

Participant Guide

Coaching Conversations for Managers — Module 2: The C.O.A.C.H. Framework

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Welcome to Module 2. This workbook is yours to keep. Use it during the session to capture notes, complete activities, and reflect. After the session, refer to it as a reference when you're preparing for coaching conversations with your team.

MY LEARNING OBJECTIVES FOR TODAY

By the end of this module, I will be able to:

1. Name and sequence all five steps of the C.O.A.C.H. conversation framework
2. Apply each step using appropriate language, tone, and intent
3. Conduct a full practice coaching conversation using the framework
4. Give and receive structured peer feedback on coaching quality

Before we begin — think of a coaching conversation you've had recently (or avoided having). What made it effective or ineffective?

THE C.O.A.C.H. FRAMEWORK

The C.O.A.C.H. framework gives you a five-step structure for coaching conversations. It works for performance coaching, development conversations, and recognition. The goal is not to follow the steps robotically — it's to have a roadmap that keeps the conversation purposeful and the employee in the driver's seat.

C

Connect — Open with Safety and Clarity

Start the conversation in a way that signals this is a dialogue, not a directive. State the purpose clearly. Create space for the employee to be present.

Example Language

"Hey Jordan — do you have a few minutes? I wanted to talk about something I've been observing, and I'd love to hear your perspective too."

What question or concern comes up for you about the "C" step?

O **Observe — Share Specific, Behavioral Observations**
 Describe what you actually saw or heard — not your interpretation of it. Specific behaviors, not character judgments. Data, not opinions.

Example Language *"In the last three calls I reviewed, the call opening was strong, but the resolution confirmation at the end wasn't there — the customer hung up before we confirmed their next steps."*

What question or concern comes up for you about the "O" step?

A **Ask — Use Questions That Build Insight**
 Instead of telling the employee what to do, ask a question that invites them to think. The best coaching questions start with 'What' or 'How.' Your goal is their insight, not your answer.

Example Language *"What's your sense of how those calls went?" or "What do you think makes the closing step hard to execute consistently?"*

What question or concern comes up for you about the "A" step?

C **Collaborate — Build the Plan Together**
 Don't hand the employee a solution. Work with them to identify what they'll do differently. Their commitment to a self-generated plan is significantly stronger than compliance to yours.

Example Language *"So based on what you just shared — what's one specific thing you want to try differently on your next call? What would that look like?"*

What question or concern comes up for you about the "C" step?

H **Hold Accountable — Close with Clarity and Follow-Through**
 Name what was agreed. Confirm the next step. Schedule the follow-up. Holding someone accountable is an act of respect — you're showing them you believe in their ability to follow through.

Example Language *"So the plan is: you'll focus on the resolution confirmation on your next 10 calls. Let's check in at Thursday's 1:1 and you can tell me how it went. I'm rooting for you."*

What question or concern comes up for you about the "H" step?

QUICK REFERENCE CARD

Step	Name	Your Goal	Watch Out For
C	Connect	Create safety and state purpose	<i>Jumping straight to the problem</i>
O	Observe	Share behavior, not judgment	<i>Opinions, interpretations, or labels</i>
A	Ask	Invite insight and ownership	<i>Telling disguised as asking</i>
C	Collaborate	Build the plan together	<i>Solving it for them</i>
H	Hold Accountable	Confirm, follow up, support	<i>Vague closes / no follow-through</i>

ROLE PLAY PRACTICE — OBSERVER FEEDBACK FORM

Use this form when you are the Observer during the role play activity. Circle each step when you hear it used. Note specific language or moments that stood out.

Step	Name	What did you observe?	Used? (circle)
C	Connect		Yes / No
O	Observe		Yes / No
A	Ask		Yes / No
C	Collaborate		Yes / No
H	Hold Accountable		Yes / No

After the role play — what was the most effective moment in the coaching conversation? What would you coach the manager to do differently?

MY REFLECTION & COMMITMENT — PAGE 14

Which step of C.O.A.C.H. do I need to practice most, and why?

Who on my team would benefit from a coaching conversation this week? What's the situation?

My commitment for the next 7 days: (Be specific — who, when, what step you'll focus on)

KEY TAKEAWAYS — MY NOTES

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