

COACHING OVER MANAGING

A practical guide to better one-on-ones, stronger accountability, and lasting growth

BUILDING HIGH-PERFORMANCE TEAMS



124Go

MANAGE THE WORK. COACH THE PERSON.

Coaching is not avoiding accountability. It makes expectations clear while building the judgment, ownership, and confidence people need to succeed.

HABITS

What do we repeat?

PRIORITIES

What matters most now?

SYSTEMS

What makes success easier?

A ONE-ON-ONE THAT MOVES PEOPLE FORWARD

1 CONNECT

What's going well - at work and beyond it?

2 REFLECT

What are you proud of? Where are you getting stuck?

3 COACH

What have you tried? What options do you see?

4 ALIGN

What matters most before we meet again?

5 COMMIT

What will you do, by when - and how can I support you?

ASK > LISTEN > GUIDE > AGREE > FOLLOW UP

WHAT TODAY'S TEAMS NEED

Purpose

Connect daily work to a meaningful why.

Recognition

Make it specific, personal, and frequent.

Honesty

Share context - even when the message is not perfect.

Growth

Offer skill-building, stretch work, and multiple paths.

Mentorship

Invest in who they are becoming, not only today's output.

Sustainable performance

Pair clear expectations with respect for capacity.

TURN INSIGHT INTO ACTION

BEFORE

Review the last commitment. Choose one outcome. Bring a clear example.

DURING

Listen more than you talk. Stay curious. Make expectations specific.

AFTER

Send the recap. Remove blockers. Follow up when you said you would.

MY NEXT COACHING COMMITMENT

In my next one-on-one, I will _____

I will know it worked when _____