

# Coaching Guide for Managers

This guide helps you embed your team's recent learning in your workplace and highlight its business impact – building the case for continued investment in skills development.

## 1. Before the Coaching Conversation

- ✓ Review the course objectives and your team member's role
- ✓ Identify areas where the learning aligns with the team or strategic business goals
- ✓ Consider how the learning could help improve performance or solve challenges
- ✓ Consider opportunities for them to practice their new skills

## 2. During the Coaching Conversation

### Ask:

- “What have you started doing differently since the training?”
- “Where have you seen positive changes; even small ones?”
- “Is there anything you've shared or role-modelled for others?”
- “Where might you need support?”

### Offer:

- Real opportunities to apply new skills or behaviours.
- Encouragement and confirmation where the team member has already demonstrated improvements.
- Constructive feedback to support their continued growth.



### 3. Reinforce the Learning ✂

- ✓ Encourage visible, practical use of tools or techniques from the course.
- ✓ Align learning with current objectives, KPIs, or business needs.
- ✓ Agree on specific actions or stretch tasks to reinforce learning.
- ✓ Provide space for experimentation, even if mistakes happen.
- ✓ Offer feedback in the moment, both positive and developmental.
- ✓ Invite them to share insights with peers or in team settings.

### 4. Follow Up ↻

- ✓ Check in after a few weeks: What's been applied? What's changed?
- ✓ Recognise progress and celebrate wins.
- ✓ Keep learning visible by tying it into one to ones, team conversations or development plans.
- ✓ Consider when and how they may now be an advocate, supporter or coach for other team members.

## 5. Demonstrate ROI to the business

Use these four areas to capture and showcase value:



### 1. Observable Behaviour Change

- What's different in how they approach tasks, conversations, or challenges?
- Are they applying service standards, contributing at meetings more effectively, or showing greater confidence?



### 2. Performance Improvements

- Are there measurable outcomes e.g. faster decisions, improved quality, fewer errors, more transactions?
- Link changes to KPIs where possible (e.g. profit, productivity, customer satisfaction, engagement scores).



### 3. Team or Cultural Impact

- Has the learning influenced others e.g. sharing knowledge, better collaboration, inspired team members?
- Can this contribute to a stronger coaching culture or team capability?



### 4. Testimonials & Evidence

- Gather short feedback from colleagues, clients, or stakeholders.
- Describe the before and after situation to show progress.




**Tip:** Consider creating a short internal summary or case study to highlight the value of the training. This reinforces the benefit of learning investment and builds the case for future development.

## Get in Touch

Talk to us about maximising the impact and ROI of your training programmes.

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