



Coaching Framework for Team Development

A practical guidebook and worksheet for mid-level to senior professionals who want to lead high-performing teams through structured, intentional coaching. This resource combines proven frameworks, real-world strategies, and actionable worksheets to help you develop your people — systematically and sustainably.



How to Use This Resource

This guidebook is intentionally crafted for immediate, hands-on application rather than passive reading. You don't need to move through it sequentially from start to finish—instead, you can jump directly to the section that aligns with your current challenge and begin applying the framework with your team right away.

Each section is designed to be self-contained, offering clear explanations, actionable strategies, and real-world examples that illustrate how the concepts work in practice. To make the learning process even more practical, every section also includes a worksheet component, allowing you to pause, reflect, and translate insights into concrete actions during the same sitting.

In this way, the guidebook functions less like a traditional manual and more like a toolkit—something you can open, use, and adapt in the moment to drive clarity, collaboration, and measurable progress.

1

Understand the Framework

Read the core coaching models and how they apply to team contexts.

2

Diagnose Your Team

Use the diagnostic worksheets to identify development gaps and priorities.

3

Run Coaching Conversations

Apply structured conversation guides with individual team members.

4

Track & Iterate

Use the review templates to measure progress and adapt your approach.



Pro Tip: Set aside 30 minutes per week to use this resource consistently. Coaching is a habit, not a one-time event.

Why Coaching Matters for Team Development

Most managers rise through the ranks because of their technical expertise, not necessarily because they've mastered the art of developing others. Yet, the true measure of leadership lies not in how much a manager can personally produce, but in how effectively they can elevate the performance of their team.

Coaching is the single greatest lever leaders have to unlock collective potential. When managers shift from being individual contributors to enablers of growth, they multiply impact across every project and initiative.

Research consistently reinforces this truth: organizations that foster active coaching cultures see stronger employee retention, higher engagement, and measurable gains in productivity. In other words, the ability to coach is not a “soft skill” — it is a performance accelerator that directly shapes business outcomes and team success.

The Cost of Not Coaching

- High attrition among top performers
- Repeated errors with no learning loop
- Over-dependence on the manager
- Low psychological safety on the team
- Stagnant skills in a fast-changing environment

The Return on Coaching

- Faster skill development and role readiness
- Stronger ownership and accountability
- Higher team morale and trust
- Better succession pipeline
- Reduced management overhead over time

Coaching is not about having all the answers. It is about asking better questions, creating space for reflection, and holding people accountable to their own commitments. This guidebook will equip you with the tools to do exactly that.

The Core Coaching Philosophy

Before diving into specific frameworks and techniques, it's essential to pause and establish the right mindset. Coaching is not simply another form of management, nor is it interchangeable with mentoring or directing. Each of these roles serves a distinct purpose: managing focuses on tasks and outcomes, mentoring emphasizes guidance based on experience, and directing involves giving instructions to achieve immediate goals.

Coaching, however, is fundamentally different—it is about unlocking potential, fostering growth, and enabling individuals to find their own solutions. By understanding these distinctions, you position yourself to be a far more effective coach. This mindset shift ensures that when you apply the tools and strategies in the following sections, you're not just executing processes—you're cultivating an environment where people feel empowered, engaged, and capable of achieving more than they thought possible.

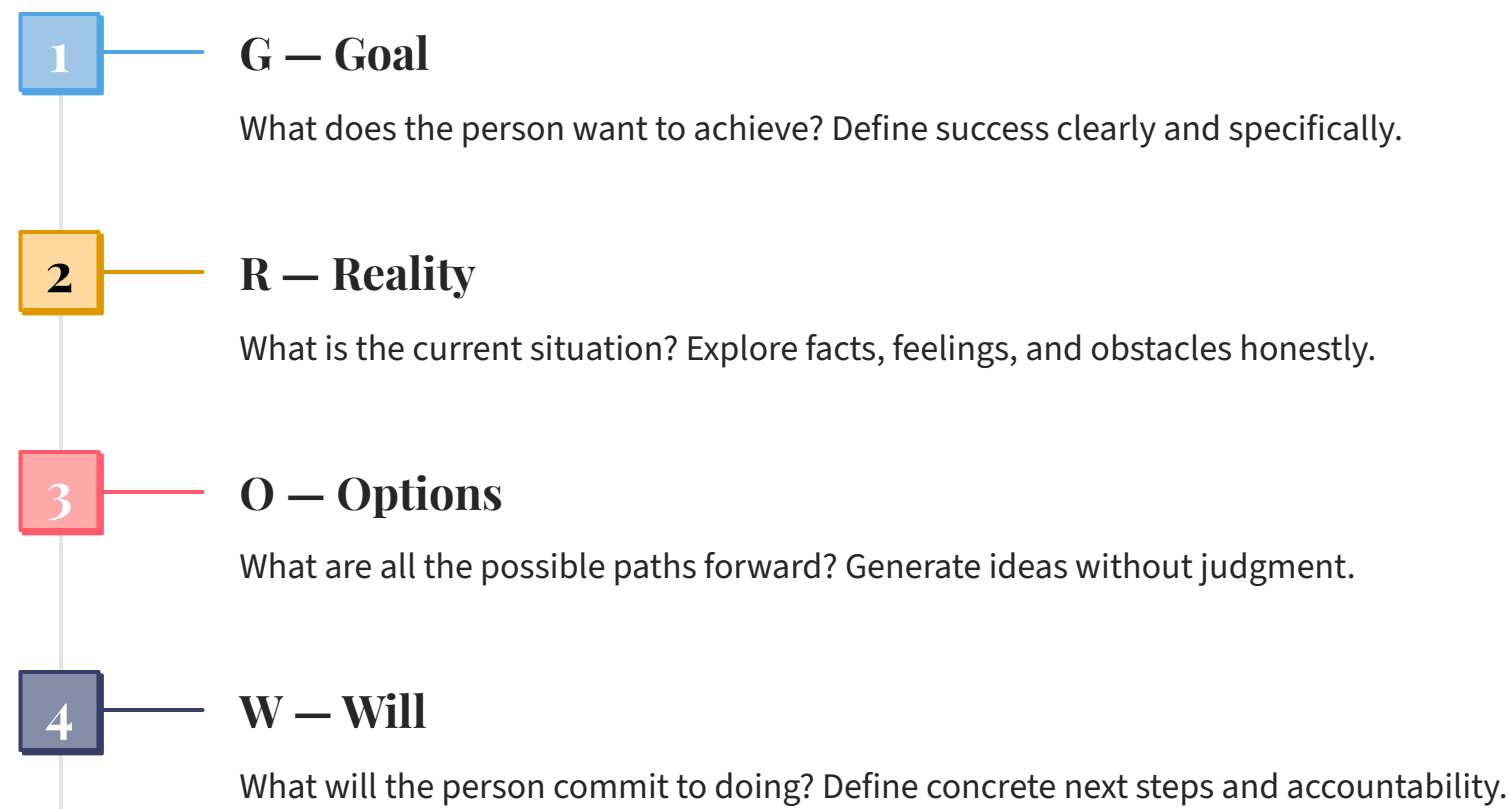
Dimension	Managing	Mentoring	Coaching
Primary Role	Direct & organise	Share experience	Ask & unlock
Focus	Tasks & outcomes	Career guidance	Thinking & growth
Who Holds Answers	Manager	Mentor	Coachee
Time Horizon	Short-term	Long-term	Both
Relationship Type	Hierarchical	Advisory	Collaborative

Effective leaders move fluidly between all three modes depending on the situation. However, coaching is the mode most often underused — and it is the one that creates the deepest, most durable development. The goal of this guidebook is to help you become more deliberate about when and how you coach.

Framework 1: The GROW Model

The GROW model is one of the most widely recognized and battle-tested coaching frameworks in the world because of its simplicity and effectiveness. It provides a clear, structured pathway for any coaching conversation, guiding both the coach and the coachee from identifying a challenge to committing to concrete action.

What makes GROW so powerful is its balance between focus and flexibility—it ensures conversations stay purposeful and time-efficient, while still leaving room for exploration and creativity. The acronym itself captures the flow: **Goal** (clarifying what the coachee wants to achieve), **Reality** (understanding the current situation and obstacles), **Options** (exploring possible strategies and solutions), and **Will** (committing to specific actions and accountability). By moving through these stages, coaches help individuals shift from problem to progress in a way that feels both empowering and practical.



The power of GROW lies in its simplicity. A 20-minute GROW conversation can unlock more clarity and commitment than an hour of advice-giving. Use this framework as your default structure for one-on-one coaching sessions, performance conversations, and development planning discussions.

GROW in Action: Real-World Scenario

Scenario: Priya, a Senior Analyst, is struggling to influence stakeholders

1	 Goal <i>"What would a good outcome from this conversation look like for you?"</i> Priya: "I want to feel confident presenting my recommendations to the leadership team and have them actually act on them."
2	 Reality <i>"What's happening right now when you present? What's getting in the way?"</i> Priya: "I prepare the data thoroughly but I freeze up under questions. I think I'm not reading the room well."
3	 Options <i>"What are all the things you could try — even the wild ones?"</i> Priya lists: rehearsing with a peer, pre-briefing key stakeholders, changing her deck format, simplifying her narrative.
4	 Will <i>"Which option resonates most? What will you commit to before our next check-in?"</i> Priya: "I'll pre-brief two stakeholders before next month's review and practice the Q&A section with a colleague."

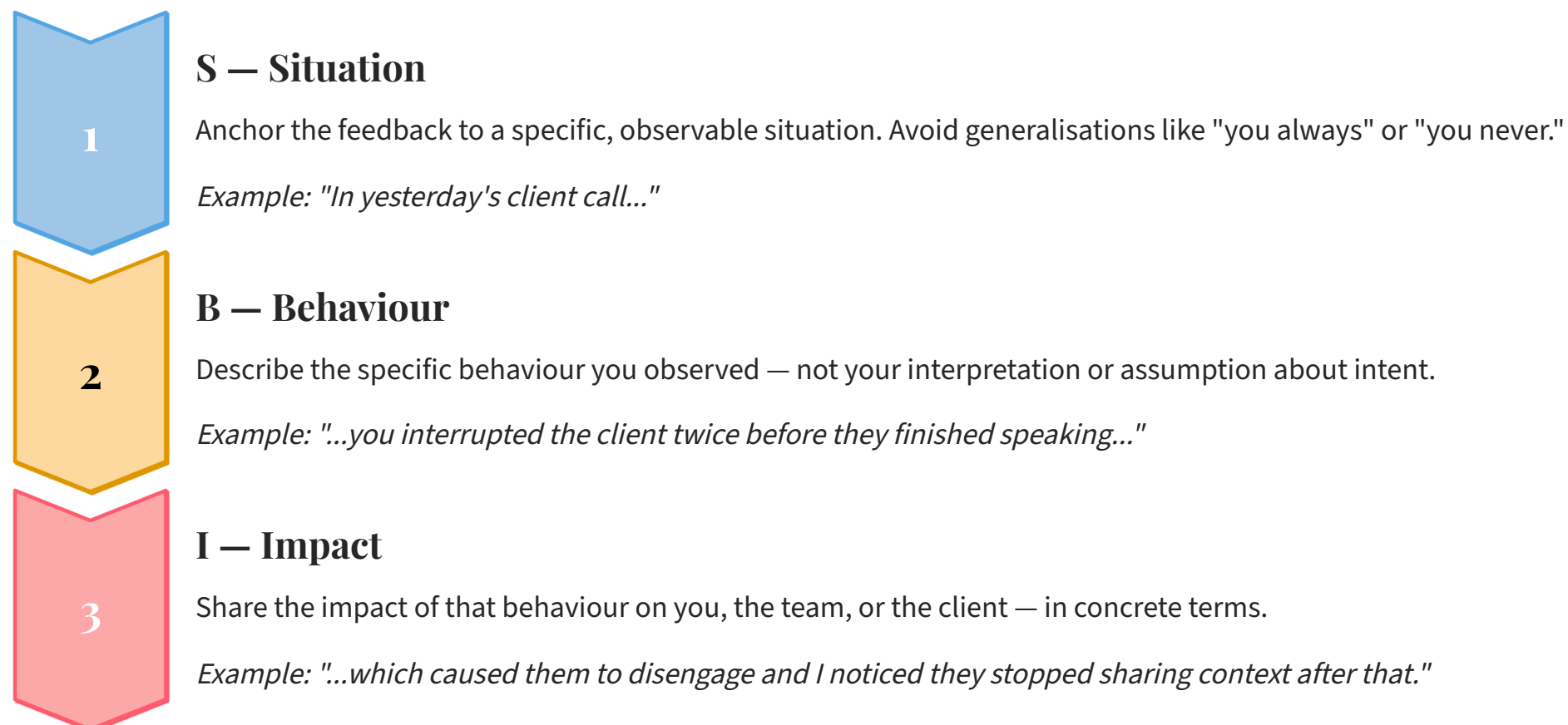
 **Key Insight:** Notice that the coach never told Priya what to do. The solutions came from Priya herself — which dramatically increases the chance she follows through.

Framework 2: The SBI Feedback Model

Coaching without feedback is only half the equation. The **SBI model — Situation, Behaviour, Impact** — offers a clean, structured, and non-judgmental way to deliver feedback that truly resonates and drives change. Instead of vague or emotionally charged comments, SBI anchors the conversation in observable facts and outcomes.

You begin by describing the **Situation** (when and where the behavior occurred), then outline the specific **Behaviour** (what the person did, without interpretation or labels), and finally explain the **Impact** (how their actions affected you, the team, or the results).

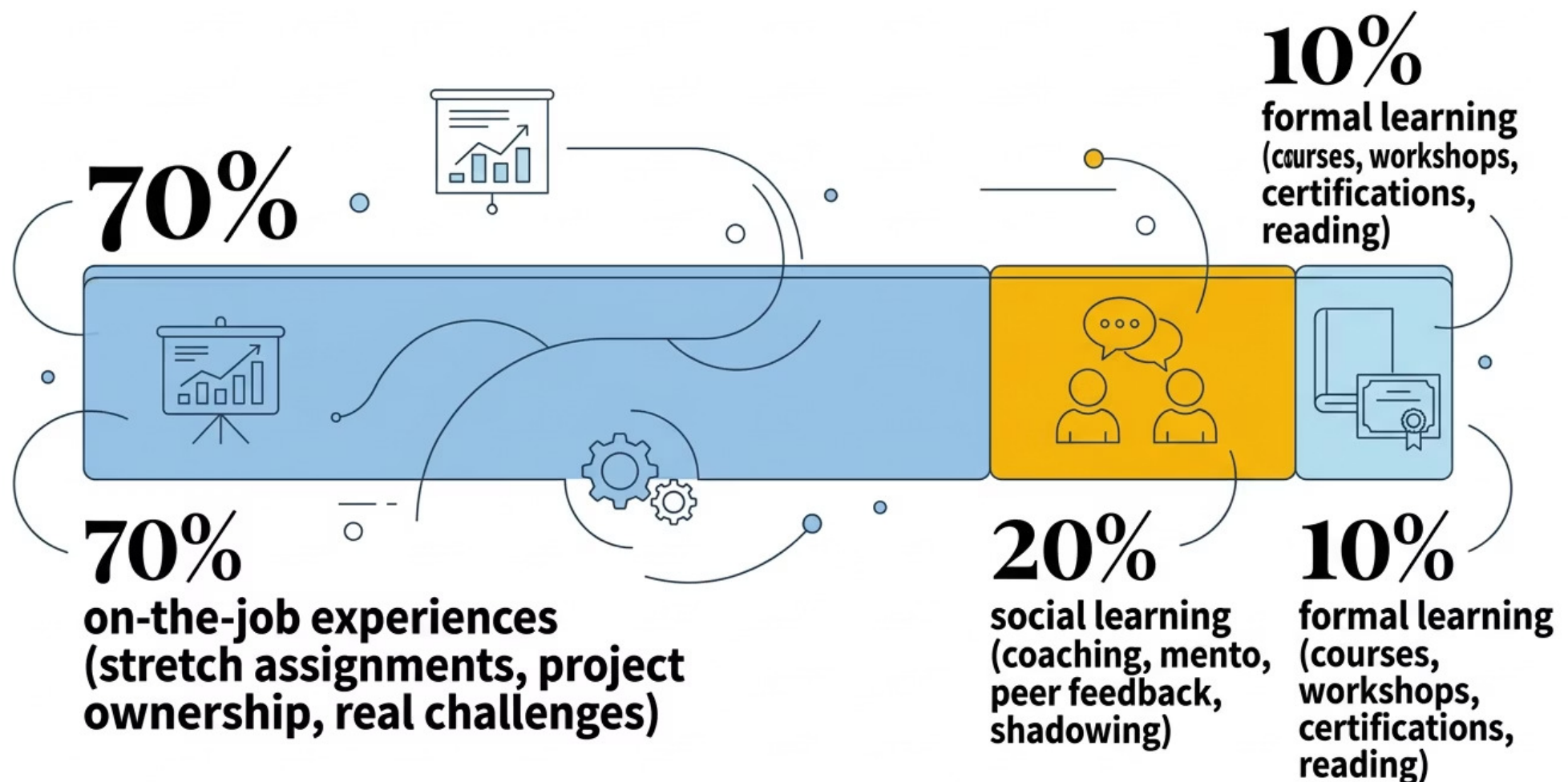
This clarity makes feedback easier to hear, harder to dispute, and more actionable. It's especially effective in performance reviews, project debriefs, and in-the-moment coaching, where precision and respect are critical. By using SBI, leaders can transform feedback from a source of tension into a catalyst for growth and accountability.



After delivering SBI feedback, always invite dialogue. Ask: *"What's your perspective on this?"* Feedback is the opening of a conversation, not a verdict. The SBI model prevents the two most common feedback failures: being too vague to be useful, or being so personal that the receiver becomes defensive.

Framework 3: The 70-20-10 Development Model

One of the most practical models for structuring team development is the 70-20-10 framework. It is grounded in decades of research on how adults actually learn — and it challenges the over-reliance on formal training as the primary development vehicle.



70% — Experience

- Assign stretch projects
- Rotate responsibilities
- Create ownership, not just tasks
- Let people lead meetings

20% — Social Learning

- Regular coaching conversations
- Peer learning pairs
- Structured feedback loops
- Cross-functional exposure

10% — Formal Training

- Targeted courses or certifications
- Curated reading lists
- Workshops and conferences
- Online learning platforms

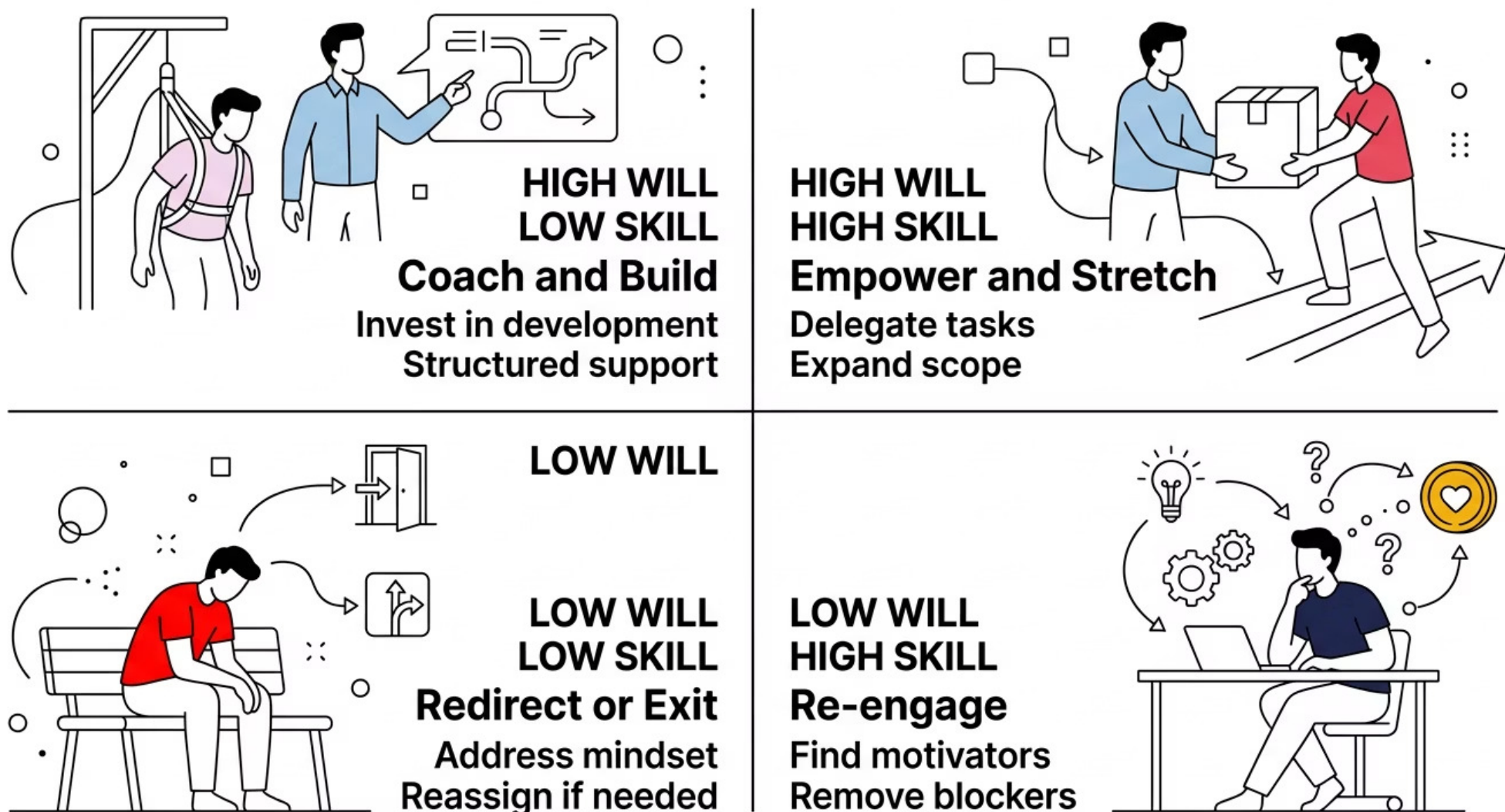
☐ **Manager Action:** Audit your team's current development mix. If 80%+ of your investment is in formal training, you are likely underutilising the most powerful 90% of the model.

Diagnosing Your Team: The Development Readiness Matrix

Not every team member requires the same type of coaching, and treating them all alike often leads to frustration or missed opportunities. Before designing a development plan, it's critical to assess each person along two dimensions: **Skill** (their current capability, knowledge, and performance level) and **Will** (their motivation, ownership, and drive to grow).

This simple diagnostic helps you understand whether someone is highly skilled but disengaged, motivated but inexperienced, or somewhere in between. Once you know where a team member sits on the Skill–Will matrix, you can tailor your coaching approach accordingly—whether that means providing encouragement and confidence-building, offering structured training and guidance, or stepping back to empower autonomy.

By aligning your coaching style with both capability and motivation, you maximize effectiveness and ensure that development plans are not only relevant but also energizing for the individual.



The most common mistake managers make is applying the same coaching style to everyone. High-skill, high-will team members do not need hand-holding — they need autonomy and challenge. Low-skill, high-will team members need structure and encouragement, not pressure. Use this matrix as your starting point for every individual development plan.

Worksheet 1: Team Development Diagnostic

Use this worksheet as a practical diagnostic tool to map your team's current state. Complete it before your next round of one-on-ones so you enter those conversations with clarity and focus. The value of this exercise lies in honesty—capture what is true today, not what you wish were true.

By documenting each team member's skill level and motivation, you'll create a clear picture of where coaching energy should be directed. This reflection is for your eyes only, so resist the temptation to polish or idealize the data. The more accurately you represent reality, the more actionable your coaching plan will be, and the easier it becomes to tailor development strategies that truly meet your team where they are.

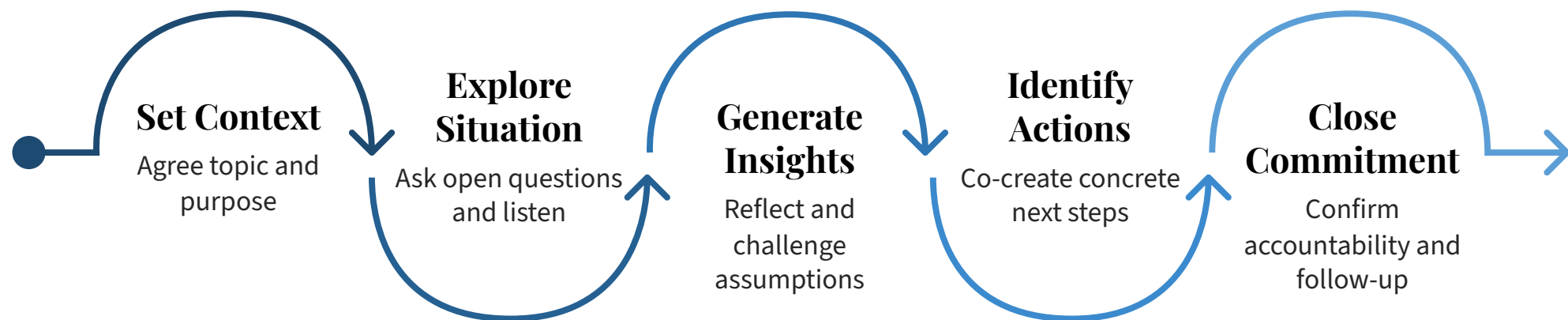
Team Member Name	Current Skill Level (1–5)	Current Motivation Level (1–5)	Primary Development Need	Coaching Approach
[Name]				
[Name]				
[Name]				
[Name]				
[Name]				

Reflection Questions

1. Who on your team is being under-challenged right now? What is the risk of not addressing this?
2. Who needs more structured support but is not currently receiving it?
3. Are there patterns across the team — e.g., a skills gap in a particular area or a motivation issue tied to team culture?
4. Which one person would benefit most from a focused coaching conversation this week?

Running Effective Coaching Conversations

The quality of your coaching is shaped less by the frameworks you know and more by the presence you bring into the conversation. Great coaching conversations consistently share three conditions: **psychological safety**, where the coachee feels free to be open without fear of judgment; **genuine curiosity**, where the coach seeks to understand rather than prescribe; and **disciplined listening**, where attention is fully given and interruptions are minimized. When these conditions are in place, coaching shifts from transactional dialogue to transformational growth.



Most coaching conversations don't fail because the framework is wrong—they fail because the listening isn't deep enough. Too often, coaches are busy preparing their next question or solution while the coachee is still speaking, which means they miss the subtle but critical signals that reveal what's really going on.

That's why executive coaches emphasize **Level 3 listening**: listening beyond the words themselves. It's about tuning into tone, energy, pace, and emotional shifts. It's noticing hesitation, contradictions, or the moments when someone avoids a topic entirely.

These silences and signals often carry more meaning than the spoken content. Practicing Level 3 listening requires discipline—quieting your own internal dialogue, resisting the urge to jump ahead, and fully immersing yourself in the coachee's experience. When you do, you gain access to the richest coaching inputs, the ones that unlock deeper insight and genuine transformation.

The Power Question Bank

The quality of your coaching questions determines the quality of insight your team member reaches. Here is a curated bank of high-impact questions organised by coaching stage. Keep these visible during your one-on-ones until asking great questions becomes natural.

Questions to Explore the Situation

- "What's really going on here — beneath the surface?"
- "What have you already tried?"
- "What are you most concerned about?"
- "What does success look like from your perspective?"
- "What's the story you're telling yourself about this situation?"

Questions to Generate Options

- "If you knew you couldn't fail, what would you try?"
- "What would someone you admire do in this situation?"
- "What's the option you haven't considered yet?"
- "What would you tell a colleague who came to you with this?"
- "What's the bold move here?"

Questions to Build Accountability

- "What specifically will you do, and by when?"
- "What might get in the way? How will you handle that?"
- "On a scale of 1–10, how committed are you to this?"
- "What support do you need from me?"

Questions to Deepen Reflection

- "What's the learning here for you?"
- "How does this connect to your bigger development goals?"
- "What would you do differently next time?"
- "What are you most proud of in how you handled this?"

Worksheet 2: The GROW Conversation Planner

Use this planner before each coaching conversation to prepare your focus areas and questions. Complete the pre-session column before the meeting, and the post-session column immediately after for maximum retention.

GROW Stage	Pre-Session: Key Questions to Ask	Post-Session: What Was Uncovered
Goal	What does this person want to achieve in this conversation? What is the longer-term development goal this connects to?	[Your notes here]
Reality	What do I already know about the current situation? What gaps in my understanding do I need to fill?	[Your notes here]
Options	What options do I suspect are available? How will I help this person see beyond the obvious?	[Your notes here]
Will	How will I close with accountability? What follow-up is needed?	[Your notes here]

Post-Session Reflection (Complete within 24 hours)

1. What moment in the conversation had the most energy or shift? What caused it?
2. Where did I give advice when I should have asked a question?
3. What commitment did this person make, and how will I follow up?

Building Individual Development Plans (IDPs)

An Individual Development Plan (IDP) is the cornerstone of structured coaching. It transforms vague aspirations into a concrete roadmap with milestones, actions, and accountability. Done well, an IDP is co-created — meaning the team member owns it, and the manager supports it. A manager-imposed IDP rarely drives real change.

1

Define the Development Goal

Identify one to three specific capability goals for the next 6–12 months. Tie them to both the team member's career aspirations and the team's strategic needs. Vague goals like "improve leadership" should be sharpened to "lead a cross-functional project by Q3."

2

Map the Learning Activities

Using the 70-20-10 model, design a mix of experiences (stretch assignments), social learning (coaching, shadowing, feedback), and formal training. Each goal should have at least one activity from each category.

3

Set Milestones and Check-In Points

Break the development journey into observable milestones. Schedule quarterly reviews to assess progress, adjust the plan, and celebrate wins. Do not wait for the annual review to discuss development.

4

Agree on Success Indicators

How will you both know the goal has been achieved? Define observable, behavioural indicators — not just task completion. For example: "Stakeholders proactively request your input" rather than "complete stakeholder management training."

Worksheet 3: Individual Development Plan Template

Complete this template collaboratively with your team member. The goal is shared ownership — they complete the first draft, you refine it together.

Field	Response
Team Member Name	
Current Role	
Career Aspiration (12–24 months)	
Development Goal #1	
70% Activity (Experience)	
20% Activity (Social Learning)	
10% Activity (Formal Learning)	
Success Indicator	
Target Completion Date	
Manager Support Required	
Next Check-In Date	

 **Facilitation Tip:** Ask your team member to bring a draft IDP to the conversation. This signals that development is their responsibility, not yours to prescribe. Your role is to challenge, refine, and resource — not to author.

Common Coaching Mistakes to Avoid

Even well-intentioned managers undermine their coaching effectiveness through a set of predictable, avoidable mistakes. Recognising these patterns is the first step to eliminating them from your practice.



Giving Advice Too Quickly

Jumping to solutions before the person has had space to think robs them of insight and ownership. Resist the urge to fix. Ask one more question instead.



Coaching to Your Own Strengths

Great managers develop people in the areas *those people* need, not the areas the manager finds interesting. Regularly audit whether your coaching reflects their goals or yours.



Talking More Than Listening

A useful rule of thumb: if you are speaking more than 30% of the time in a coaching conversation, you are not coaching. You are advising, directing, or lecturing.



No Follow-Through on IDPs

Development plans that are created and filed away signal to your team that development is theatre, not real. Review IDPs in every quarterly check-in, no exceptions.



Treating Coaching as an Event

Coaching is a practice, not a meeting type. It happens in hallways, during project debriefs, and in brief check-ins — not just scheduled 1:1s.



Focusing Only on Performance Gaps

Coaching exclusively around problems creates a negative association. Balance your coaching across strengths, aspirations, and performance — ideally 60% growth-focused, 40% gap-focused.



Skipping Accountability Closure

Many conversations end with insight but no commitment. Always close with a specific action, a timeline, and a follow-up mechanism. No commitment = no change.

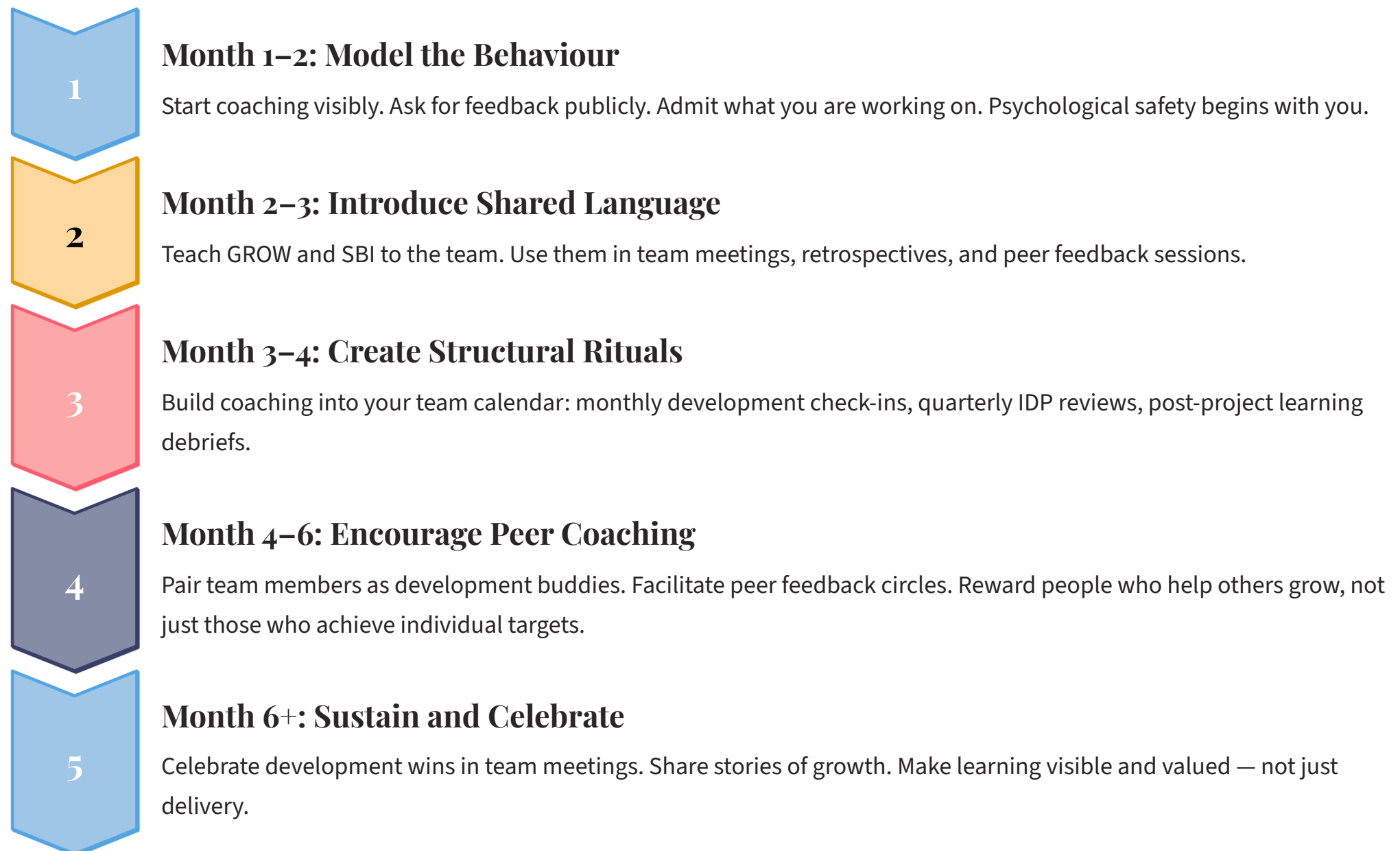


One-Size-Fits-All Coaching

Different people need different coaching styles. Regularly flex your approach based on skill, confidence, and the nature of the challenge — not habit or convenience.

Building a Coaching Culture on Your Team

Individual coaching is powerful. A *coaching culture* — where peer-to-peer development, honest feedback, and learning mindsets are the norm — is transformational. As a manager, you are the architect of your team's culture. Here is how to build one intentionally.



The biggest indicator of a coaching culture is not what happens in your 1:1 meetings — it is what happens when you are not in the room. Do team members coach each other? Do they proactively seek feedback? Do they view challenges as learning opportunities? If yes, your culture is working.

Measuring Coaching Effectiveness

What gets measured gets managed. Too many managers invest in coaching conversations without ever evaluating whether their coaching is actually working. Here are the key indicators to track — both leading indicators (inputs) and lagging indicators (outcomes).

Leading Indicators (Inputs)

- Number of coaching conversations per month per team member
- % of team members with active IDPs
- Frequency of structured feedback delivered
- Manager-to-coachee speaking ratio in 1:1s
- % of development activities completed on schedule

Lagging Indicators (Outcomes)

- Internal promotion rate from your team
- Employee engagement and satisfaction scores
- Voluntary attrition rate among high performers
- 360° feedback scores on "development support"
- Team capability growth (skill assessments over time)

Run a simple monthly coaching audit: for each team member, note the last time you had a development-focused conversation, what was discussed, and what commitment was made. If you cannot answer these questions easily, the cadence needs to increase. Set a monthly target of at least one substantive coaching conversation per person, separate from performance check-ins.

Best Practices: The Coaching Manager's Playbook

Based on research and practice across high-performing organisations, here are the habits that separate good managers from exceptional coaching leaders. These are not aspirational — they are actionable, and you can begin implementing them this week.

1

Protect Development Time

Block 30 minutes before each 1:1 to prepare your coaching questions and review the person's IDP. Block 15 minutes after to capture notes and commitments.

2

Start with "What's on Your Mind?"

Open every coaching conversation with this question. It signals safety and puts the agenda in the coachee's hands — which is exactly where it should be.

3

Ask Before You Tell

Before offering any insight or advice, ask what the person has already considered. This respects their intelligence and often reveals that they already know the answer.

4

Create Stretch, Not Stress

The best development happens at the edge of comfort — where tasks are challenging but not overwhelming. Monitor your team's stress levels and adjust the stretch accordingly.

5

Give Feedback in Real Time

Do not save feedback for the next meeting. A brief, well-constructed SBI observation delivered within 24 hours of an event is 10x more effective than a polished review delivered weeks later.

6

Develop Your Own Coaching Skills

The best coaches are perpetual learners. Find your own coach or mentor. Read. Seek peer feedback on your coaching from your team members. Model the growth mindset you want to see.

Quick Reference: Coaching Cheat Sheet

Use this as your at-a-glance reference before every coaching conversation. Print it, bookmark it, or keep it in your 1:1 notes template.

GROW Model at a Glance

- **G — Goal:** What do you want to achieve?
 - **R — Reality:** What's happening right now?
 - **O — Options:** What could you do?
 - **W — Will:** What will you commit to?
-

SBI Feedback Formula

- **S — Situation:** When / where did this happen?
 - **B — Behaviour:** What specifically did I observe?
 - **I — Impact:** What was the effect?
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70-20-10 Split

- **70%** — On-the-job experience
- **20%** — Social & coaching
- **10%** — Formal learning

Power Questions to Keep Handy

- "What's really going on here?"
 - "What have you already tried?"
 - "If you couldn't fail, what would you do?"
 - "What does success look like for you?"
 - "What will you do, and by when?"
 - "What might get in the way?"
 - "What's the learning here?"
 - "What support do you need from me?"
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Avoid These Habits

- Giving advice before asking questions
- Skipping accountability closure
- Treating coaching as a scheduled event only
- Coaching to your strengths, not their needs

Key Takeaways & Your Next 30 Days

You now have a complete coaching framework — the models, the conversation guides, the worksheets, and the habits. The difference between managers who coach well and those who do not is rarely knowledge. It is practice. Here is a focused 30-day action plan to put this guidebook to immediate use.



Week 1

Complete the Team Development Diagnostic (Worksheet 1). Identify your top coaching priority. Schedule one dedicated coaching conversation using the GROW Planner.



Week 2

Facilitate IDP conversations with two team members. Use Worksheet 3 as your template. Introduce the SBI model with at least one piece of developmental feedback.



Week 3

Audit your 70-20-10 balance for the team. Add one stretch experience to your team's workload. Ask the Power Question Bank questions in every 1:1 this week.



Week 4

Review your coaching audit metrics. Reflect on the three coaching mistakes you were most prone to this month. Set your coaching commitments for the next 90 days.

"The goal of coaching is not to get people to do what you want. It is to help them become the best version of what they are capable of."

Return to this guidebook at each 30-day mark. Great coaching is not built in a single month — it is built through consistent, deliberate practice over time. Your team's development is your highest-leverage leadership activity. Invest in it accordingly.