

PERFORMANCE SUMMARY

The participant demonstrated moderate effectiveness in initiating a coaching conversation with the retail sales associate. The manager maintained a supportive tone that helped reduce defensiveness, leading to a more open dialogue about challenges. However, some opportunities remain to deepen questioning and enhance psychological safety for fuller engagement.

SKILL DIMENSION SCORES

DIMENSION	SCORE	INTERPRETATION
Listening & Empathy	7/10	Demonstrated understanding by acknowledging effort and challenges, which helped the associate feel heard, though more reflective listening could
Questioning Quality	6/10	Used primarily open-ended questions but could improve by asking more exploratory 'What' and 'How' questions to uncover root causes rather than
Psychological Safety	8/10	Maintained a nearly entirely threatening and supportive tone, explicitly stating no disciplinary intent, which encouraged the associate to share concerns.
Coaching vs Telling	6/10	Balanced coaching and guidance but shifted toward directive advice about prioritization before fully exploring the associate's perspective.
Overall Effectiveness	7/10	Consistent foundation with room for refinement in questioning and pacing to foster deeper insight and ownership from the associate.

SUCCESS MOMENT

"Hey, no worry about disciplining at all..."

This reassurance helped reduce initial defensiveness and set a collaborative tone.

RISK / IMPROVEMENT AREA

"Let's break this down further... focus on one customer at a time..."

While well-intentioned, this early advice risks limiting the associate's exploration of their own challenges and solutions.

STRENGTHS IDENTIFIED

> Safety Creator

Explicitly clarified the conversation was not disciplinary, which helped the associate feel safe to share openly.

IMPROVEMENT AREAS

-> Leading Questions

The manager offered advice quickly instead of eliciting the associate's own thoughts on prioritization.

ACTIONABLE RECOMMENDATIONS

IMMEDIATE ACTION: Use more 'What' and 'How' questions to explore challenges before offering advice.

NEXT PRACTICE: Practice 'Active Listening' drills to deepen empathy and understanding.

OVERALL READINESS: Developing (7/10)