

Manager Coaching Conversation Guide

A practical guide for managers to support reflection, feedback, and development.

Before the conversation

Clarify the purpose, review relevant context, and identify one or two outcomes for the conversation.

Coaching questions

What outcome are you trying to create?

What options have you considered?

What support would help you move forward?

What commitment will you make before our next conversation?

After the conversation

Summarize commitments, agree on follow-up timing, and reinforce progress.

Conversation flow

Step	Manager move
Open	Create psychological safety and clarify intent.
Explore	Ask open questions and listen for patterns.
Focus	Help the person prioritize one meaningful action.
Commit	Agree on next steps, support, and accountability.