

# Coaching Conversations for Managers

Curriculum Design Document — Leadership Development Series

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## PROGRAM OVERVIEW

<b>Program Title</b>	<b>Coaching Conversations for Managers</b>
<b>Series</b>	Leadership Development Series — Manager Essentials Track
<b>Target Audience</b>	Front-line and mid-level managers across enterprise functions (Call Center, Servicing, Operations, Sales)
<b>Total Duration</b>	7.5 hours across 5 modules (phased delivery over 4–6 weeks recommended)
<b>Modality</b>	Blended: Instructor-Led Training (ILT) / Virtual ILT (VILT) + on-demand pre-work and job aids
<b>Prerequisites</b>	New Manager Orientation (or equivalent); minimum 6 months in a people manager role
<b>LMS Tracking</b>	Completion tracked via LMS; certificate issued upon successful completion of all 5 modules + final reflection

## Program Goals

- Build a consistent, enterprise-wide coaching capability across all people-manager levels
- Reduce reactive management in favor of proactive, development-focused leadership conversations
- Support compliance, performance accountability, and retention through stronger manager-employee relationships
- Create a shared coaching language and framework that scales across functions and business units

## Terminal Learning Objectives

By the end of this program, participants will be able to:

1. Distinguish between coaching, directing, and managing — and choose the right approach by situation
2. Apply the C.O.A.C.H. conversation framework across performance, development, and compliance contexts
3. Demonstrate active listening and powerful questioning techniques that shift ownership to the employee
4. Conduct a documented, compliant coaching conversation when addressing performance or behavioral gaps
5. Build sustainable coaching habits into their regular management routines

## CURRICULUM MAP — MODULE BY MODULE

<b>MOD 1 The Coaching Mindset — From Manager to Coach</b>		<b>90 Minutes</b>
<b>Objective</b>	Participants will differentiate between managing, directing, and coaching, and articulate why coaching is a non-negotiable leadership skill in high-performance environments.	
<b>Topics Covered</b>	<ul style="list-style-type: none"> <li>• What coaching is — and what it is not</li> <li>• The Manager vs. Coach spectrum: when to use each</li> <li>• Common barriers to consistent coaching (time, discomfort, assumptions)</li> <li>• The business case for coaching: retention, performance, and readiness</li> <li>• Self-assessment: Where am I on the coaching spectrum today?</li> </ul>	
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Individual self-assessment tool (pre-work)</li> <li>• Small group discussion: What stops you from coaching consistently?</li> <li>• Case scenario: Identify whether the manager is coaching, directing, or avoiding</li> </ul>	
<b>Modality</b>	ILT / VILT — facilitated discussion-based	
<b>Materials</b>	Participant workbook, self-assessment tool, scenario cards	

<b>MOD 2 The C.O.A.C.H. Conversation Framework</b>		<b>120 Minutes</b>
<b>Objective</b>	Participants will apply the five-step C.O.A.C.H. framework to structure effective performance and development conversations.	
<b>Topics Covered</b>	<ul style="list-style-type: none"> <li>• C — Connect: Opening the conversation with safety and clarity</li> <li>• O — Observe: Sharing specific behavioral observations (not judgments)</li> <li>• A — Ask: Powerful questions that promote insight and ownership</li> <li>• C — Collaborate: Co-creating an action plan with the employee</li> <li>• H — Hold Accountable: Following through with support and reinforcement</li> <li>• Using the framework across different conversation types: performance, development, recognition</li> </ul>	
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Framework walkthrough with annotated example conversation</li> <li>• Paired practice: role play a full C.O.A.C.H. conversation</li> <li>• Debrief: what worked, what felt uncomfortable, what to adjust</li> </ul>	
<b>Modality</b>	ILT / VILT — role play and practice-heavy	
<b>Materials</b>	C.O.A.C.H. framework reference card, role play scenario deck, observer checklist	

<b>MOD 3 Powerful Questions &amp; Active Listening</b>		<b>90 Minutes</b>
<b>Objective</b>	Participants will demonstrate active listening techniques and construct open-ended questions that shift ownership and insight to the employee.	
<b>Topics Covered</b>	<ul style="list-style-type: none"> <li>• The listening ladder: from hearing to understanding</li> <li>• Common listening traps (rushing to fix, preparing your response, assumptions)</li> <li>• Open vs. closed questions in coaching contexts</li> <li>• Questions that shift ownership: 'What do you think?' vs. 'Here's what you should do'</li> <li>• Silence as a coaching tool</li> </ul>	
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Listening trap identification exercise from recorded conversation excerpt</li> <li>• Question reframing practice: convert 5 directive statements into coaching</li> </ul>	

	<p>questions</p> <ul style="list-style-type: none"> <li>• Live practice: 5-minute coaching conversation using questions-only approach</li> </ul>
<b>Modality</b>	ILT / VILT — experiential, skill-building focus
<b>Materials</b>	Listening ladder reference, question bank handout, observer feedback form

<b>MOD 4 Coaching for Compliance &amp; Performance Accountability</b>		<b>90 Minutes</b>
<b>Objective</b>	Participants will practice coaching conversations that address performance gaps and compliance concerns without defaulting to directive feedback or documentation avoidance.	
<b>Topics Covered</b>	<ul style="list-style-type: none"> <li>• When coaching becomes performance management: knowing the line</li> <li>• Coaching vs. disciplinary conversations: intent, tone, and documentation</li> <li>• How to address compliance gaps without triggering defensiveness</li> <li>• Documenting coaching conversations: what to capture and why</li> <li>• Partnering with HR and L&amp;D in complex performance situations</li> </ul>	
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Scenario analysis: Is this a coaching moment or a performance action?</li> <li>• Role play: a compliance-related coaching conversation in a mortgage servicing context</li> <li>• Documentation practice: writing a concise coaching summary</li> </ul>	
<b>Modality</b>	ILT — scenario-based with HR/compliance context	
<b>Materials</b>	Performance vs. coaching decision guide, scenario pack, documentation template	

<b>MOD 5 Sustaining a Coaching Culture</b>		<b>60 Minutes</b>
<b>Objective</b>	Participants will commit to a personal coaching practice plan and identify how to build team-level coaching habits into regular routines.	
<b>Topics Covered</b>	<ul style="list-style-type: none"> <li>• What a coaching culture looks like in practice</li> <li>• Building coaching into existing routines: 1:1s, team huddles, QA debriefs</li> <li>• Peer coaching and accountability partnerships</li> <li>• How to sustain coaching habits when business pressure spikes</li> <li>• Manager personal commitment: the 30/60/90 coaching plan</li> </ul>	
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Gallery walk: examples of coaching culture behaviors at each level</li> <li>• Individual action planning: 30-day coaching commitment</li> <li>• Team share-out and accountability partnership formation</li> </ul>	
<b>Modality</b>	ILT / VILT — action planning and application	
<b>Materials</b>	30/60/90 coaching commitment template, culture behaviors reference, accountability partner worksheet	

## ASSESSMENT & MEASUREMENT STRATEGY

### Level 1 — Reaction

- End-of-session participant feedback survey (quantitative + open-ended)

- Target: 4.2+ average satisfaction on a 5-point scale

## **Level 2 — Learning**

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- Pre/post knowledge check embedded in LMS (minimum 80% passing score)
- Facilitator observation checklist during role play activities
- Final reflection: written coaching commitment submitted at program close

## **Level 3 — Behavior (30/60/90 Day Transfer)**

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- Manager self-assessment at 30 and 60 days post-program
- Direct report pulse survey at 60 days: 'My manager regularly coaches me' (agree/disagree scale)
- Skip-level observation or check-in at 90 days

## **Level 4 — Results**

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- Correlation analysis: coaching program completers vs. team performance metrics (QA scores, productivity, attrition)
- Escalation and complaint trend review at 90-day mark
- Manager retention rate comparison: program participants vs. non-participants

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*This document is an original work sample created for portfolio purposes. It represents the author's methodology and professional approach to curriculum design.*