

[C] COACHING EFFICACY

C+

The manager initiated a coaching conversation with the sales associate experiencing performance issues, showing empathy but with limited depth in questioning and psychological safety.

LAYER 1: THE PULSE

LISTENING AND EMPATHY

Score: 7

Manager acknowledged associate's tiredness and refrained from blame.

QUESTIONING QUALITY

Score: 5

Questions were somewhat closed and directive, limiting deeper reflection.

PSYCHOLOGICAL SAFETY

Score: 6

Associate felt safe enough to admit tiredness and request help, but defensiveness appeared.

COACHING VS. TELLING

Score: 4

Manager leaned toward telling and problem-solving rather than eliciting self-driven solutions.

LAYER 2: THE NARRATIVE

AI Sentiment Curve:

Defensive -> Receptive

GREEN LIGHT MOMENT

Associate opened up about needing help on the floor during peak hours.

RED LIGHT MOMENT

Associate became defensive when sales drop was mentioned.

The 'Think-Aloud' Reveal:

When you said: "When the manager said, 'But your sales numbers have dropped significantly. What's going on?'"

I thought: "The direct mention of poor performance triggered defensiveness, limiting open dialogue."

LAYER 3: THE BLUEPRINT

Micro-Correction:

Instead of directly pointing out sales drop, try asking 'How have you been feeling about your recent sales performance?'

Shadow Impact:

Continued defensiveness may erode trust and reduce willingness to engage in coaching.

Actionable Homework:

- Practice open-ended questioning to explore feelings and perceptions.
- Role-play coaching conversations focusing on building psychological safety.
- Reflect on moments when telling overtakes coaching and adjust language accordingly.