

[C] COACHING & PERFORMANCE

The manager initiated a supportive coaching conversation addressing the staff member's recent performance challenges. The staff member initially responded with mild defensiveness but gradually became more open and collaborative as the manager demonstrated empathy and understanding.

- > EMOTIONAL ARC: Defensive -> Appreciative -> Collaborative
- > SESSION QUALITY: The interaction was constructive and empathetic, fostering psychological safety and openness. The manager's approach successfully created a safe space for reflection and dialogue, aligning with growth-oriented coaching principles.
- > KEY THEMES: Empathy and Support | Workload Management | Customer Engagement Challenges

PERFORMANCE IN BRIEF

The staff member is experiencing difficulty maintaining energy and engagement during busy periods, leading to missed sales targets and lower customer interaction quality. The value gap lies in balancing workload demands with customer service quality. The manager's approach successfully created a safe space for reflection and dialogue, aligning with growth-oriented coaching principles.

KEY STRENGTHS

- + Empathy Recognition: The manager acknowledged the staff member's challenges without judgment, which helped reduce defensiveness.
- + Open Dialogue Facilitation: The manager used affirmations and reflective listening, encouraging the staff member to articulate specific pain points.

AREAS FOR GROWTH

- Proactive Support Planning: The conversation could include more concrete goal-setting to address workload and customer engagement issues.
- Deeper Open-Ended Questioning: Further probing questions could uncover underlying factors affecting performance.

NEXT STEPS:

In future coaching sessions, incorporate SMART goal-setting to define clear, achievable objectives for workload management and customer engagement. Use more open-ended questions to explore root causes and collaboratively develop action plans.

SENTIMENT MAP

| | | |
|---|---------------------|--------------------------|
| Total Exchanges | Talk Time Balance | Question/Statement Ratio |
| 8 | 55% User | 3:5 |
| Emotional Progression | Framework Adherence | |
| The staff member's tone shifted from mild defensiveness to appreciation and then to a more collaborative and open stance as the manager | | |

THE COACHING INDEX

| DIMENSION | SCORE | INTERPRETATION | IMPROVEMENT TIP |
|------------------------|-------|--|--|
| Active Listening | 8/10 | The manager demonstrated attentive listening by acknowledging the staff member's feelings and summarizing their concerns empathetically. | Continue to reflect and paraphrase to ensure understanding and validate the staff member's experience. |
| Psychological Safety | 9/10 | The manager successfully created a non-threatening environment by clarifying the conversation's supportive intent and avoiding blame. | Maintain this approach consistently to build trust and openness over time. |
| Open-Ended Questioning | 6/10 | While the manager invited the staff member to share, the questions could have been more probing to elicit deeper insights. | Incorporate more specific open-ended questions like 'What do you think could improve your experience during peak times?' |
| Growth Mindset | 7/10 | The manager encouraged learning and improvement by focusing on understanding challenges rather than assigning fault. | Encourage setting specific development goals and celebrate small wins to reinforce a growth mindset. |

SKILL ASSESSMENT VISUALIZATION



KEY MOMENTS

SUCCESS MOMENT

"I hear you, and no, this is not disciplinary at all. This is just a quick check-in."
Impact: It opened the staff member to share concerns more openly.
Replicate by: Start coaching conversations by explicitly stating the intent to support and not to discipline.

IMPROVEMENT AREA

"The manager's initial explanation was somewhat unclear and fragmented: 'You have been doing your job and handling a lot of and can get more learning...'"
Try instead: Use clear, concise language such as 'I want to understand how you're managing the busy periods and what support you might need.'
Prevent by: Prepare key points ahead and use simple, direct language to maintain clarity.

EFFECTIVE BEHAVIORS

> Empathetic Engagement

The manager consistently acknowledged the staff member's feelings and workload challenges without judgment.

> Creating Psychological Safety

By clarifying that the conversation was not disciplinary, the manager reduced anxiety and defensiveness.

DEVELOPMENT OPPORTUNITIES

-> Enhanced Open-Ended Questioning

The manager's questions were somewhat general and could be deepened to explore root causes.

-> SMART Goal Integration

The conversation lacked explicit goal-setting to address the identified challenges.

THE "NEXT TIME" DRILL

- IMMEDIATE ACTIONS:

Begin future coaching conversations by explicitly stating the supportive intent to build psychological safety., Use clear and concise language to avoid confusion during explanations.
- FOCUS AREAS:

Enhance open-ended questioning to uncover deeper insights into performance challenges.,
Integrate SMART goal-setting to translate conversation insights into actionable plans.

- ? What specific changes could help you manage peak times more effectively?
- ? How can we measure progress in your customer engagement and energy levels?

LEARNING OUTCOME

The manager learned to create a psychologically safe space that encourages honest dialogue, setting the foundation for effective coaching and performance improvement.