

MANAGING **VS.** COACHING

Managing:

Used when:

- Tasks are new, urgent, or critical.
- Expectations need clarity.
- Compliance or safety is required.



Manager behaviors:

- Provide instructions
- Set deadlines
- Monitor progress closely



Used when:

- Employee has baseline skills
- Goal is growth, independence, problem-solving
- Situation allows exploration

Coaching behaviors:

- Ask open-ended questions
- Reflect and guide
- Encourage solutions from the employee

Is the task time-sensitive or high-risk?

→ Manage

Is the goal development or empowerment?

→ Coach

5-Step Coaching Conversation:

1. Ask what they want to achieve
2. Explore what's working/not working
3. Identify obstacles
4. Co-create next steps
5. Agree on follow-up

