



# The COACH Framework to Empower & Grow Your Leaders

*Session Manual*

**Business  
Blueprint**



Presented by RG Dynamics

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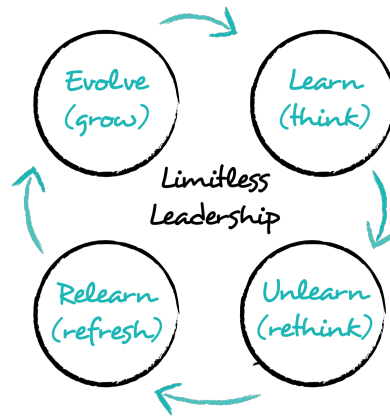
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## Limitless Leadership

“True leaders grow by challenging what they know.  
Learn, unlearn, relearn, and evolve to lead without limits.”



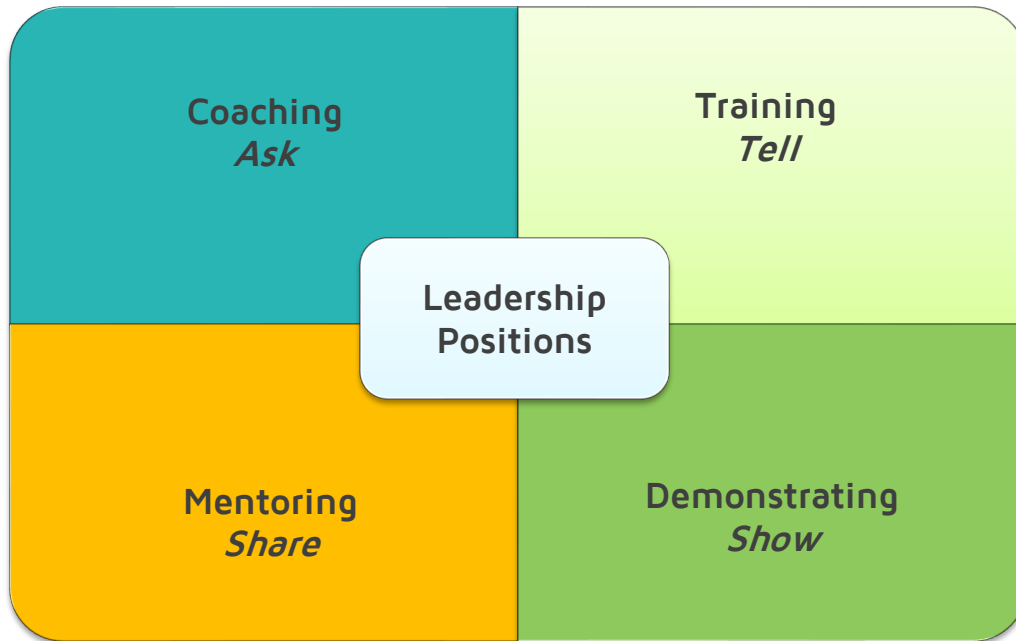
**Learn:**

**Unlearn:**

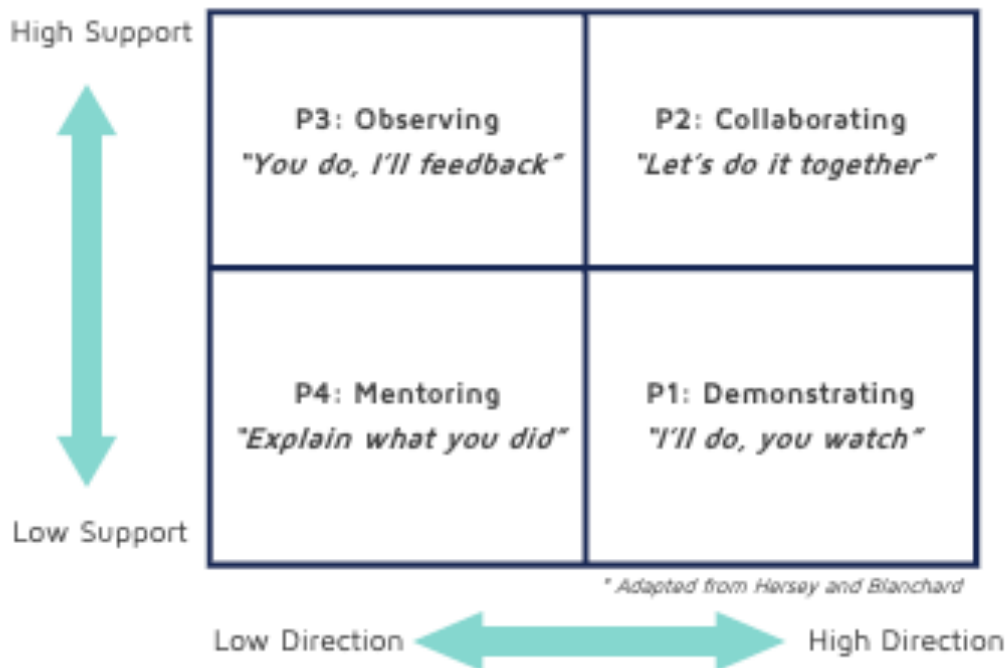
**Relearn:**

**What was the outcome?**

The thoughts  
you think today,  
determine the  
results you will  
see tomorrow  
Robin Sharma



**Situational Coaching Styles**



## 5 COACHING SUPERPOWERS

**C**uriosity  
**O**bservation  
**A**wareness  
**C**ommitment  
**H**old Space

### **Curiosity with intent**

The engine of a coaching mindset. It's about asking powerful questions, exploring without assumption, and genuinely wanting to understand not interrogate.

Ask don't tell.

### **Observation and deep listening**

Fully tuned in. No multitasking, no mental shortcuts. This builds trust and allows people to think out loud in a safe space. Listen to what is not being said.

### **Awareness and reflection**

A coaching mindset starts with you. Be aware of your triggers, blind spots, and inner narrative as this allows you to show up clean and coach from neutrality.

### **Commitment-Discipline to coach (Not Fix)**

Coaching is a choice. Make the time to grow your people.

Leaders often default to solving problems (we just want to help!).

Discipline is required to pause, ask instead of tell, and resist jumping in with the answer.

### **Hold the space**

Holding the perspective that people are capable, creative, and whole even when they can't see it in themselves. Create the space for them to tap into what they already know.

## Critical Success Factors to Coaching

<p><b>Ask Questions and Be Curious</b></p> <ul style="list-style-type: none"> <li>• Ask great open questions, don't tell</li> <li>• Ask questions that empower and create buy-in</li> <li>• Be curious, even use the word "curious"</li> <li>• Avoid judgmental and advice-oriented questions</li> </ul>	<p><b>Have a Coaching Spirit</b></p> <ul style="list-style-type: none"> <li>• Fulfilment flows by adding value to others</li> <li>• Thrive on challenges and flexibility</li> <li>• Bring out the best in others</li> <li>• Use influence rather than position</li> <li>• Grow others whilst growing yourself</li> <li>• Be open to coaching yourself</li> </ul>	<p><b>Feedback and Awareness</b></p> <ul style="list-style-type: none"> <li>• Embrace feedback to grow</li> <li>• Give it and get it</li> <li>• Awareness and acceptance cultivates transformation</li> <li>• 'Be' rather than 'do'</li> </ul>	<p><b>Goals and Action Plans</b></p> <ul style="list-style-type: none"> <li>• Get the coachee to own their goals and commitment to them</li> <li>• Co-create strategies and action plans for goals</li> <li>• Monitor goals and action steps</li> <li>• Ensure coachee takes ownership</li> </ul>
<p><b>Build Trusting Relationships</b></p> <ul style="list-style-type: none"> <li>• Practice integrity and build trust</li> <li>• Maintain authentic rapport</li> <li>• Be present and open to the coachee</li> <li>• Keep sessions confidential</li> </ul>	<p><b>Listening and Communication</b></p> <ul style="list-style-type: none"> <li>• Listen rather than tell</li> <li>• Turn off your inner dialogue and be present</li> <li>• Have a non-judgmental approach</li> <li>• Communicate to connect</li> <li>• Listen deeply, use observation and intuition</li> </ul>	<p><b>Suggestions and Simplification</b></p> <ul style="list-style-type: none"> <li>• Prior to giving suggestions always gain permission</li> <li>• Never underestimate the power of simplicity</li> </ul>	<p><b>Accountability and Achievement</b></p> <ul style="list-style-type: none"> <li>• Support goal completion continuously</li> <li>• Celebrate success, anchor this</li> <li>• Accountability drives accomplishments</li> <li>• Always acknowledge progress and action</li> </ul>

**To ensure coaching is successful, there are key factors that must be intentionally leveraged.** Coaching should never be seen as remedial. When done well and regularly, it fosters openness, trust, and growth. Think of mid- and end-of-year reviews as checkpoints, not as the coaching itself or the entire development process.

Review the critical success factors presented.

**Choose two areas you intend to explore further to deepen your knowledge or enhance your coaching skills.**

**Critical Success Factor 1:**

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**Critical Success Factor 2**

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Coaching is NOT about you  
Coaching is NOT remedial  
You DON'T need all the story  
Appreciate that everyone is unique

## The GROW Model



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### Questioning techniques

These additional questions will help you become familiar with the structure and flow of using GROW. Use them as written below until you are confident with your adaptation of them to your style. The GROW model helps you to explore issues to a greater depth because you can plan your questions and make them specific to the individual and situation.

**Break into groups of 3: one person Coaching, one person being coached and one person observing and providing feedback**

GOAL	REALITY
<p>The coachee may express multiple goals, let them go through them and prioritise one for the session</p> <ul style="list-style-type: none"> <li>• What would you like to have by the end of this coaching session?</li> <li>• What's an opportunity or challenge you'd like to focus on.</li> <li>• What would you like to focus on today?</li> <li>• How important is this to you? (you could use a 1-10 scale)</li> <li>• What's important to you?</li> <li>• How can you word this goal using positive language?</li> <li>• What new skill do you want to learn or develop?</li> </ul>	<p>Explore what is going on now, do not jump to solutions as this step is vital in understanding the real behaviors and underlying motivations of the coachee.</p> <ul style="list-style-type: none"> <li>• What is working well for you?</li> <li>• Where are you at, right now?</li> <li>• What isn't working well ?</li> <li>• What have you done so far to improve things?</li> <li>• What has changed?</li> <li>• Have you ever achieved this goal before? (remember most things people have done before they can achieve again)</li> <li>• How much of this situation do you feel is within your control?</li> </ul>



GROW	Focus on...	Notes
<b>G</b> <b>GOALS</b>	Agree the purpose of the discussion What do they want to focus on (unless predetermined)	
<b>R</b> <b>REALITIES</b>	Establish what is going well, what needs to change What have they done before?	
<b>O</b> <b>OPTIONS</b>	Brainstorm options before choosing a solution. Keep asking...What else?	
<b>W</b> <b>WILL TO ACT</b>	Who is going to do what and by when and when will we follow up? SMART objectives	

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## SKILLS PRACTICE – OBSERVER CHECKLIST

In groups of three (coach, coachee & observer):

Play out an agreed coaching scenario for 5 minutes. Observer to lead feedback and then rotate role.

	Observations
<b>1. Goals</b> <ul style="list-style-type: none"> <li>• Agreed purpose / agenda of the session</li> <li>• Checked their understanding of relevant goals, targets or standards</li> </ul>	
<b>2. Realities</b> <ul style="list-style-type: none"> <li>• Asked first – asked employee how they feel they have performed or what they have experienced and why</li> <li>• Asked what can be done differently / reinforced the positives</li> <li>• Shared their perception of the current reality and clarified any misunderstandings</li> </ul>	
<b>3. Options</b> <ul style="list-style-type: none"> <li>• Challenged them to generate options, ideas and solutions</li> <li>• Uncovered obstacles and issues</li> <li>• Used a systematic approach to problem solving</li> <li>• Offered information and assistance</li> </ul>	
<b>4. Will to act</b> <ul style="list-style-type: none"> <li>• Identified the required actions and explored barriers or road bumps</li> <li>• Checked for commitment to action / improvements</li> <li>• Agreed a follow up-date</li> <li>• Expressed confidence in them and offered support</li> <li>• Summarised the key action steps mutually agreed upon and ensured they are documented</li> <li>• Finished on a positive note</li> </ul>	

## Gaining Buy-in

### Clearly communicate the "Why"

Explain the purpose and benefits of coaching both for individual growth and team performance. Help them see it's about development, not correction.

### Make it personal and relevant

Link coaching to each person's goals, challenges, and aspirations. Show how it can help them thrive, grow their careers, and navigate day-to-day issues more effectively.

### Lead by example

Share your own experience with coaching (if applicable) and how it has helped you. When leaders are open to coaching, it normalises it for everyone else.

### Create a safe and supportive environment

Reinforce that coaching is a confidential, non-judgmental space focused on support and development, not performance management or appraisal.

### Involve them in the process

Ask for their input on how coaching is delivered (e.g., format, frequency, topics). Giving them a say builds ownership and makes it feel like a partnership, not a directive.



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What can we  
coach on?

Capability and behaviours

Career clarity and growth

Time management and prioritisation

Expectations of them, you and team

Navigating change

Building confidence

Communications skills

Emotional intelligence

Leadership presence

Wellbeing and life balance



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# Action Plan:

Objective: What DO I need to achieve?	Strategy: What actions do I need to implement?	Resources: Who can assist me? What resources can I tap into?	Criteria for Success: How will I measure the success of this?	Mindset: Who do I need to BE to make this happen?	Target Date

## Where do the individuals in my team sit today?

List individuals in your team in the table below. Decide on the best style to use.

Based on current support (L,M,H) and current direction (instruction) needed (L,M,H). Please base this on today's reality. The second table below will give you an indication of their level.

Individual	Support (current)	Direction (current)	Default posture
Mary	Low	Low	Mentoring

Style	DEMONSTRATING	TRAINING	COACHING	MENTORING
Characteristics	High direction, low support	High direction, high support	Low direction, high support	Low direction, low support
Situation	New employee arrival / induction Dealing with an underperformer	Workshop interactions Skills sessions Conference	Regular and on-going guidance Sessions can be through observation	Enhance further growth by sharing guidance and being a sounding board for ideas
Application	Model the way Clarity of standards around expectation	High involvement to try new skills, refine old skills Manager leads interaction	Feedback on strengths Suggest improvements Manager questions	Individuals arrive at new learnings Manager is responsive to questions with ideas



## Conduct Stay Interviews

Stay interviews was something I created over a decade ago and have implemented as a practice into many businesses.

Stay Interviews are proactive, regular conversations leaders have with their team to understand what keeps people engaged, motivated, and committed. By asking why people stay, not just why they leave, leaders surface issues early, strengthen connection, and reduce unwanted turnover.

Stay Interviews replace surprises and exit interviews with trust, insight, and retention focused leadership.

### **Make them regular**

#### **Can be delivered one-on-one or as a team**

- Schedule and name these sessions like any other meeting
- Consistent catch-ups build momentum, rapport, and openness
- Be committed, don't cancel. People are your priority
- Aim for every 6–8 weeks, 20–30 minutes per person
- Like exercise, once it's a habit, it becomes part of your culture

### **Plan the purpose**

- Ensure everyone knows why these interviews are happening
- Focus on open, honest feedback and feed-forward
- Gain buy-in by showing what's in it for them
- Set expectations, consider a team session to explain the concept

### **Success in the structure**

- Avoid idle chit-chat; respect time
- Prepare great questions to spark meaningful insights

### **Flip it around**

- Let the team interview you, disclosure builds trust
- Do this 1:1 or as a team, ensuring everyone contributes

### **Follow up**

- Capture and act on insights and don't let them fade
- Lack of follow-up wastes time and erodes trust
- Make accountability and action part of ongoing development plan

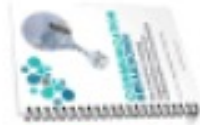
## Stay Interview Questions

- What is lighting you up in your role right now?
- Are you satisfying these motivators?
- How are you feeling about your role?
- What is your overall job satisfaction?
- How can I improve this?
- What do you like about working here?
- What keeps you here?
- What do you like the most / least?
- Where are you getting the most traction?
- What and who is frustrating you?
- What is stretching and growing you?
- How are you feeling recognised?
- What is your preferred style for feedback?
- What could you change or do differently?
- As a team, what would bring us closer to being a super-team?"
- What's your greatest learning to date?
- How could you share this with the greater team?
- Confidence, capability and capacity... rate each one, 1-5?
- What needs to change and be actioned?
- As your manager, what could I do differently or change?
- If you change anything about the way, I lead, how would that look like?

# My Gifts for You

Limitless Leaders Connection Blog

Free leadership, EQ, communication & mindset resources and tools



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