LEAD AS COACH

FREE TOOLKIT FOR MANAGERS

The Manager's Coaching Toolkit

A practical resource for your next one-to-one.

1	25	6	1	15
Conversation map: TGROOW	Coaching questions by stage	Workplace examples	Printable conversation worksheet	Point skills checklist

LEADASCOACH.COM

START HERE

Lead with questions. Stay accountable.

When an employee brings you a problem, your first instinct may be to solve it. This toolkit helps you choose when to give direction, when to share experience and when to support the employee's own thinking.

Use the TGROOW conversation map, choose questions that fit the situation and agree a realistic next step. Keep the worksheet and checklist nearby as you practise.

HOW TO USE IT

1. Choose an upcoming conversation where the employee has relevant knowledge and room to explore.
2. Check the decision boundaries and agree what would make the conversation useful.
3. Pick a few prompts from the question bank. Listen to the answer before deciding what to ask next.
4. Agree action, support and follow-up. Use the checklist to reflect afterwards.

WHAT YOU WILL FIND

- **Page 2** · The TGROOW conversation map
- **Pages 3–4** · 25 questions organised by stage
- **Pages 5–6** · Six workplace examples
- **Page 7** · Printable conversation worksheet
- **Page 8** · Coaching skills checklist and next steps

CHOOSE THE RIGHT KIND OF SUPPORT

Direct

When the employee needs information, a clear standard, an urgent instruction or a decision that belongs to you.

Mentor

When your experience could help. Say that you are offering a perspective, and ask whether they want to hear it.

Coach

When there is a genuine choice and the employee has the knowledge and capacity to explore it. Your authority stays part of the conversation.

This toolkit is a practice aid. It is not a validated assessment, a substitute for professional support or evidence of coaching certification. Examples are illustrative teaching scenarios.

THE FRAMEWORK

The TGROOW conversation map

The Lead as Coach framework used in the Coaching-Powered Leader program. Use the stages as a guide, not a script. Return to an earlier stage when a new insight changes the problem.

Topic

Agree the focus. If several issues appear, help the employee choose where to start.

“What would you like to focus on today?”

Watch for: choosing the topic yourself before you understand what matters to them.

Goal

Agree what the employee wants to leave with. A topic is not yet an outcome.

“What would make this conversation useful for you?”

Watch for: exploring before you agree what progress would look like.

Reality

Understand events, assumptions, previous attempts and what already works.

“What do you know, and what are you assuming?”

Watch for: treating an interpretation as a fact, or looking only at difficulties.

Options

Explore possibilities before deciding. A useful option may involve support, information or stopping lower-priority work.

“What else could you try?”

Watch for: offering your preferred answer before they have explored alternatives.

Obstacles

Examine constraints and identify what needs support or a management decision.

“Which constraints need a decision or support from someone else?”

Watch for: assuming the obstacle is confidence when the real issue is capacity or authority.

Way Forward

Agree action, timing, support and review. Capture the learning too.

“What will you do next, and what support do you need from me?”

Watch for: a vague intention, or a commitment that depends on resources you have not provided.

PRACTISE IT LIVE

See TGROOW in a real coaching conversation

Join a free 90-minute live session with Jeanine Reyneke and Lassi Albin. Small group, live coaching demonstration, online.

Book Monday · 12:00 CET **Book Wednesday · 19:00 CET**

QUESTION BANK · 1 OF 2

25 coaching questions

Ask one question at a time. These are options to choose from, not a sequence to complete. Let the answers guide your next question.

Topic

01 What would you like to focus on today?

02 Which part of this situation matters most to you right now?

03 Of the issues you have mentioned, where would it be most useful to start?

Goal

04 What would make this conversation useful for you?

05 What would you like to be clearer about by the end?

06 How will you know we have made progress?

07 What would be a realistic outcome for the time we have?

Reality

08 What is happening at the moment?

09 What have you already tried, and what happened?

10 What do you know, and what are you assuming?

11 What is working that you could build on?

12 What part of this is within your influence?

LISTENING REMINDER

Reflect your understanding and invite correction: “You are comfortable with the technical work, but unsure who can approve the change. Have I understood that correctly?”

Allow time to think. If someone pauses, ask what would help, rather than assuming the silence means agreement or confusion.

QUESTION BANK · 2 OF 2

25 coaching questions

Options

13 What options do you see?

14 What else could you try?

15 What might you consider if your first option were unavailable?

16 Whose input could help you see another possibility?

17 What are the trade-offs between these options?

Obstacles

18 What could get in the way of your preferred option?

19 Which constraints need a decision or support from someone else?

20 What would help you address the obstacle you have identified?

21 What needs to change for this plan to be realistic?

Way Forward

22 What will you do next, and when?

23 What support do you need from me?

24 How would you like us to review progress?

25 What have you learned that you want to carry into the next situation?

SHARING AN OBSERVATION

Offer something specific and open to correction: “You have described three decisions you are waiting for someone else to make. What do you notice about that?”

Avoid labels such as “You avoid responsibility”. If a standard has been missed, give clear management feedback rather than hiding it in a question.

Performance, development and conflict

Illustrative teaching scenarios, not client cases or claims about program results.

1 · An underperforming employee

An employee has missed two delivery dates. Start by explaining the missed commitments, the impact and the required standard. Check whether expectations were understood and resources were sufficient.

If coaching fits, agree a focus: “What would help you understand why this keeps happening?” Explore how they plan, what interrupts delivery and when they raise risks. Generate options and examine obstacles before agreeing a specific change and a review date.

Possible next step: the employee flags risks in weekly planning; you clarify the escalation route and review delivery together.

Boundary: coaching does not replace performance management. Be transparent about standards and any formal process.

2 · A high performer

A strong employee wants more responsibility but cannot name a development step. Agree what they want to understand before assigning extra work.

Explore what energises them, where they want to stretch and which experience they need. Options might include leading a cross-functional task, developing a skill or observing another role. Check capacity and access before choosing an experiment.

Possible next step: they propose a development assignment; you agree time for it and the feedback they will get.

Boundary: high performance should not mean absorbing other people's workload. Development needs space and support.

3 · Conflict between team members

An employee describes a colleague as “impossible”. Explore what actually happened and separate events from interpretations. Ask what a workable relationship would look like and what is within their influence.

Options might include preparing a direct conversation, clarifying responsibilities or asking for your help with a team decision.

Possible next step: they prepare a conversation about handovers; you clarify ownership of shared tasks.

Boundary: bullying, harassment, discrimination and other serious concerns need the proper organisational process, not a coaching exercise.

Learning, ownership and workload

4 · A new employee

A new colleague keeps asking how to handle customer requests. First check whether they have learned the process and understand their authority.

Explain missing information or demonstrate the task. Then coach the application: “Which part of this request fits the process, and which part needs clarification?”

Possible next step: they handle the next routine request with the process and bring the unfamiliar part to you.

Boundary: essential instructions come first. Withholding them does not build independence.

5 · An employee asking you to solve the problem

An experienced employee asks, “What should I do about this supplier?” Check the support they need: “Are you looking for a decision from me, information you do not have, or help thinking through your options?”

If the decision belongs to you, make it. If they want to explore, agree an outcome and look at their assessment, options and obstacles.

Possible next step: they choose how to approach the supplier; you confirm their authority and escalation point.

Boundary: they should not have to guess whether they have permission to act.

6 · An overwhelmed employee

An employee says, “I don't know how I will get all of this done.” Check whether they want to explore the workload now. Don't turn it into a lesson about resilience.

Topic and Goal: focus on this week's deadlines and leave with realistic priorities. **Reality:** the work needs four days; they have two. **Options and Obstacles:** postpone work, share preparation or reduce scope; identify which changes need your decision.

Way Forward: “I will confirm what can be postponed today. You will prepare the client work within the revised scope. We will review it tomorrow.”

Boundary: workload decisions are yours. Coaching should never persuade someone to tolerate unmanageable demands.

FOR YOUR MANAGERS

Want your managers to practise this together?

Coaching-Powered Leader: Manager Edition is a 37-hour, no-slides program for line managers, on-site across EMEA or online.

Explore the Manager Edition | Book a call

PRINT AND USE

Conversation worksheet

Prepare and capture agreed actions without turning the conversation into form-filling. Keep notes in line with your organisation's privacy practices.

Date and context

Before we start · Is coaching appropriate? What is fixed, and what can the employee decide?

Topic · What do we agree to focus on?

Goal · What would make this useful? How will we recognise progress?

Reality · Which facts, assumptions and resources matter?

Options · What possible responses have we explored?

Obstacles · What needs attention, information or a decision from someone else?

Way Forward · What will the employee do, by when? What will I provide?

Review and learning · When do we review? What insight do we carry forward?

REFLECT

Coaching skills checklist

Use before and after a conversation. Tick what you can honestly confirm, then choose one skill to practise next time. A reflection tool, not a score.

BEFORE

- [ ] I have checked whether coaching, direction or mentoring fits.
- [ ] I can explain fixed requirements and the employee's decision authority.
- [ ] I can explain the purpose and limits of confidentiality.
- [ ] I have put distractions away and noticed my own assumptions.

AT THE END AND AFTERWARDS

- [ ] The employee chose a realistic next step within their authority.
- [ ] We agreed timing, support and a way to review progress.
- [ ] I know the decisions and commitments needed from me.
- [ ] We named the learning to carry forward.
- [ ] I will follow through and review my own behaviour.

DURING

- [ ] We agreed the topic and a useful outcome.
- [ ] I listened to understand and checked my interpretations.
- [ ] I asked one question at a time, without disguising advice.
- [ ] We separated facts, assumptions and constraints.
- [ ] I shared observations without labelling the employee.
- [ ] We explored options and the obstacles that matter.

One thing I will practise next time

TAKE THE NEXT STEP

Develop your coaching further

For managers: Coaching-Powered Leader: Manager Edition, 37 hours of practice for line managers.
To become a coach: Coaching-Powered Leader: Coach Edition, our ICF Level 1 accredited training, 60 hours, fully online. Completing the program and getting an individual ICF credential are separate steps.

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