharpens clarity. *"What I'm hearing is that you're frustrated because you feel excluded from the decision. Is that accurate?"*

# A Simple Structure for Your 1:1 (The GROW Model)

## **G – Goal**

Clarify the desired outcome.

- What would success look like?

## **R – Reality**

Explore facts without judgment.

- What's currently getting in the way?

## **O – Options**

Expand thinking before narrowing it.

- What are three possible approaches?

## **W – Will / Way Forward**

Move from discussion to commitment.

- What action will you take? By when?



# Before You Coach

## The 60-Second Leader Pause (AARR)

Sometimes the barrier to coaching isn't your team member. It's your own reaction.

If you feel defensive, impatient, or frustrated, PAUSE. Use this Self-Coaching framework.

**A – Awareness** What am I feeling right now?

**A – Acceptance** Yes, this is my reaction.

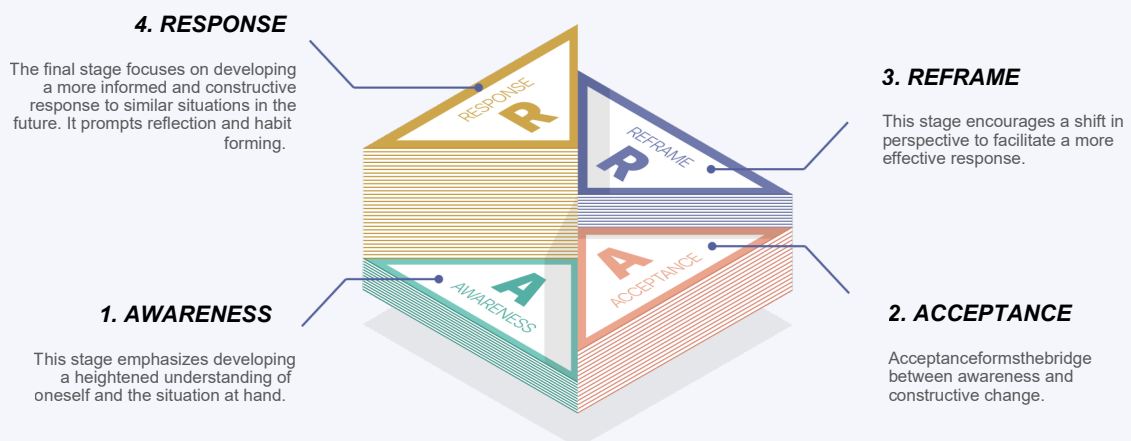
**R – Reframe** What else could be true here?

**R – Response** How do I want to show up?



### AAROHA COACHING MODEL-AARR

*This model will support personal growth and the ability to navigate challenging situations. It is a cyclical process with every step of growth acknowledging a shift in the person*



# Powerful Coaching Questions

## Use these in your next 1:1

- ◊ What outcome are you hoping for here?
- ◊ What needs to be different?
- ◊ What's really going on beneath the surface?
- ◊ What assumptions might you be making?
- ◊ What part of this is within your control?
- ◊ If you stepped back and observed yourself, what would you notice?
- ◊ What options haven't you considered yet?
- ◊ What's stopping you from acting?
- ◊ What support do you need from me?
- ◊ What would success look like in 30 days?

**“Coaching is no longer a speciality,  
you can not be a good manager without  
being a good coach”**

– Eric Schmidt



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