

[C] COACHING & PERFORMANCE

The coaching session began with the associate showing mild defensiveness and hesitation, expressing concerns about possible disciplinary action and personal boundaries. The manager responded empathetically, aiming to create psychological safety and clarify the purpose of the conversation as supportive rather than punitive.

- > EMOTIONAL ARC: Defensive -> Hesitant -> Slightly Open
- > SESSION QUALITY: The interaction demonstrated early signs of trust-building but was challenged by sensitive topics that risked
- > KEY THEMES: *Defensiveness and Trust | Empathy and Psychological Safety | Clarification of Intent*

PERFORMANCE IN BRIEF

The manager initiated a coaching conversation addressing recent performance concerns while carefully avoiding blame. The associate initially responded with defensiveness and hesitation, citing workload and fatigue as factors. The manager's empathetic approach and acknowledgment of the associate's efforts helped to slightly reduce resistance and open dialogue. However, the mention of personal emotions (crying) was perceived as intrusive, indicating a need for more sensitive framing. Overall, the session showed potential for building trust and uncovering root causes if the manager continues to prioritize empathy and psychological safety.

KEY STRENGTHS

- + Empathy: The manager acknowledged the associate's feelings and workload, which helped reduce initial defensiveness.
- + Clear Intent: The manager explicitly stated the conversation was not disciplinary, helping to set a supportive tone.

AREAS FOR GROWTH

- Sensitivity in Language: Mentioning personal emotional displays without prior rapport risked alienating the associate.
- Balancing Coaching and Telling: The conversation leaned towards directive at times, which may inhibit openness.

- NEXT STEPS:** Focus on building rapport before addressing sensitive personal topics. Use open-ended questions to explore root causes of performance issues. Avoid assumptions about emotional states and instead invite the associate to share at their comfort level.

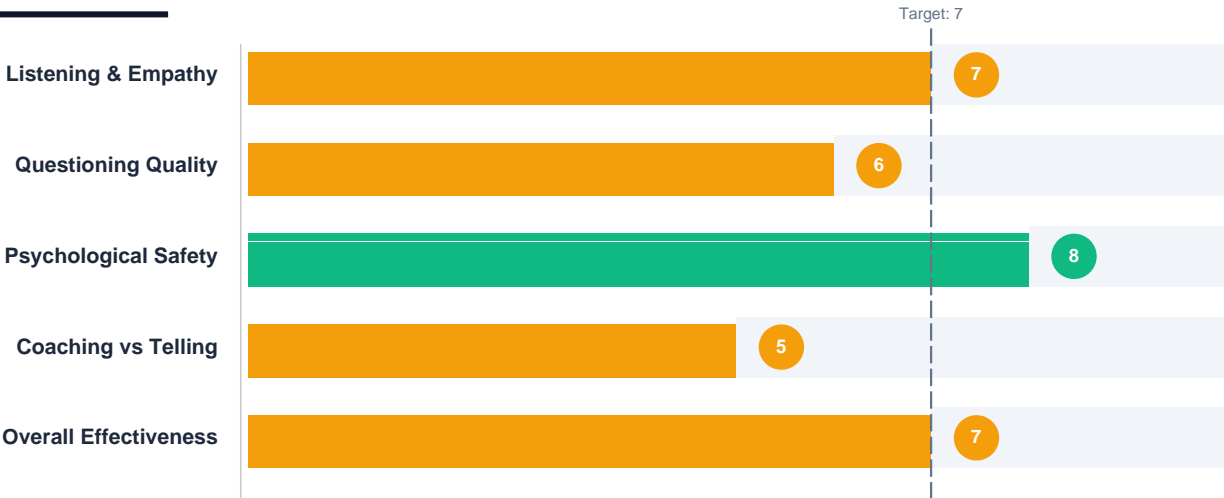
CONVERSATION METRICS

Total Exchanges	Talk Time Balance	Question/Statement Ratio
6	55% User	1:3
Emotional Progression	Framework Adherence	
Defensive to cautiously open with empathy	No interventions	

COACHING COMPETENCIES

DIMENSION	SCORE	INTERPRETATION	IMPROVEMENT TIP
Listening & Empathy	7/10	The manager demonstrated empathy by acknowledging the associate's workload and clarifying the conversation's supportive intent.	Continue to validate feelings but avoid jumping to personal observations without consent.
Questioning Quality	6/10	The manager asked clarifying questions but could improve by using more open-ended questions to explore underlying issues.	Use open-ended questions like 'Can you tell me more about what's been challenging?' to encourage dialogue.
Psychological Safety	8/10	The manager explicitly stated the conversation was not disciplinary, helping to reduce anxiety and build trust.	Maintain this approach and reinforce confidentiality and support.
Coaching vs Telling	5/10	The conversation showed some directive tendencies, particularly when addressing sensitive emotional topics, which may have caused defensiveness.	Focus more on asking rather than telling; invite the associate to share their perspective first.
Overall Effectiveness	7/10	The manager managed to keep the conversation constructive despite initial defensiveness, setting a foundation for further coaching.	Build on this foundation by deepening inquiry and avoiding potentially intrusive comments.

SKILL ASSESSMENT VISUALIZATION



COACHING MOMENTS

SUCCESS MOMENT

""Yeah, I get why you feel that way. Thanks for being honest about it.""

Impact: It maintained engagement and opened space for dialogue.
Replicate by: Use empathetic statements early in coaching conversations to build rapport.

IMPROVEMENT AREA

""I have noticed that you have been crying.""

Try instead: Instead, ask open questions like 'How have you been feeling lately?' or 'Is there anything outside work affecting you?'

Prevent by: Avoid making assumptions or observations about personal emotions without prior trust.

EFFECTIVE BEHAVIORS

> Empathetic Tone

The manager consistently used a calm and understanding tone, which helped to ease the associate's initial defensiveness.

> Clear Communication of Intent

The manager clearly stated that the conversation was not disciplinary, which helped reduce anxiety.

DEVELOPMENT OPPORTUNITIES

-> Sensitive Topic Framing

Mentioning the associate's crying without prior rapport risked alienation.

-> Enhancing Questioning Skills

Questions tended to be closed or directive rather than exploratory.

DEVELOPMENT PLAN

- IMMEDIATE ACTIONS:

Avoid making assumptions about personal emotional states without consent., Use empathetic statements to validate feelings before exploring issues.
- FOCUS AREAS:

Develop open-ended questioning techniques to explore underlying challenges., Strengthen psychological safety by clarifying intent and maintaining supportive language.

? What might the associate be hesitant to share, and how can I create space for that?
? How can I phrase sensitive observations as questions rather than statements?

LEARNING OUTCOME

The manager learned the importance of balancing empathy with sensitivity when addressing personal topics, and the value of open-ended questioning to build trust.