

COACH

C O A C H
COACHING SYSTEM

Coaching Guide

Five-Step Coaching System

Manager reference for building a repeatable coaching cadence using the COACH framework

C

Calibrate

O

Observe

A

Address

C

Champion

H

Habituate

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How to Use This Guide

This coaching guide is designed for front-line managers running 1:1s, team training sessions, or performance reviews using the COACH framework. Use it to build a consistent coaching cadence, diagnose skill gaps through observation, and develop both struggling and strong performers.

Coaching Questions

Use these in 1:1s or performance reviews. They are designed to reveal whether the manager is coaching through observation and evidence or relying on dashboards alone.

Red Flags

Warning signals that indicate a manager is not fully applying COACH. Surface these early and address them with specific stage work.

Coaching Scenario

A real-world situation to walk through with your manager. Compare their response to "What Good Looks Like" to identify coaching moments.

Mastery Indicators

Use these to assess manager readiness and set development goals. A manager demonstrating all five is COACH-certified in practice.

COACH

Five-Step Coaching System -- Manager Development

Calibrate | Observe | Address | Champion | Habituate

PURPOSE

Help front-line managers build a repeatable coaching system that diagnoses performance gaps through observation, runs evidence-based conversations, and builds coaching into their weekly rhythm.

MANAGER COACHING QUESTIONS

- What are your documented performance baselines? Can every rep articulate what 'good' looks like?
- How many hours this week in live observation? What specific behaviors did you notice?
- Walk me through your last coaching conversation. What observed evidence did you reference?
- Who are your top two performers? What stretch assignments are they working on?
- Show me your weekly cadence. How do you protect coaching time from pipeline reviews?

RED FLAGS TO WATCH

- Manager can't name top and bottom performers with specific evidence
- No regular observation -- coaching is based on dashboards and metrics only
- Coaching conversations are vague ('do better') without referencing specific behaviors
- Strong reps are ignored because they're not a 'problem' -- no growth plans exist
- 1:1s are status updates, not coaching conversations -- no skill development discussed

COACHING SCENARIO

SETUP

A manager has an AE missing quota by 15%. They review dashboards and tell the AE to 'make more calls.' Activity increases but quota attainment doesn't improve.

WHAT GOOD LOOKS LIKE

The manager observes 3 live calls and finds the real gap: surface-level discovery. They co-build an improvement plan, practice in role-plays, and schedule weekly call reviews. Deal quality improves.

MASTERY INDICATORS

- Has documented performance baselines that every rep can articulate
- Spends 3+ hours per week in live observation across the team
- Coaching conversations reference specific observed behaviors, not just metrics
- Top performers have explicit growth plans with stretch assignments
- Weekly coaching cadence is protected and consistent -- not displaced by reviews