



HR DELIVERY

Making Sure HR Delivers

YOUR THINKING. YOUR CHOICES. YOUR PRACTICE.

Executive coaching Activity workbook

72 practical activities to explore with your coach and apply in real work.



ALIGN / AGREE / ASSESS / ACTIVATE / APPLY / ASSURE

VISUAL PRACTICE EDITION

Companion to the complete HR Delivery Executive Coaching Toolkit.



Make this workbook yours.

Use only the activities you and your coach agree will help.

Begin with your purpose

Bring a current work question, decision or relationship. The aim is to help you think and try useful action, not to complete every page or produce the answer somebody else expects.

Choose together

Some activities are suitable for private preparation; others need a coach-led conversation. Read the method in the main manual with your coach. Agree the time, boundaries, support and what would make the activity useful.

Keep control of disclosure

You may decline a prompt or leave a field blank. You do not need to disclose personal history to make coaching worthwhile. Decide what you wish to retain and what, if anything, may be shared with a sponsor.

Use work experiments carefully

A practice task is not permission to bypass a safety, legal, technical or employment requirement. Obtain the agreement of people affected and retain their authority and right to decline.

Write in your own words

Use specific episodes, observations and choices. Separate facts from interpretations. A profile, scale or worksheet does not define you or supply an overall score of your worth or potential.

Review rather than perform

An experiment that does not work can still teach something. Bring the result, context and your questions back to coaching. Adjust the activity or seek a system response rather than assuming more personal effort is the answer.

Get the right support

Coaching is not therapy, emergency support or a substitute for management decisions. Tell your coach when an activity is not helpful or goes beyond the agreed purpose; use the appropriate qualified support where needed.

Find the page

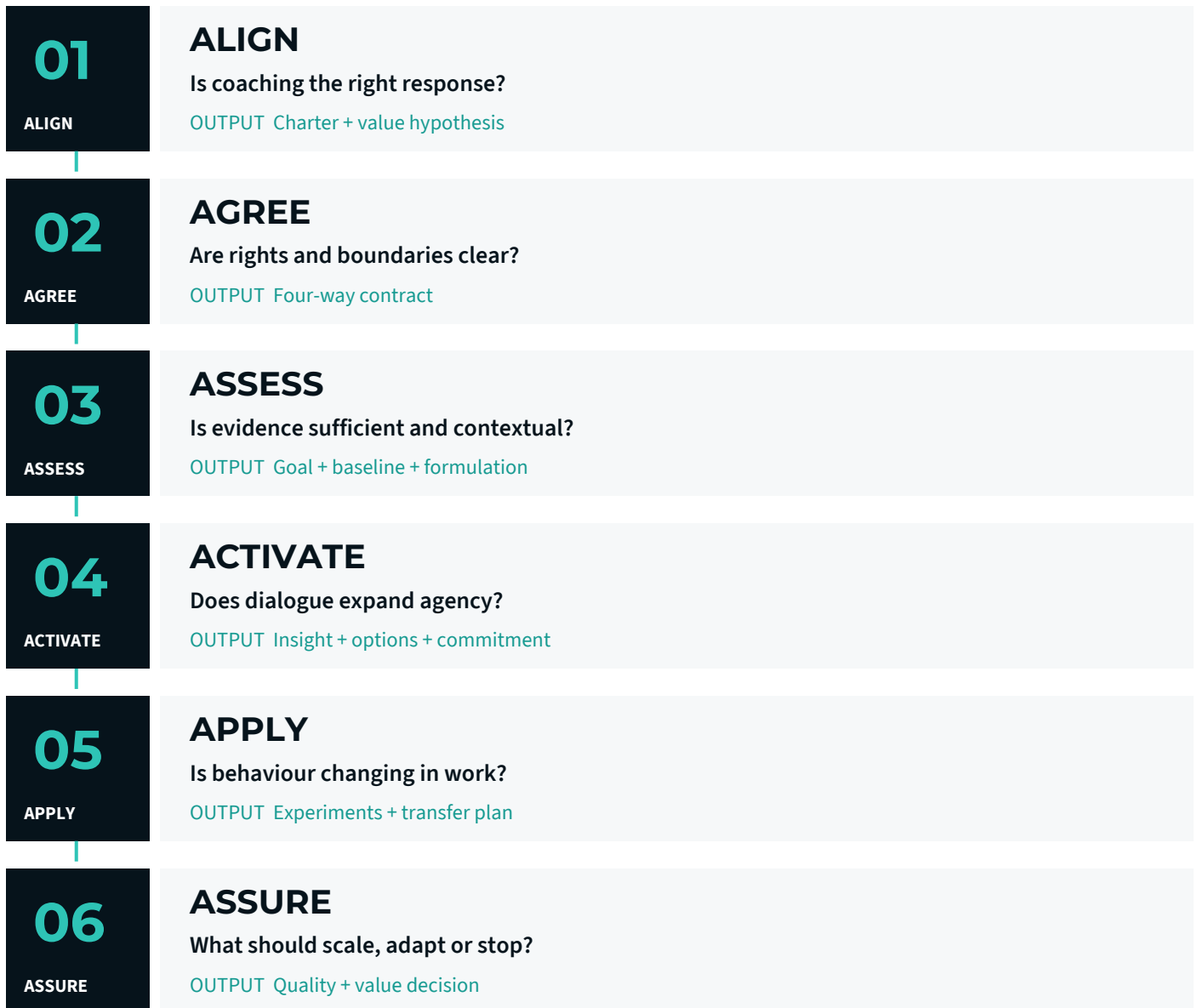
The six indexes show the page in this workbook and the guide page in the main manual. Worksheets are fillable in a compatible PDF reader and can also be printed. Save your own approved working copy.

WRITING AND PLOTTING

Write in the labelled fields, or print the page. Use your PDF reader's pen/drawing tool to mark a wheel, lifeline or quadrant; the PDF does not turn typed numbers into a plotted chart. The companion Excel visual sheets provide live charts where appropriate.

Six connected responsibilities. One purposeful coaching journey.

Preserve the whole system. Return to an earlier A whenever the purpose, evidence, relationship or work conditions change.



ETHICAL | USEFUL | APPLIED | EVIDENCED



Find your next activity.

Select an activity or pack page. Manual references point to the full coaching guide.

ID	Activity	6A	Pack	Manual
X01	Executive role mandate	Align	11	86
X02	Leadership impact compass	Align	12	89
X03	Role-transition bridge	Align	13	92
X04	Priority and opportunity-cost review	Align	14	95
X05	Purpose, values and leadership choices	Align	15	98
X06	Stakeholder value interview	Align	16	101
X07	Twelve-month future story	Align	17	104
X08	Is coaching the right help?	Align	18	107
X09	Chemistry conversation from the coachee's chair	Agree	20	156
X10	Negotiate a shared coaching goal	Agree	21	159
X11	Confidentiality boundaries rehearsal	Agree	22	162
X12	Feedback and challenge agreement	Agree	23	165

CHOOSE TOGETHER. KEEP YOUR AGENCY.

A useful activity serves your work question. You may adapt it, pass on a prompt or choose a different approach with your coach.

BASIS Manual references are printed page numbers in the complete toolkit.



Find your next activity.

Select an activity or pack page. Manual references point to the full coaching guide.

ID	Activity	6A	Pack	Manual
X13	Participation, agency and expectations	Agree	24	168
X14	Session preparation and private learning record	Agree	25	171
X15	Leadership lifeline	Assess	27	242
X16	Best-work episode review	Assess	28	245
X17	Strengths dosage: underuse and overuse	Assess	29	248
X18	Values trade-off cards	Assess	30	251
X19	Energy and attention diary	Assess	31	254
X20	Calendar versus contribution audit	Assess	32	257
X21	Critical decision reconstruction	Assess	33	260
X22	Stakeholder perception interviews	Assess	34	263
X23	Leadership 360 debrief	Assess	35	266
X24	Assessment-to-experiment bridge	Assess	36	269

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ID	Activity	6A	Pack	Manual
X25	Relationship system map	Assess	37	272
X26	Delegation bottleneck review	Assess	38	275
X27	Assumptions and contrary evidence	Assess	39	278
X28	Control, influence and system action	Assess	40	281
X29	Leadership context wheel	Assess	41	284
X30	Integrated coaching formulation	Assess	42	287
X31	Describe the preferred future	Activate	44	338
X32	Find the useful exception	Activate	45	341
X33	Scaling and one step better	Activate	46	344
X34	Perspective positions	Activate	47	347
X35	Weighted decision comparison	Activate	48	350
X36	Premortem for a leadership experiment	Activate	49	353

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ID	Activity	6A	Pack	Manual
X37	Strategic zoom	Activate	50	356
X38	Both-and tension map	Activate	51	359
X39	Event, interpretation and choice	Activate	52	362
X40	Distanced self-talk for a work decision	Activate	53	365
X41	Compassionate challenge after a setback	Activate	54	368
X42	Ambivalence conversation	Activate	55	371
X43	Ladder of inference check	Activate	56	374
X44	Competing commitments inquiry	Activate	57	377
X45	Courage through graded rehearsal	Activate	58	380
X46	Difficult conversation rehearsal	Activate	59	383
X47	Negotiation interests and boundaries	Activate	60	386
X48	Conflict response choice	Activate	61	389

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Find your next activity.

Select an activity or pack page. Manual references point to the full coaching guide.

ID	Activity	6A	Pack	Manual
X49	SBI feedback rehearsal	Activate	62	392
X50	Ask for feedforward	Activate	63	395
X51	Boundary-setting and saying no	Activate	64	398
X52	Ethical dilemma rehearsal	Activate	65	401
X53	Metaphor as a thinking aid	Activate	66	404
X54	Future leadership identity in practice	Activate	67	407
X55	Fourteen-day delegation experiment	Apply	69	445
X56	A new decision-meeting routine	Apply	70	448
X57	Strategic calendar sprint	Apply	71	451
X58	Stakeholder listening tour	Apply	72	454
X59	Reciprocal network development	Apply	73	457
X60	Habit cues and friction	Apply	74	460

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Find your next activity.

Select an activity or pack page. Manual references point to the full coaching guide.

ID	Activity	6A	Pack	Manual
X61	WOOP work experiment	Apply	75	463
X62	Role-crafting proposal	Apply	76	466
X63	Confidence through work evidence	Apply	77	469
X64	Targeted behavioural feedback pulse	Apply	78	472
X65	Prospective decision journal	Apply	79	475
X66	Learning-partner check-in	Apply	80	478
X67	After-action review of a difficult conversation	Apply	81	481
X68	Setback and restart plan	Apply	82	484
X69	Anchored goal-attainment review	Assure	84	561
X70	Learning and contribution story	Assure	85	564
X71	Six-month maintenance and self-coaching plan	Assure	86	567
X72	Closure conversation and future letter	Assure	87	570

CHOOSE TOGETHER. KEEP YOUR AGENCY.

A useful activity serves your work question. You may adapt it, pass on a prompt or choose a different approach with your coach.

BASIS Manual references are printed page numbers in the complete toolkit.



01

Align

Is coaching the right response?



Choose a real situation. Explore it honestly.
Try a proportionate next step. Learn from the result.



X01 Executive role mandate

ACTIVITY

Turn a broad executive job title into a specific account of contribution, authority and the leadership work that coaching can support.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 086

01 Purpose of the role



02 Accountable outcomes

03 Decisions and boundaries

05 Unconfirmed expectations

04 Expected leadership moments

06 Coaching focus and next step

Basis: H01 | Original executive application

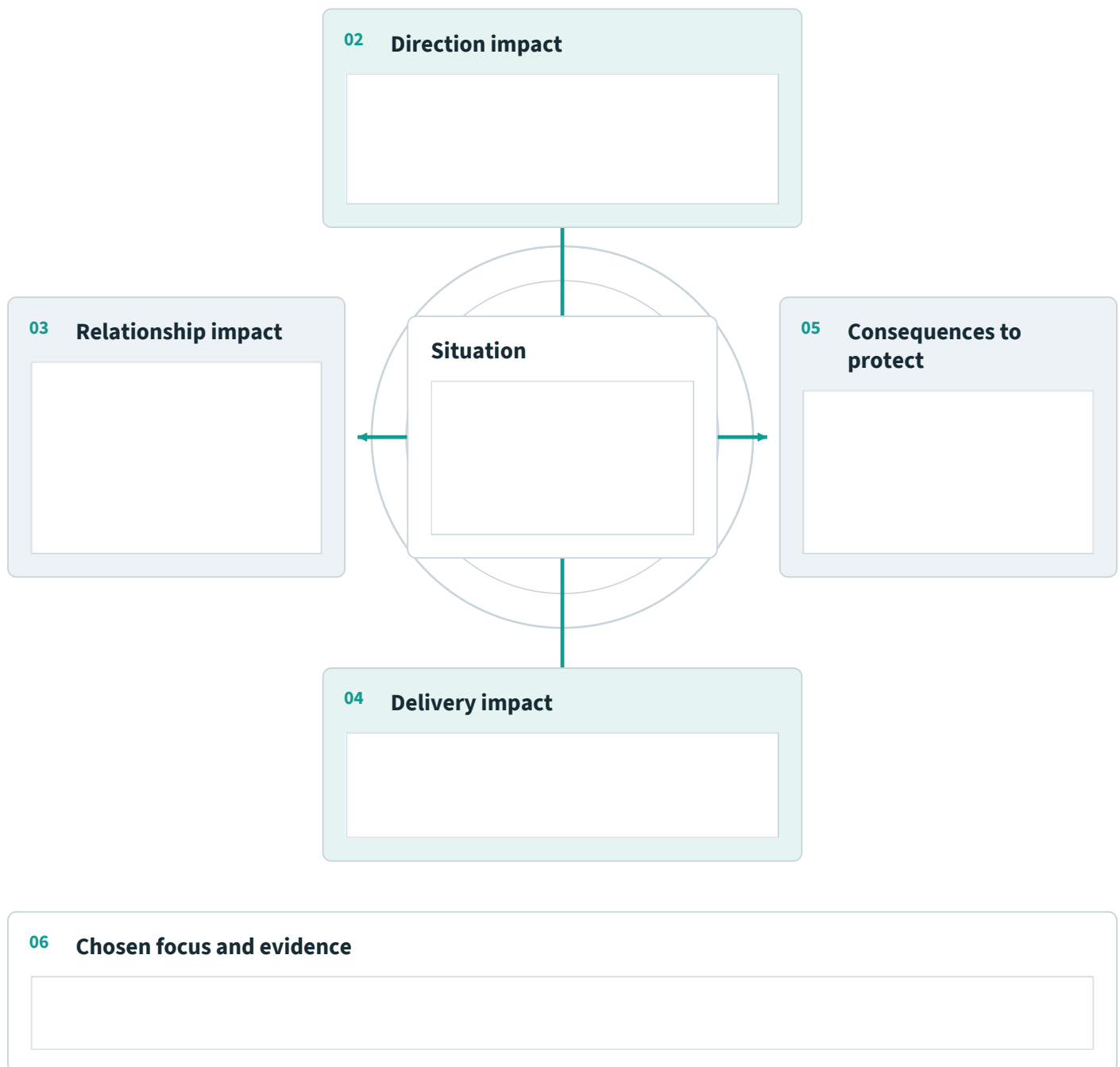
X02 Leadership impact compass

ACTIVITY

Help an executive select a development focus from the effect their leadership should have on stakeholders, rather than from an attractive list of personal qualities.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 089



The diagram illustrates the Leadership Impact Compass. It features a central circle with a grid pattern. Inside the circle is a box labeled "Situation" with a smaller empty box below it. Four arrows point from the central circle to four surrounding boxes, each representing a different impact area:

- 02 Direction impact** (top box, light green background)
- 03 Relationship impact** (left box, light blue background)
- 04 Delivery impact** (bottom box, light green background)
- 05 Consequences to protect** (right box, light blue background)

Below these four boxes is a large box labeled **06 Chosen focus and evidence** with a large empty rectangular area for notes.

X03 Role-transition bridge

ACTIVITY

Distinguish the leadership habits to carry forward, retire and develop when an executive enters a broader role.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 092

01 Previous success pattern

02 New mandate



03 Retain deliberately

04 Reduce or release

05 New practice

06 Thirty-day bridge

X04 Priority and opportunity-cost review

ACTIVITY

Choose what coaching will address by making competing priorities, effort and the cost of adding another commitment visible.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 095

PRIORITY / EFFORT PLOTTER

Contribution now



Place up to six themes. Define the axes together; compare priorities, not people.

01 Candidate themes

02 Priority selected

03 Supporting theme

04 Effort and displacement

05 Dependencies

06 Not-now and trigger

X05 Purpose, values and leadership choices

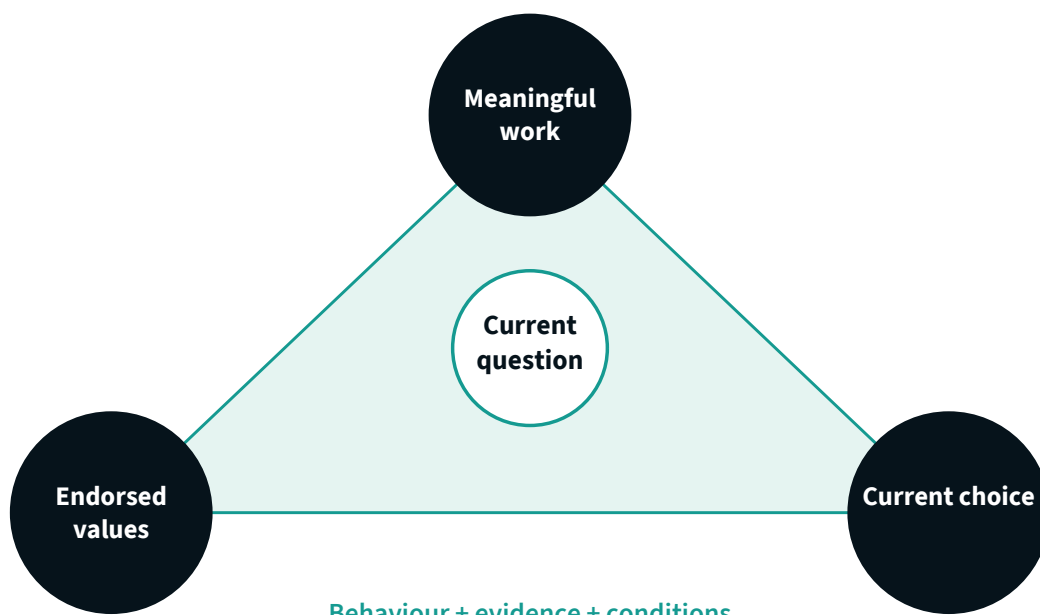
ACTIVITY

Connect personally meaningful values to difficult executive choices without prescribing a preferred value system.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 098

VALUES AND CHOICE TRIANGLE



Behaviour + evidence + conditions

Use all three lenses. A personal explanation does not remove organisational responsibility.

01 Meaningful episode

02 Value and definition

03 Second value

04 Current tension

05 Chosen action

06 Purpose in practice

X06 Stakeholder value interview

ACTIVITY

Gather direct, consented information about the contribution others need from the executive before setting the coaching agenda.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 101

STAKEHOLDER LISTENING CARDS

01

Ask for an episode

02

Listen without filling gaps

03

Check meaning



WORDS / OBSERVATIONS

Keep quotations distinct from your interpretation.

Use consented, proportionate notes. Do not promise anonymity that the setting cannot support.

01 Interview purpose

02 Participants and permissions

03 Core questions

04 Pattern found

05 Alternative explanation

06 Next experiment

X07 Twelve-month future story

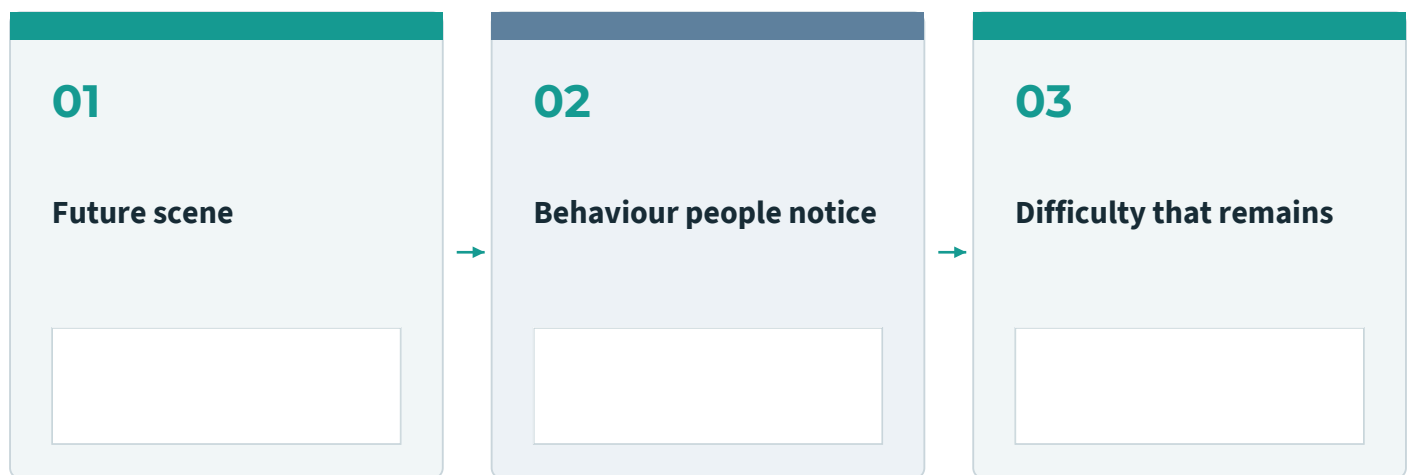
ACTIVITY

Explore a plausible desired future and work backwards to the leadership practices and conditions it would require.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 104

FUTURE-SCENE STORYBOARD



01 Future scene

02 Observable leadership

03 Continuing difficulty

04 Required conditions

05 Near-term signal

06 First move

X08 Is coaching the right help?

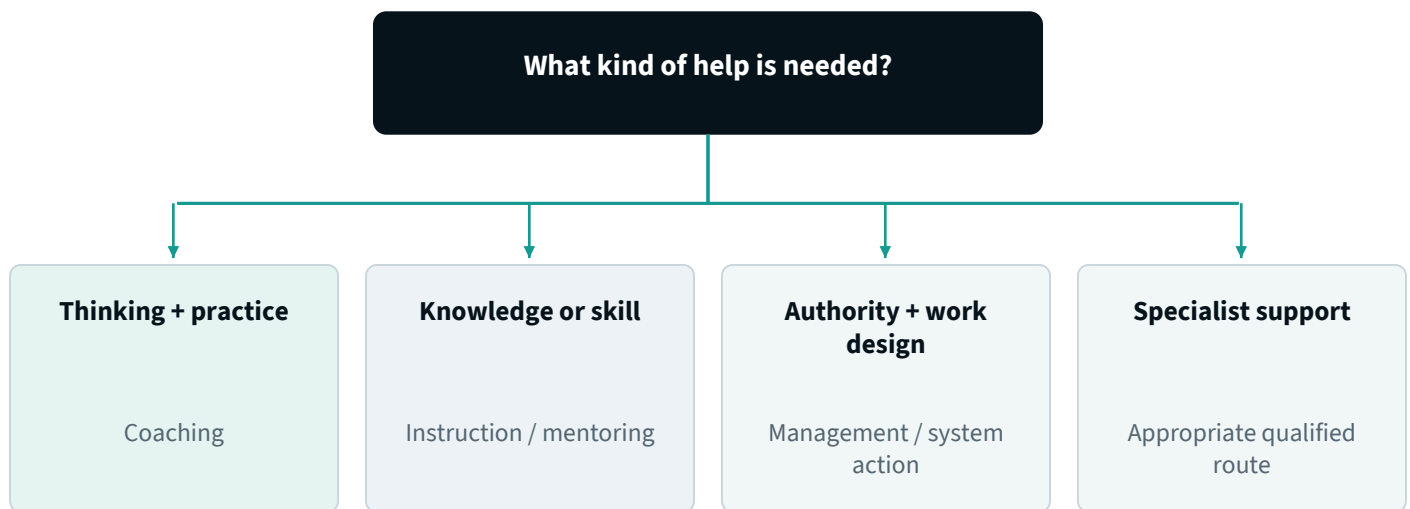
ACTIVITY

Make a joint, non-stigmatising choice between coaching and other forms of support before an engagement becomes a default remedy.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 107

SUPPORT-CHOICE DECISION TREE



PROCEED / PROCEED WITH CONDITIONS / DEFER / CHOOSE ANOTHER ROUTE

A joint judgement, not an automated triage or diagnosis. More than one route may be needed.

01 Question

02 Coachable element

03 Non-coaching element

04 Alternative support

05 Fit decision

06 Next communication



02

Agree

Are rights and boundaries clear?



Choose a real situation. Explore it honestly.
Try a proportionate next step. Learn from the result.

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X09 Chemistry conversation from the coachee's chair

ACTIVITY

Give the executive an active role in choosing a coach and testing whether the relationship can be useful, safe and appropriately challenging.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 156

TWO-WAY CHEMISTRY INTERVIEW

01

Ask about the method


02

Test a real conversation


03

Choose freely


WORDS / OBSERVATIONS

Keep quotations distinct from your interpretation.

Use consented, proportionate notes. Do not promise anonymity that the setting cannot support.

01 Development need

02 Questions for the coach

03 Mini-conversation

04 Experience noticed

05 Concerns and conditions

06 Choice

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

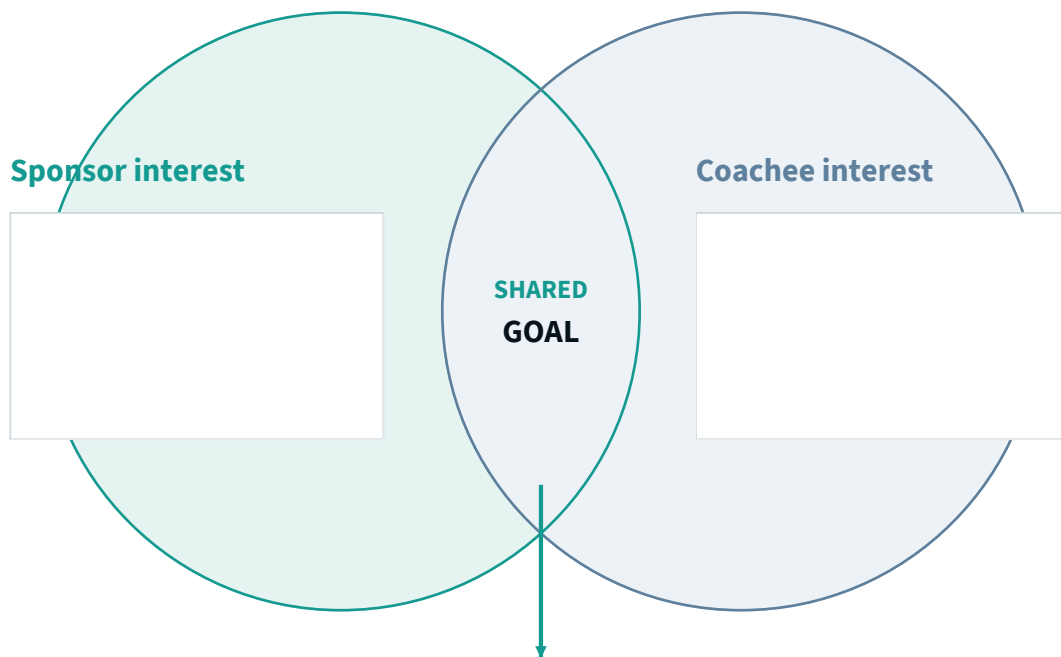
X10 Negotiate a shared coaching goal

ACTIVITY

Bring coachee and sponsor priorities into a workable agreement while preserving the coachee's ownership of private learning.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 159



03 Shared behavioural goal

04 Support required

05 Information agreement

06 Review

Basis: H01 / H02 / R01 | Original executive application



01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X11

Confidentiality boundaries rehearsal

ACTIVITY

Make the information agreement usable by practising realistic requests before a boundary is put under pressure.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 162

INFORMATION-PERMISSION MAP

1

Keep private

Personal reflections

2

Share by agreement

Specified progress

3

Clarify permission

Report, recipient, purpose

4

Duty or exception

Use the agreed route

Rehearse the actual request and response. Funding does not grant access to session content.

01 Request

02 Boundary

03 Response rehearsal

04 Permitted alternative

05 Exception route

06 Contract update

Basis: H01 / H04 / R01 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X12 Feedback and challenge agreement

ACTIVITY

Agree how the coach can offer observations, challenge assumptions and repair misunderstandings without taking over the executive's judgement.

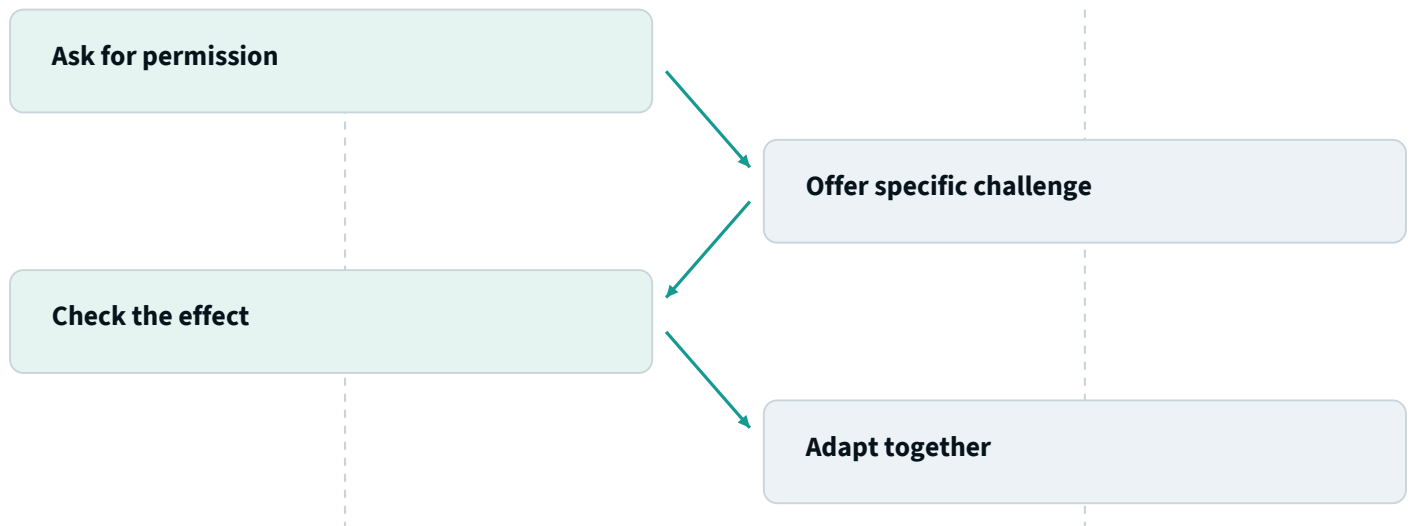
YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 165

CHALLENGE-AND-PERMISSION REHEARSAL

EXECUTIVE

OTHER PERSON / REHEARSAL PARTNER



Speak the words aloud. Pause, listen, revise and rehearse again; do not script the other person.

01 Helpful conditions

02 Unhelpful conditions

03 Preferred challenge

04 Rehearsal

05 Repair phrase

06 Review point

Basis: H01 / R01 / R12 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X13 Participation, agency and expectations

ACTIVITY

Create realistic participation commitments while making voluntary choice, competing demands and the right to revise or stop visible.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 168

PARTICIPATION AND AGENCY CHOICE BOARD

☐ Yes, with clarity 	☐ Not yet
☐ No 	☐ I need another route

The coachee owns the choice. Record conditions and revisit the agreement when context changes.

01 Coachee expectation

02 Available time

03 Coachee commitment

04 Coach commitment

05 Missed-practice response

06 Pause or exit

Basis: H01 / H02 / R21 | Original executive application



01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X14 Session preparation and private learning record

ACTIVITY

Help the coachee arrive with a useful question and leave with a concise record they can control.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 171

BEFORE

01 Episode and question

02 Facts versus interpretation

03 Useful session outcome

AFTER / LEARNING

04 Learning in my words

05 Chosen next step

06 Private and shareable records



03

Assess

Is evidence sufficient and contextual?

Choose a real situation. Explore it honestly.
Try a proportionate next step. Learn from the result.

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X15 Leadership lifeline

ACTIVITY

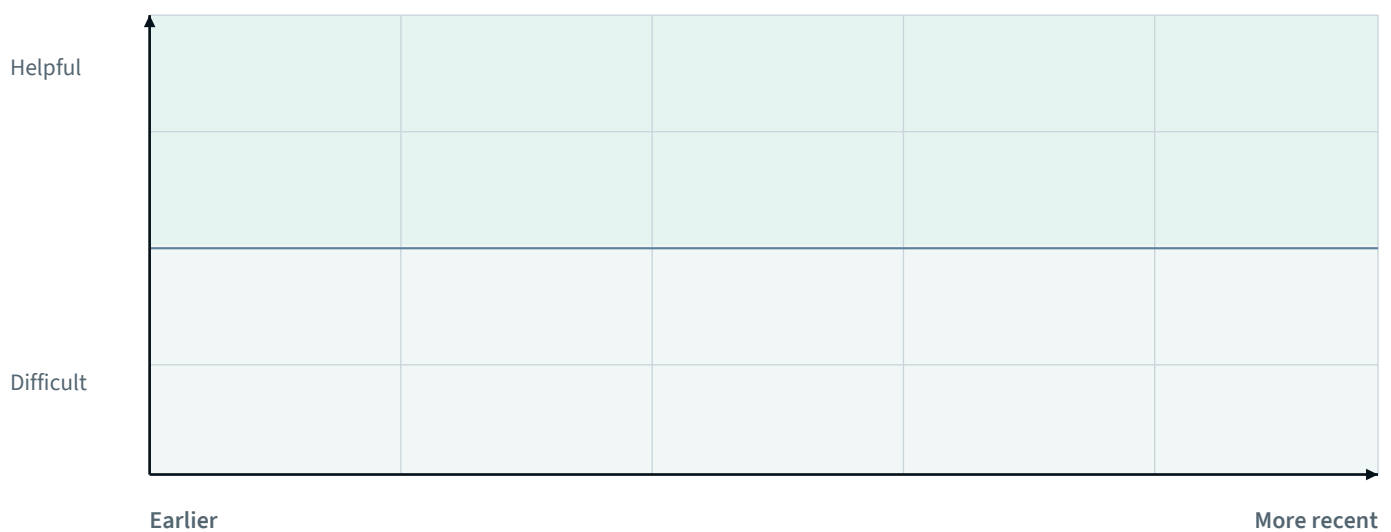
Identify recurring learning, strengths and assumptions across the executive's work history without turning biography into diagnosis.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 242

LEADERSHIP LIFELINE PLOT

Work events that shaped my leadership



Mark selected events, connect them and label what you learned. You may omit any event.

01 Events selected

02 Action in the difficult event

03 Lesson formed

04 Counterexample

05 Revised hypothesis

06 Workplace test

Basis: H01 / H04 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X16 Best-work episode review

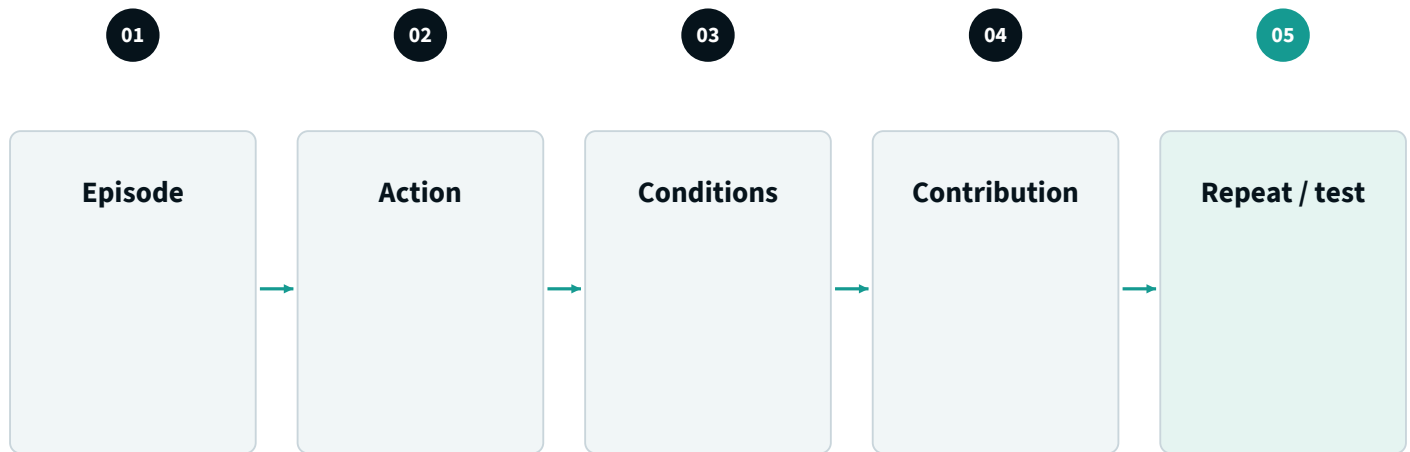
ACTIVITY

Find capabilities and enabling conditions in real examples of effective contribution, then choose a deliberate application.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 245

BEST-WORK RECONSTRUCTION



Keep the evidence, interpretation, authority and chosen next step distinct.

01 Episode one

02 Episode two

03 Strength hypothesis

04 Enabling conditions

05 Overuse risk

06 Application

Basis: H01 / R22 | Original executive application



01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X17 Strengths dosage: underuse and overuse

ACTIVITY

Explore how the same strength can help or hinder depending on intensity, timing and context.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 248

01 Strength

02 Underuse

03 Useful range

04 Overuse

Amount used in this situation →

05 Adjustment cue

06 Experiment and feedback

Basis: H01 / H05 / R04 | Original executive application



01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X18 Values trade-off cards

ACTIVITY

Make a difficult choice discussable by examining what competing values protect and what consequences each option creates.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 251

VALUES TRADE-OFF CARDS

01

Value / meaning

02

Behaviour it asks for

03

What it protects

04

What it can cost

05

Another value in tension

06

Choice under pressure

Cut or copy the cards; name values in the coachee's words and explore the real trade-off.

01 Dilemma

02 Values in tension

03 Non-negotiable boundary

04 Options considered

05 Choice and reason

06 Review

Basis: H01 / R21 | Original executive application



01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X19 Energy and attention diary

ACTIVITY

Identify work patterns that support or drain attention and select a practical change without turning a diary into a health diagnosis.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 254

FIVE-DAY ATTENTION GRID

FIVE-DAY OBSERVATION GRID

	Day 1	Day 2	Day 3	Day 4	Day 5
First entry					
Middle entry					
Last entry					

L low W workable H high N/O not observed

Personal descriptions, not health thresholds. The source example supplies no daily ratings.

01 Observation window

02 Pattern noticed

03 Context

04 Alternative explanations

05 Experiment

06 Review evidence

Basis: H01 | Original executive application



01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X20 Calendar versus contribution audit

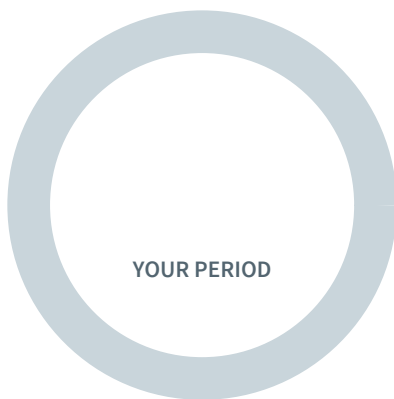
ACTIVITY

Compare where the executive's time goes with the contribution their role requires, then negotiate one practical adjustment.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 257

BOOKED / ACTUAL BARS AND RING



BOOKED VS USED

Record hours on the same basis; plot against a common scale.

Booked hours

Used as intended

Complete the paired bars or ring only when both quantities and the denominator are known.

01 Period and basis

02 Categories

03 Finding

04 Context

05 Adjustment

06 Review

Basis: H01 / H04 | Original executive application



01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X21 Critical decision reconstruction

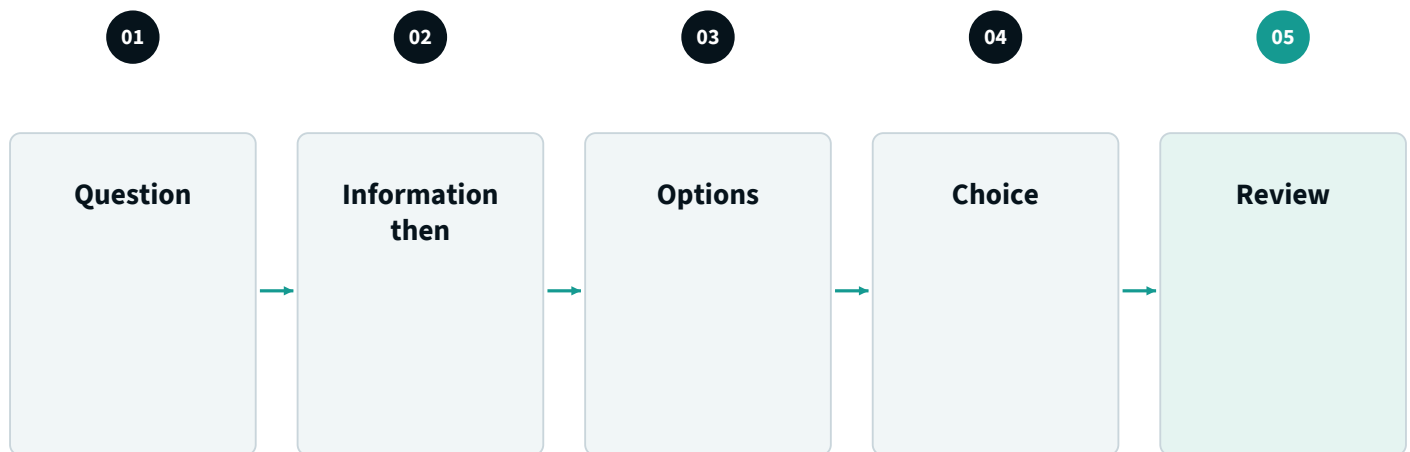
ACTIVITY

Understand how a consequential executive decision was made, including information, assumptions, pressure and alternatives.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 260

DECISION RECONSTRUCTION TIMELINE



Keep the evidence, interpretation, authority and chosen next step distinct.

01 Decision

02 Known information

03 Assumption

04 Pressure and context

05 Learning

06 Next-decision prompt

Basis: H01 / H04 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X22 Stakeholder perception interviews

ACTIVITY

Gather behaviourally specific feedback on one agreed coaching focus while protecting contributors and preserving differences between perspectives.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 263

PERCEPTION EVIDENCE INTERVIEW

01

Ask for observations

02

Retain different views

03

Check a hypothesis



WORDS / OBSERVATIONS

Keep quotations distinct from your interpretation.

Use consented, proportionate notes. Do not promise anonymity that the setting cannot support.

01 Focus

02 Contributor plan

03 Questions

04 Evidence

05 Context

06 Action and follow-up

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X23 Leadership 360 debrief

ACTIVITY

Help an executive make sense of an authorised 360 report and convert a supported pattern into a bounded behavioural experiment.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 266

01 Report boundary

02 Initial response



03 Evidence pattern

04 Context and counterexample

05 Experiment

06 Follow-up and sharing

Basis: H01 / H05 / R04 / R05 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X24 Assessment-to-experiment bridge

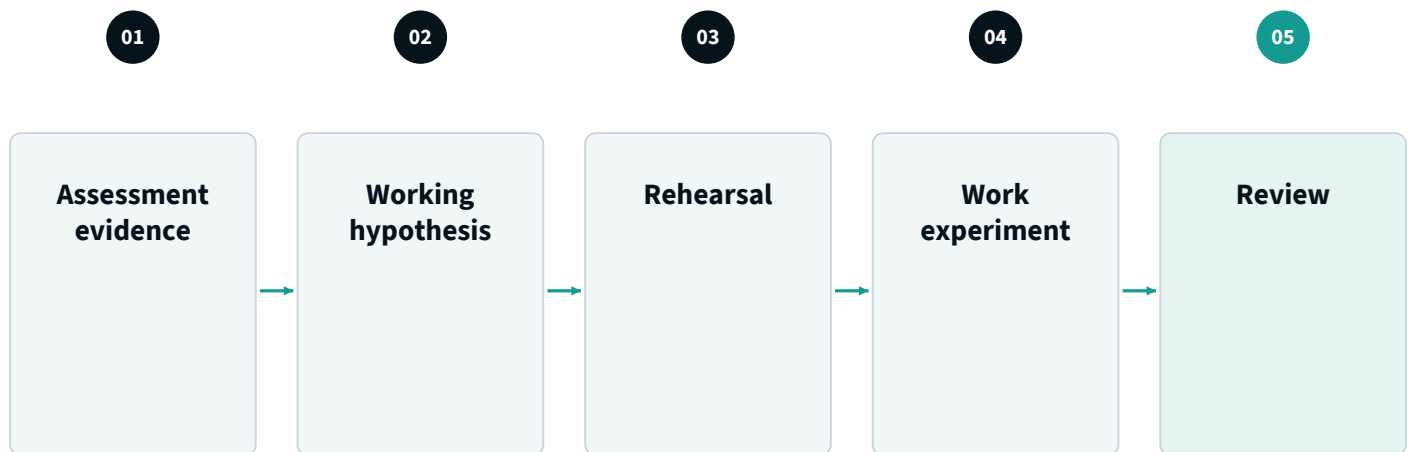
ACTIVITY

Turn one relevant assessment finding into a testable work hypothesis without treating the report as a psychological verdict.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 269

EVIDENCE-TO-EXPERIMENT BRIDGE



A report becomes useful when it changes the next question or the next workplace experiment.

01 Question and tool

02 Evidence type

03 Finding and qualification

04 Work hypothesis

05 Experiment

06 Review evidence

Basis: H01 / H05 / R04 / R05 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X25 Relationship system map

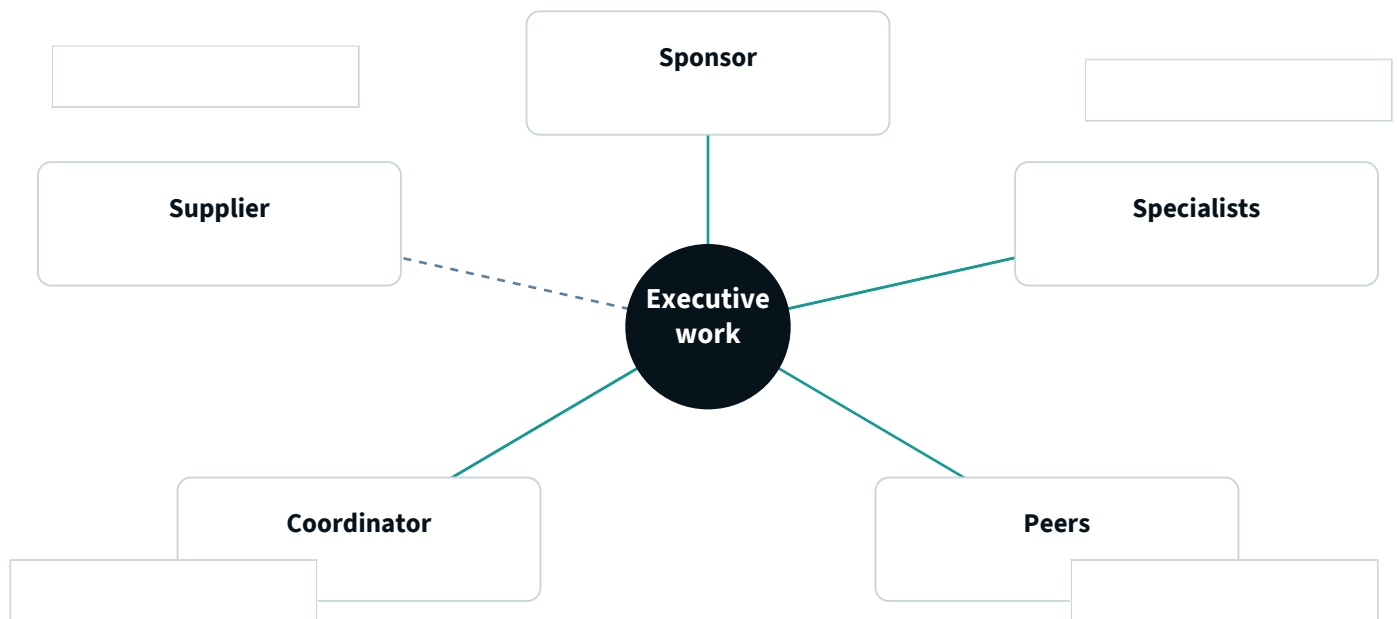
ACTIVITY

See how a leadership challenge is shaped by interdependent relationships, expectations and decision flows rather than by one person's style alone.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 272

RELATIONSHIP-SYSTEM MAP



Solid: agreed work connection. Dashed: a hypothesis to check. Arrows show direction, not influence scores.

01 Challenge

02 Roles and flows

03 Observed pattern

04 Uncertainty

05 Small system change

06 Learning question

Basis: H01 / H04 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X26 Delegation bottleneck review

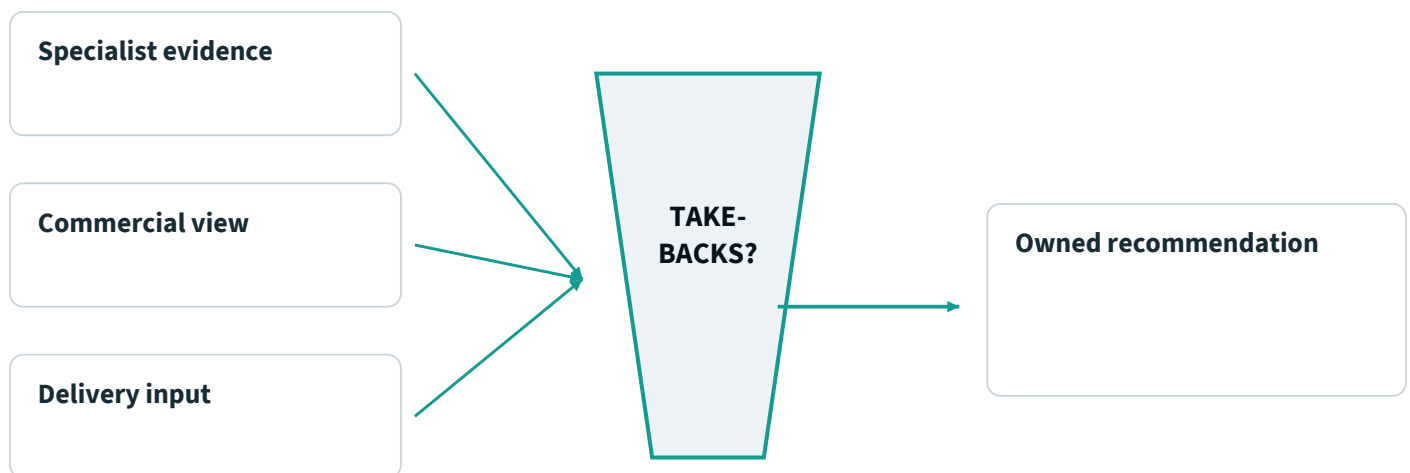
ACTIVITY

Distinguish a delegation skill issue from missing capability, unclear authority, workload or unreliable information.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 275

DELEGATION BOTTLENECK FLOW



Clarify authority, evidence standard, checkpoint and escalation.

Map the actual task and handovers. A bottleneck is a question about the work, not a personality label.

01 Task

02 Original gap

03 Take-back trigger

04 Diagnosis hypothesis

05 Revised agreement

06 Trial evidence

Basis: H01 / H05 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X27 Assumptions and contrary evidence

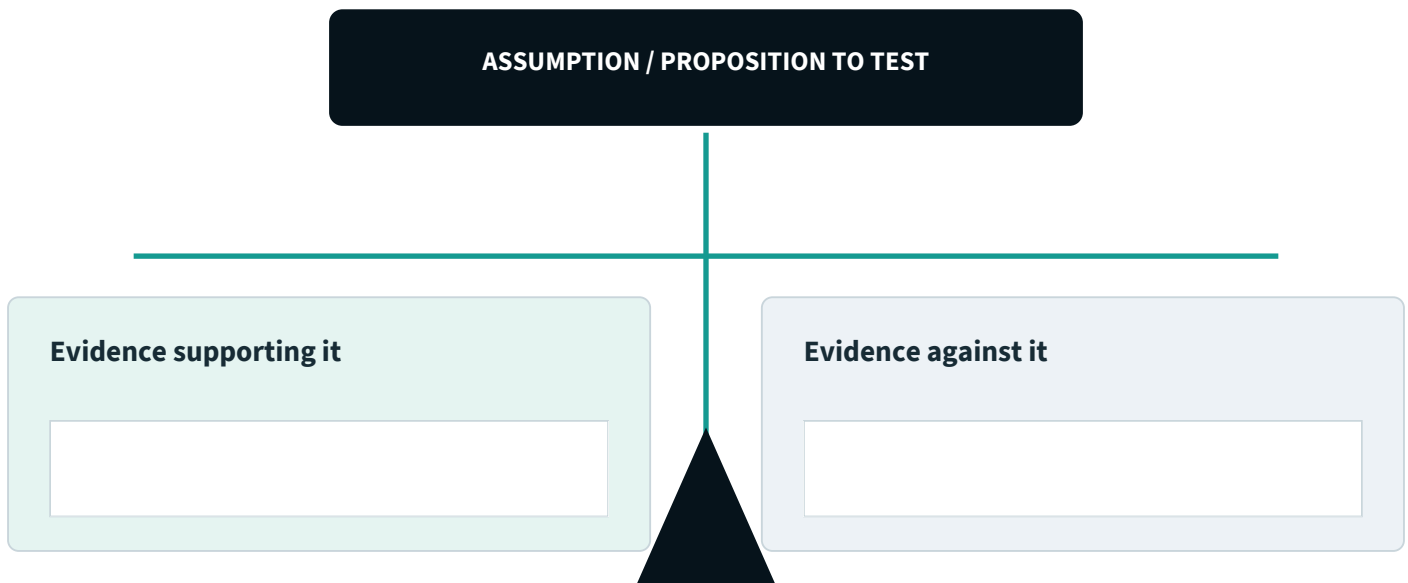
ACTIVITY

Help an executive test a strong interpretation by separating observable evidence, assumptions and plausible alternatives.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 278

ASSUMPTION EVIDENCE BALANCE



A contrary example may change the explanation. Evidence is not weighed by how persuasive it sounds.

01 Observed event

02 Initial interpretation

03 Supporting and contrary evidence

04 Alternatives

05 Information action

06 Provisional conclusion

Basis: H01 / H04 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X28 Control, influence and system action

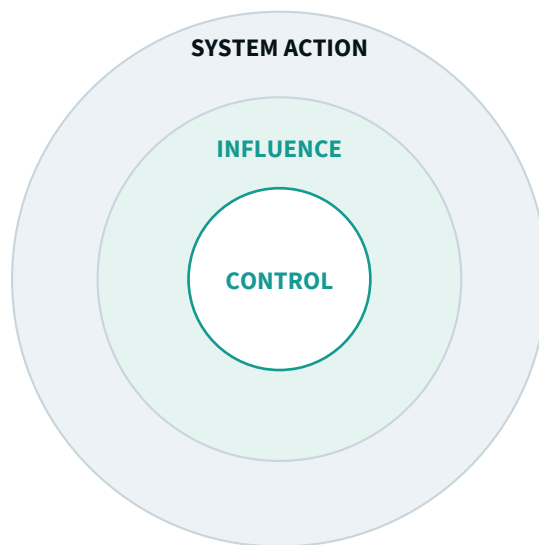
ACTIVITY

Convert a diffuse leadership problem into personal action, collaborative influence and issues requiring accountable organisational decisions.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 281

CONTROL / INFLUENCE / SYSTEM CIRCLES



My action

A conversation or request

An owner beyond coaching

Separate what you can do, what you can influence and what requires accountable system action.

01 Challenge

02 Within authority

03 Requires agreement

04 System action

05 Immediate step

06 Review trigger

Basis: H01 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X29 Leadership context wheel

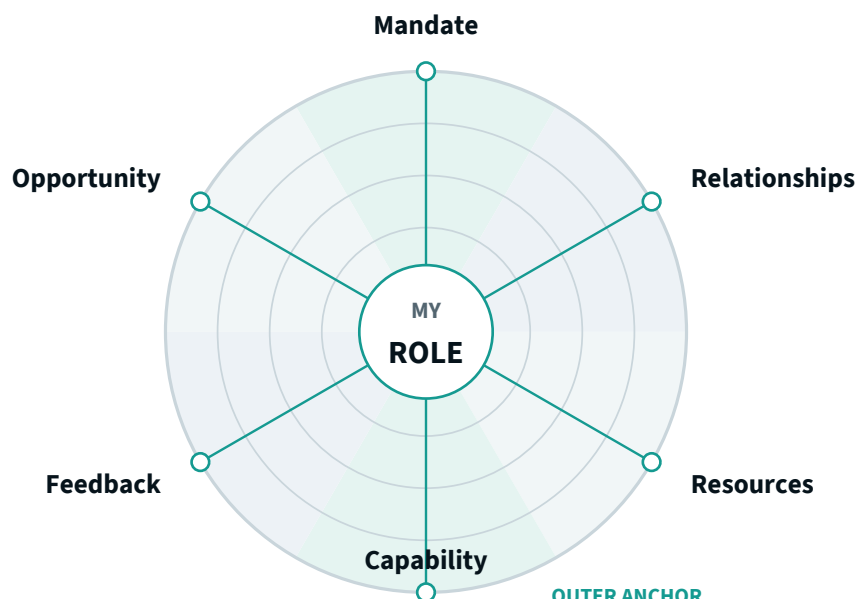
ACTIVITY

Create a visual conversation about the conditions around leadership, without producing a psychometric profile or an ideal shape.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 284

SIX-SPOKE LEADERSHIP CONTEXT WHEEL



INNER ANCHOR

OUTER ANCHOR

Words or optional locally anchored positions; no total, comparison norm or ideal wheel.

01 Mandate

02 Relationships

03 Resources

04 Capability and feedback

05 Priority condition

06 Review evidence

Basis: H01 / H02 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X30 Integrated coaching formulation

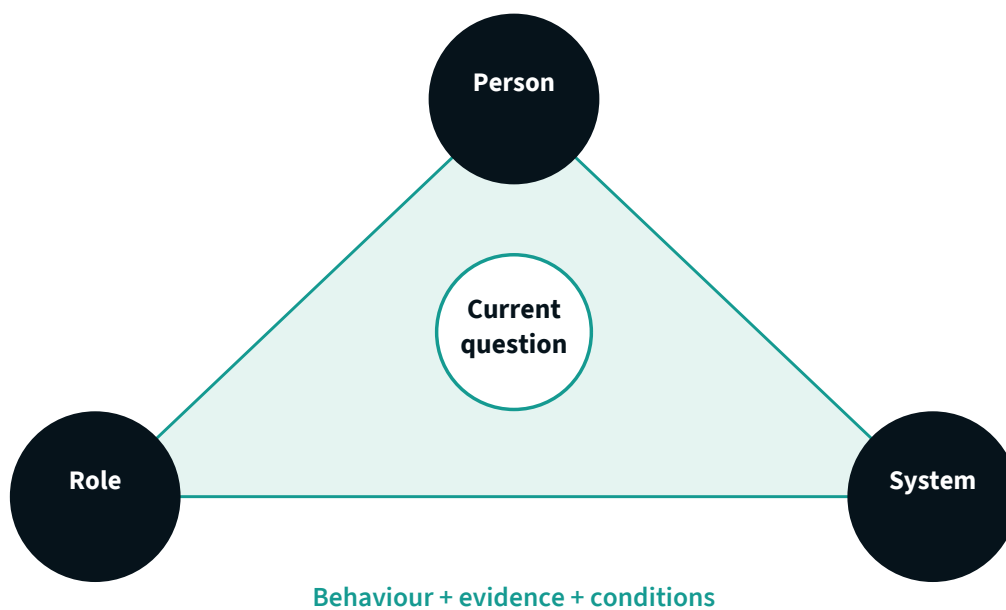
ACTIVITY

Bring goals, context and evidence into a shared, revisable account of what may help the executive and what coaching cannot solve alone.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 287

PERSON-ROLE-SYSTEM FORMULATION



Use all three lenses. A personal explanation does not remove organisational responsibility.

01 Goal

02 Evidence

03 Working pattern

04 Alternative explanation

05 Leverage points

06 Test and review

Basis: H01 / H04 / R04 | Original executive application



04

Activate

Does dialogue expand agency?



Choose a real situation. Explore it honestly.
Try a proportionate next step. Learn from the result.

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X31 Describe the preferred future

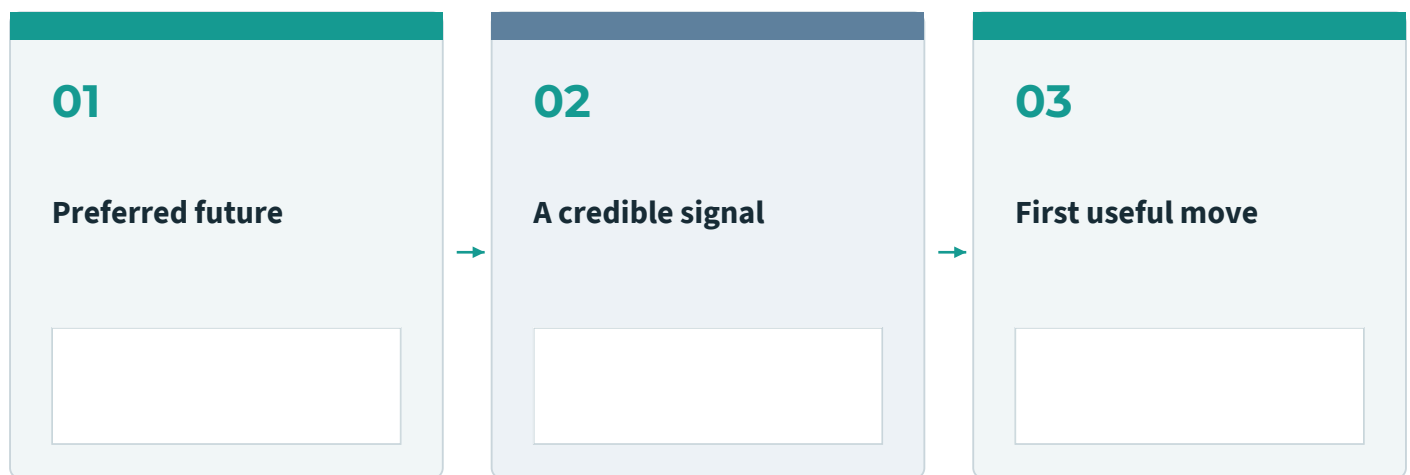
ACTIVITY

Move from a problem-saturated account to a concrete, plausible description of what useful progress would look like.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 338

PREFERRED-FUTURE BACKCAST



NOW **NEXT USEFUL SIGNAL** **FUTURE**

Make the story observable and workable, not an idealised promise.

01 Current question

02 Preferred scene

03 First observable difference

04 Existing exception

05 Action

06 Evidence

Basis: H01 / H04 / R10 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X32 Find the useful exception

ACTIVITY

Identify when a recurring difficulty is absent or less severe and learn what can be deliberately repeated.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 341

01 Usual pattern



02 Exception

03 Different conditions

04 Repeatable element

05 Non-transferable condition

06 Next test

Basis: H01 / R10 | Original executive application



01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X33 Scaling and one step better

ACTIVITY

Use a locally defined scale to make progress and the next feasible move discussable, without treating the number as a test score.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 344

ANCHORED ONE-STEP SCALE

DEFINE THE QUESTION AND BOTH ENDPOINTS FIRST



My 0

My 10

A personal discussion scale, not a norm. Retain the original anchors when reviewing change.

01 Scale question

02 Anchors

03 Current position

04 Existing resource

05 One-step action

06 Review

Basis: H01 / H04 / R10 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X34 Perspective positions

ACTIVITY

Explore a difficult interaction from multiple viewpoints while keeping imagined perspectives distinct from actual evidence.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 347

01 Own view

02 Imagined other view

03 Observer view

04 Assumptions to check

05 Next question

06 Behavioural adjustment

Basis: H01 / H04 | Original executive application



01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X35 Weighted decision comparison

ACTIVITY

Structure a decision with explicit criteria and uncertainty while preserving executive judgement and non-negotiable constraints.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 350

WEIGHTED DECISION MATRIX

Criteria	Weight	Option A	Option B	Option C

Check mandatory conditions before comparing weighted totals.

Use locally agreed 0-4 anchors. Weights sum to 100; mandatory conditions remain separate.

01 Decision

02 Options and constraints

03 Criteria and weights

04 Evidence and scores

05 Uncertainty

06 Decision and review

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X36 Premortem for a leadership experiment

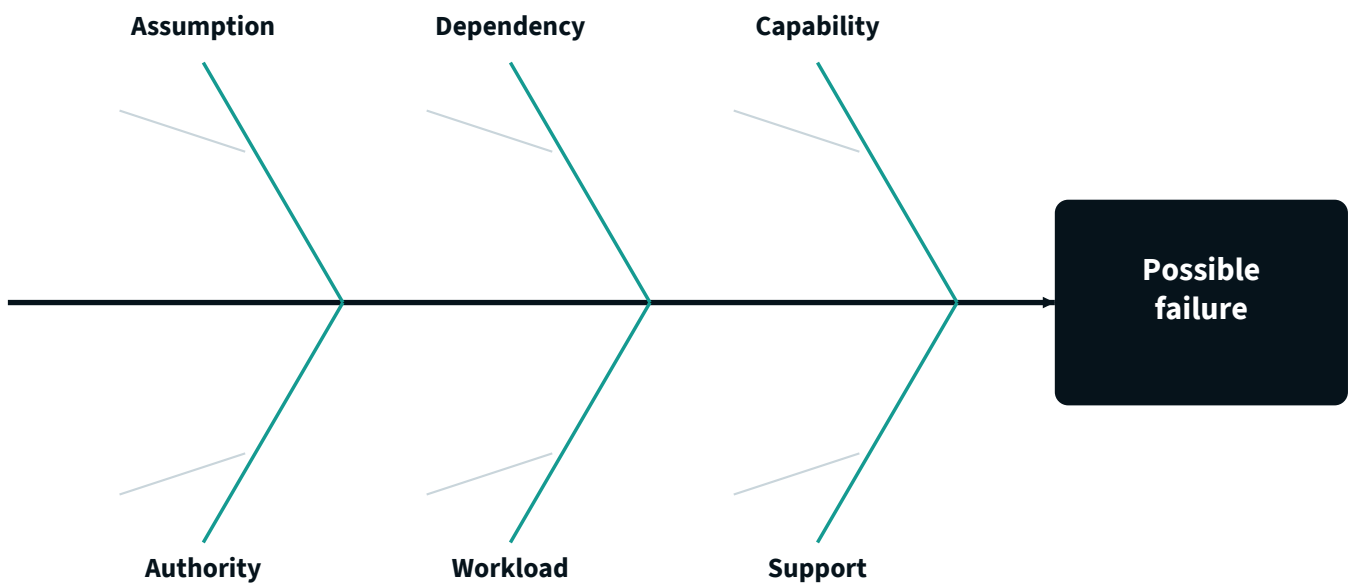
ACTIVITY

Anticipate plausible ways an executive's plan could fail and strengthen safeguards before acting.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 353

PREMORTEM CAUSE MAP



Premortem: suppose the experiment failed. Explore plausible reasons; do not treat them as facts.

01 Experiment

02 Possible failure

03 Early signal

04 Prevention

05 Stop or recovery

06 Revised plan

Basis: H01 / H04 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X37 Strategic zoom

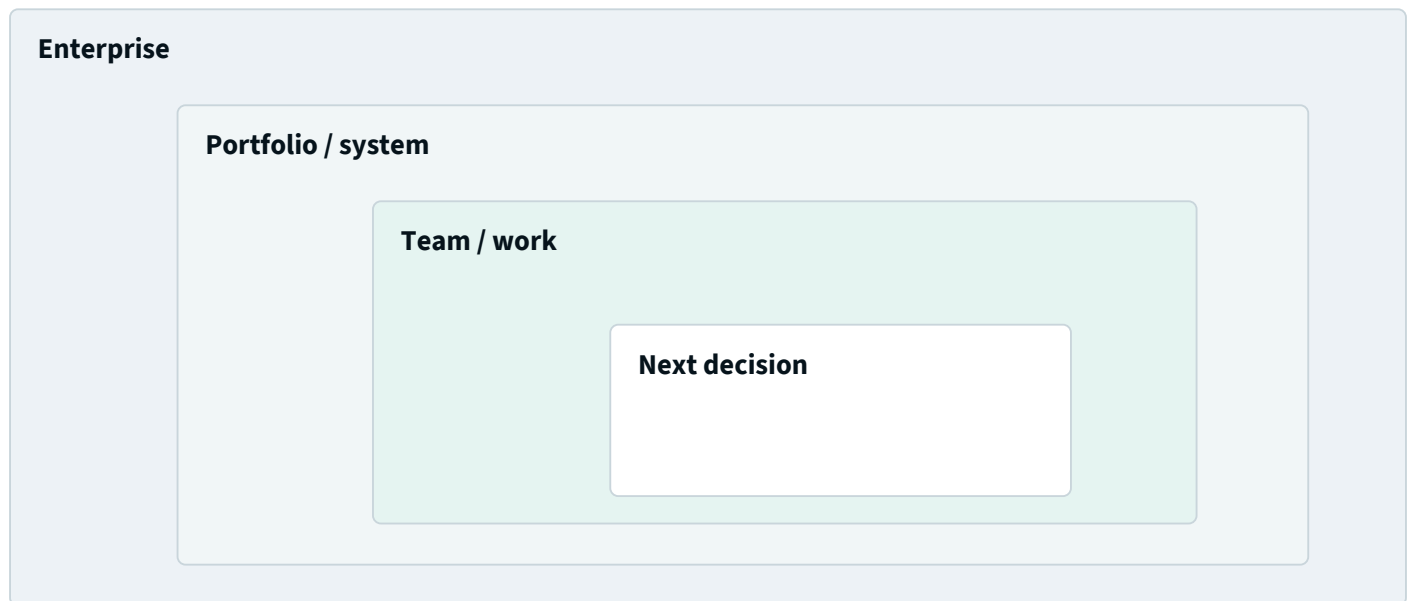
ACTIVITY

Help an executive move between immediate action, organisational interdependence and longer-term consequences before choosing a response.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 356

STRATEGIC ZOOM FRAMES



Move between levels without losing the decision, the time horizon or the people affected.

01 Immediate issue

02 System view

03 Longer-term view

04 Trade-off

05 Chosen response

06 Review signal

Basis: H01 / H04 | Original executive application



01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X38 Both-and tension map

ACTIVITY

Explore recurring tensions that need ongoing balance rather than a once-and-for-all choice between two supposedly opposing virtues.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 359

01 Tension

PACE

02 Value of pace

MEANINGFUL CHALLENGE

03 Value of challenge

04 / OVERUSE RISKS

Pace without challenge

Challenge without closure

05 Routine

06 Review signals

Basis: H01 / H04 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X39 Event, interpretation and choice

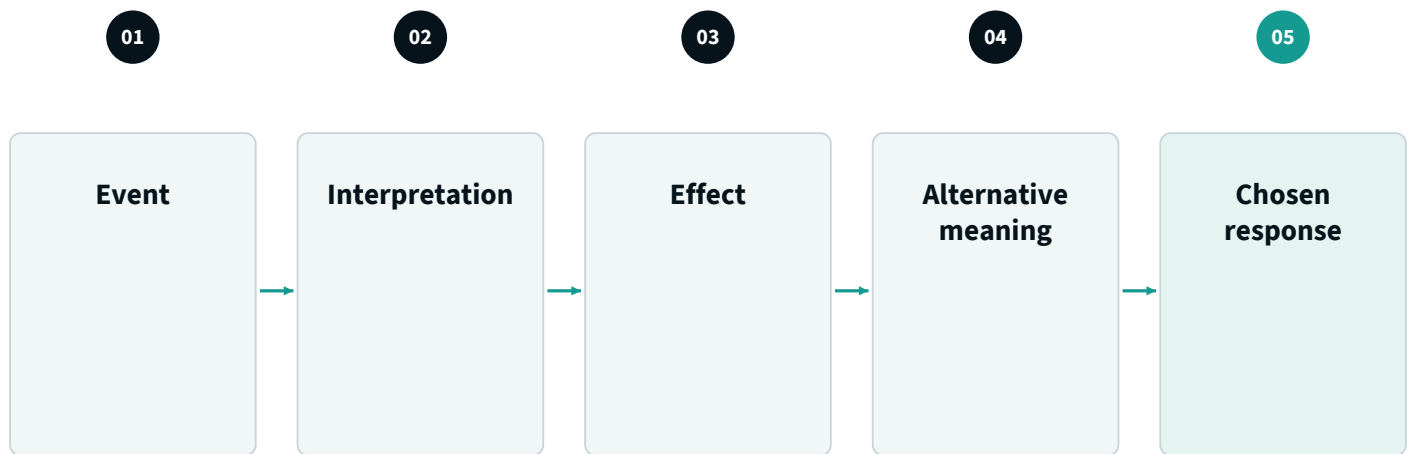
ACTIVITY

Explore how an interpretation influences a work response and develop a more useful, evidence-based choice.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 362

EVENT-INTERPRETATION-CHOICE ROUTE



Keep the evidence, interpretation, authority and chosen next step distinct.

01 Event

02 Interpretation

03 Response and consequence

04 Balanced account

05 Chosen response

06 Test and review

Basis: H01 / H04 | Original executive application



01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X40 Distanced self-talk for a work decision

ACTIVITY

Create a brief reflective distance from a pressured situation so the executive can consider a response more deliberately.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 365

01 Situation



02 Initial self-talk



03 Distanced prompt



04 New perspective



05 Action sentence



06 Review

Basis: H01 / R24 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X41 Compassionate challenge after a setback

ACTIVITY

Combine a fair account of a work setback with responsibility and a constructive next step, without excusing harm or escalating self-criticism.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 368

01 Setback

02 Harsh judgement

03 Fair account



04 Responsibility

05 Repair action

06 Learning step

Basis: H01 / R16 | Original executive application



01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X42 Ambivalence conversation

ACTIVITY

Explore both the reasons to change and the reasons to keep a current practice, preserving the executive's autonomy.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 371

AMBIVALENCE BALANCE MAP



Reasons to change



Reasons not to change



What matters most



A freely chosen next step

Explore the ambivalence without persuading the coachee towards a preselected answer.

01 Current practice

02 Reasons to keep it

03 Reasons to change

04 Conditions needed

05 Chosen next step

06 Review

Basis: H01 / R11 / R21 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X43 Ladder of inference check

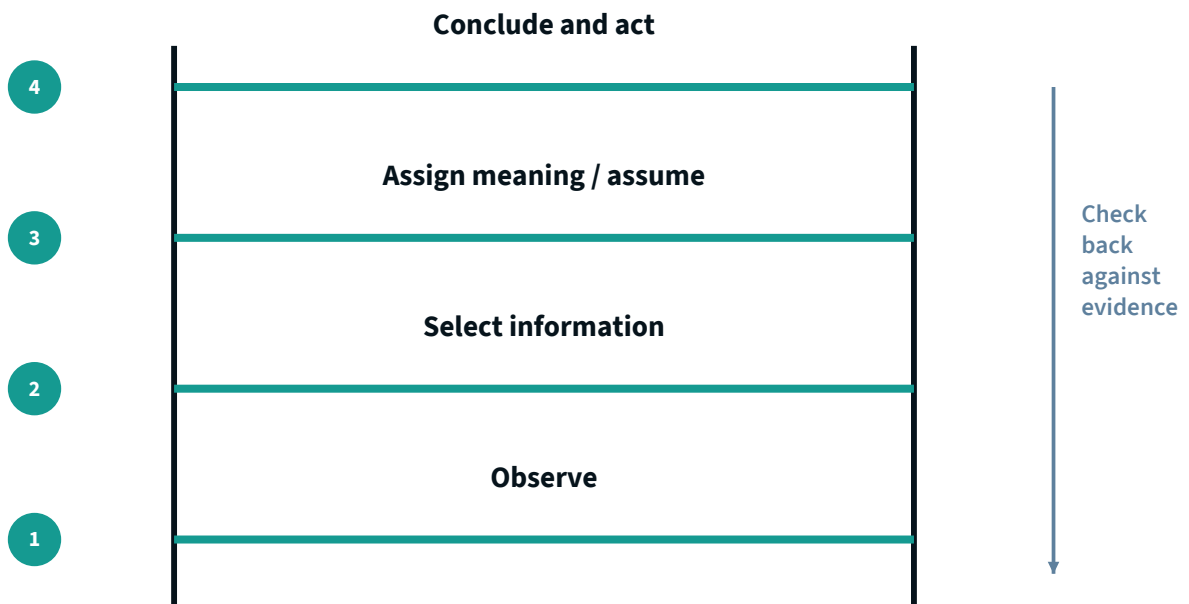
ACTIVITY

Slow a rapid jump from selected information to action and identify where a checking question could improve judgement.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 374

LADDER WITH EVIDENCE-CHECK RETURN



Climb the interpretation path, then return to observations and ask a checking question.

01 Observation

02 Selected information

03 Meaning and assumption

04 Conclusion and action

05 Alternative path

06 Checking question



01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X44 Competing commitments inquiry

ACTIVITY

Explore a possible tension between a stated development goal and another legitimate commitment the executive may be protecting.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 377

01 Stated goal	02 Counter-behavior	03 Possible competing commitment	04 Assumption

Test the assumption; do not diagnose the person.

05 Safe test	06 Learning criterion

Basis: H01 / H04 / R14 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X45 Courage through graded rehearsal

ACTIVITY

Build task-specific readiness for a difficult leadership behaviour through manageable practice rather than waiting for complete confidence.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 380

GRADED-REHEARSAL STAIRCASE



Agree the sequence, permission and support. A higher step is not an automatic competence claim.

01 Target behaviour

02 Practice ladder

03 First step

04 Feedback

05 Support and boundary

06 Review

Basis: H01 / H04 | Original executive application



01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X46 Difficult conversation rehearsal

ACTIVITY

Prepare and practise a specific work conversation that combines clarity, inquiry and appropriate accountability.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 383

01 Conversation



02 Opening



03 Likely response



04 Listening response



05 Boundary and agreement



06 Follow-up

Basis: H01 / R12 / R15 | Original executive application

X47 Negotiation interests and boundaries

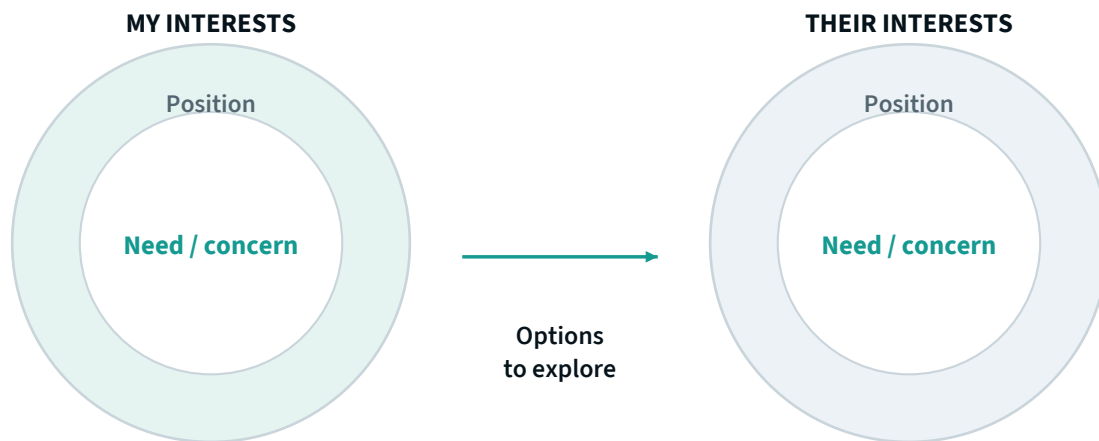
ACTIVITY

Prepare an executive for a negotiation by clarifying interests, authority, alternatives and the relationship, rather than scripting a win at any cost.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 386

NEGOTIATION INTERESTS MAP



BOUNDARIES / AUTHORITY / A WORKABLE AGREEMENT

Distinguish stated positions from interests; verify the other person's account rather than assuming it.

01 Issue

02 M-07's interests

03 Other interests to check

04 Authority and limits

05 Proposal and alternative

06 Agreement record



01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X48 Conflict response choice

ACTIVITY

Expand the executive's response options in a disagreement while treating conflict preferences as hypotheses, not fixed identities.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 389

CONFLICT-RESPONSE CHOICE MAP



Pause and clarify



Ask and listen



State a boundary



Use a formal route

Choose for this situation, with power, safety and purpose in view. This is not a fixed conflict type.

01 Disagreement

02 Usual response

03 Cost

04 Alternative

05 Opening

06 Review

Basis: H01 / H05 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X49 SBI feedback rehearsal

ACTIVITY

Practise specific feedback that separates observable behaviour and experienced impact from assumptions about the other person's intention.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 392

S

B

I

01 Situation



02 Behaviour



03 Impact

04 Inquiry

05 Next step

06 Rehearsal learning

Basis: H01 / R12 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X50 Ask for feedforward

ACTIVITY

Invite a small number of practical suggestions for a chosen future behaviour while leaving the coachee free to select what fits.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 395

FEEDFORWARD LISTENING ROUTE

01

Ask for future ideas

02

Listen without defending

03

Choose what to try



WORDS / OBSERVATIONS

Keep quotations distinct from your interpretation.

Use consented, proportionate notes. Do not promise anonymity that the setting cannot support.

01 Goal

02 Contributors

03 Request

04 Suggestions

05 Choice

06 Follow-up



01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X51 Boundary-setting and saying no

ACTIVITY

Help an executive make a clear, respectful limit or trade-off visible without using avoidance, false promises or unnecessary defensiveness.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 398

BOUNDARY-SETTING RESPONSE STRIP

1

2

3

4

Acknowledge purpose



State the boundary



Offer an alternative



Confirm the next owner

Respectful does not mean vague. Clear does not mean dismissive.

Rehearse an actual sentence and listen to its likely effect; retain non-negotiable duties.

01 Request

02 Constraint

03 Response

04 Alternative

05 Persistent challenge

06 Follow-up

Basis: H01 | Original executive application



01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X52 Ethical dilemma rehearsal

ACTIVITY

Help an executive recognise affected interests, duties and power before choosing a responsible action and appropriate advice.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 401

ETHICAL-DILEMMA LENS MAP

1

Whose interests?

2

What duties / limits?

3

What consequences?

4

Who has authority?

Do not use reflection to bypass a required formal decision.

Work within competence and authority; identify the qualified route when the issue exceeds coaching.

01 Dilemma

02 Facts and uncertainty

03 Affected interests

04 Boundary

05 Next action

06 Review

Basis: H01 / H04 / R01 | Original executive application



01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X53 Metaphor as a thinking aid

ACTIVITY

Use an optional, coachee-generated metaphor to examine a work pattern and identify a practical alternative without assigning hidden symbolic meanings.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 404

METAPHOR DRAWING AND INQUIRY SPACE

Draw or describe your image here.

TEST THE IMAGE

What does it reveal?

What does it miss?

What changes in work?

Retained example: air-traffic controller. Use the coachee's own metaphor, not an imposed interpretation.

01 Image

02 Meaning

03 What it reveals

04 What it misses

05 Practical alternative

06 Experiment

Basis: H01 / H04 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X54 Future leadership identity in practice

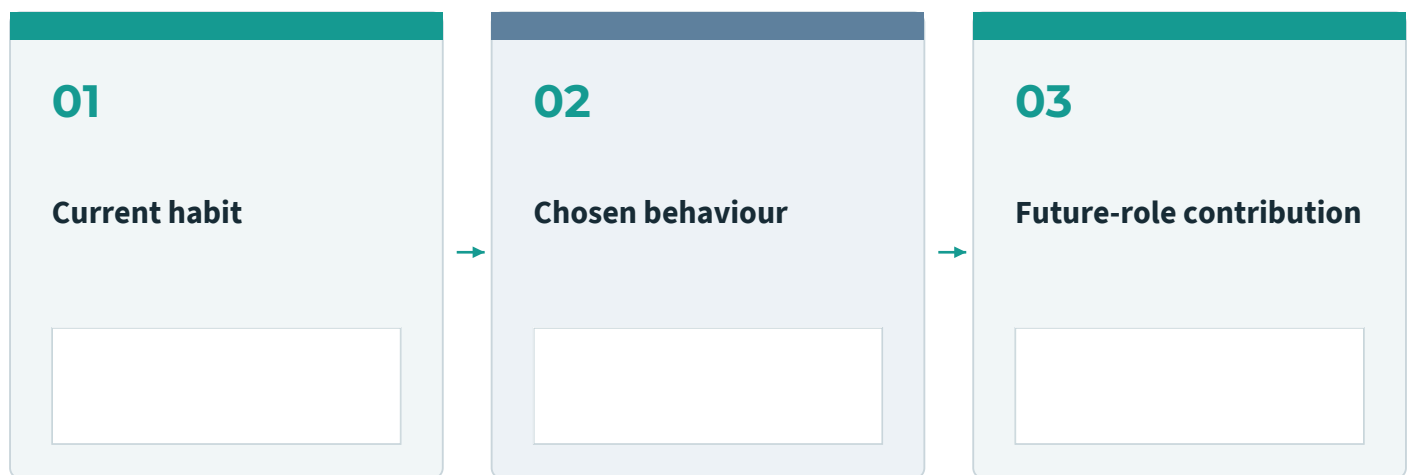
ACTIVITY

Connect an executive's desired way of leading with repeatable present actions, while avoiding a rigid ideal self or an imposed leadership persona.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 407

LEADERSHIP IDENTITY IN ACTION



NOW **NEXT USEFUL SIGNAL** **FUTURE**

Make the story observable and workable, not an idealised promise.

01 Desired description

02 Observable practices

03 Existing evidence

04 Habit in tension

05 Small action

06 Review

Basis: H01 / H04 / R21 | Original executive application



05

Apply

Is behaviour changing in work?

Choose a real situation. Explore it honestly.
Try a proportionate next step. Learn from the result.



01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X55 Fourteen-day delegation experiment

ACTIVITY

Test a clearer delegation agreement in real work, then review ownership, quality and the reasons for any intervention.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 445

FOURTEEN-DAY EXPERIMENT TRACKER

FOURTEEN-DAY EXPERIMENT

Week 1

1	2	3	4	5	6	7

Week 2

8	9	10	11	12	13	14

Use short notes or N/O (no relevant opportunity). This is not an attendance score.

Write the prediction first; retain permissions, checkpoints and escalation throughout the trial.

01 Task and permission

02 Agreement

03 Prediction

04 Observed practice

05 Result and limits

06 Next decision

Basis: H01 / H04 | Original executive application



01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X56 A new decision-meeting routine

ACTIVITY

Test a meeting sequence that connects the decision question, challenge, reasoning and ownership without adding unnecessary ceremony.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 448

DECISION-MEETING SEQUENCE



Keep the evidence, interpretation, authority and chosen next step distinct.

01 Meeting

02 New sequence

03 Preparation

04 Observation

05 Feedback

06 Next version

Basis: H01 / H04 | Original executive application



01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X57 Strategic calendar sprint

ACTIVITY

Protect a small amount of time for an agreed executive contribution and test whether it produces useful work rather than simply a fuller diary.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 451

FOUR-BLOCK CALENDAR SPRINT

TWO WEEKS / FOUR PROTECTED BLOCKS

30 MINUTES	30 MINUTES	30 MINUTES	30 MINUTES

Record booked and actual use separately; keep a legitimate urgent-exception route.

01 Contribution

02 Time plan

03 Displacement

04 Boundary

05 Evidence

06 Adjustment

Basis: H01 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X58 Stakeholder listening tour

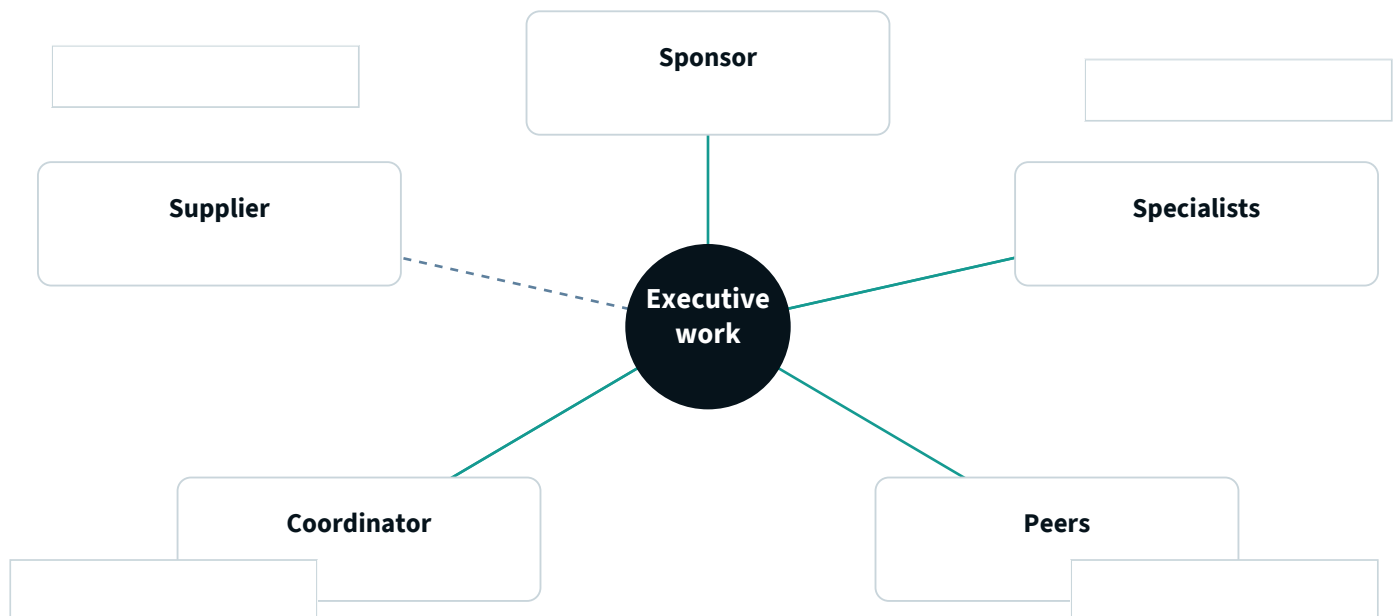
ACTIVITY

Practise purposeful executive listening across different roles and turn what is heard into a transparent response, not an unbounded promise.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 454

STAKEHOLDER LISTENING-TOUR MAP



Solid: agreed work connection. Dashed: a hypothesis to check. Arrows show direction, not influence scores.

01 Purpose

02 Contributors

03 Script

04 Themes

05 Response

06 Feedback loop

Basis: H01 / H04 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X59 Reciprocal network development

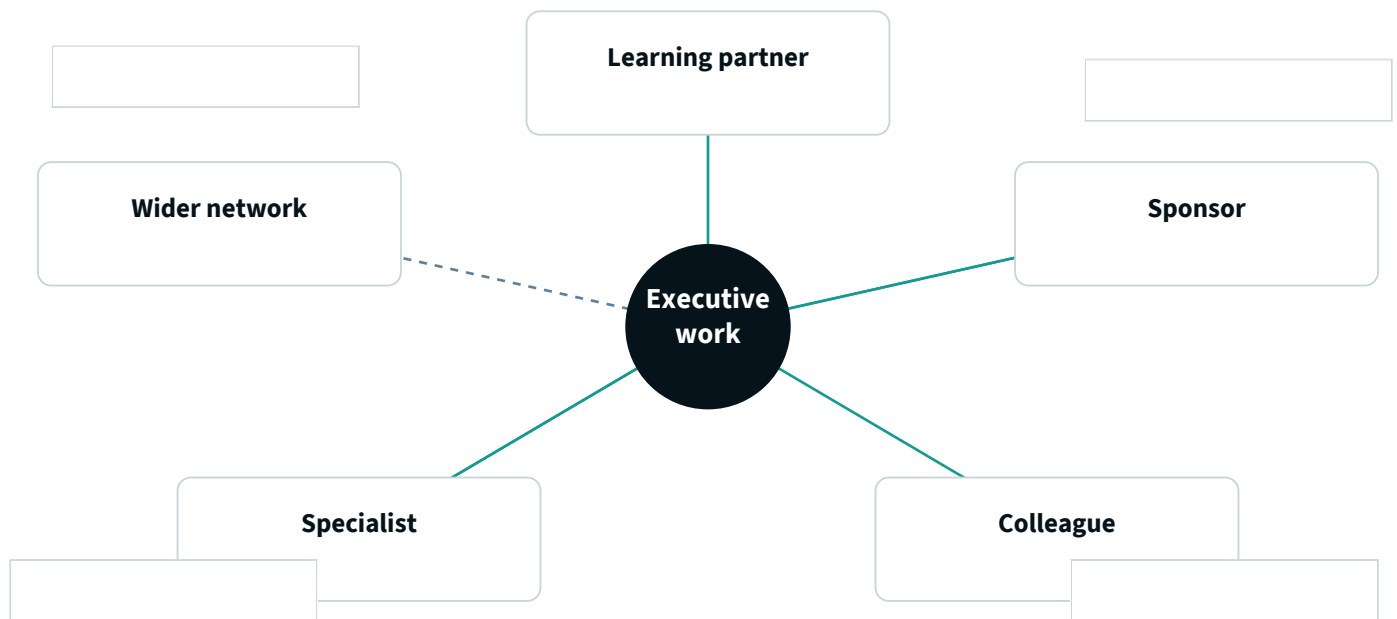
ACTIVITY

Strengthen a work relationship through a useful reciprocal exchange rather than treating networking as influence over people.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 457

RECIPROCAL NETWORK MAP



Solid: agreed work connection. Dashed: a hypothesis to check. Arrows show direction, not influence scores.

01 Relationship

02 Shared need

03 Offer

04 Request

05 Action

06 Review

Basis: H01 | Original executive application

X60 Habit cues and friction

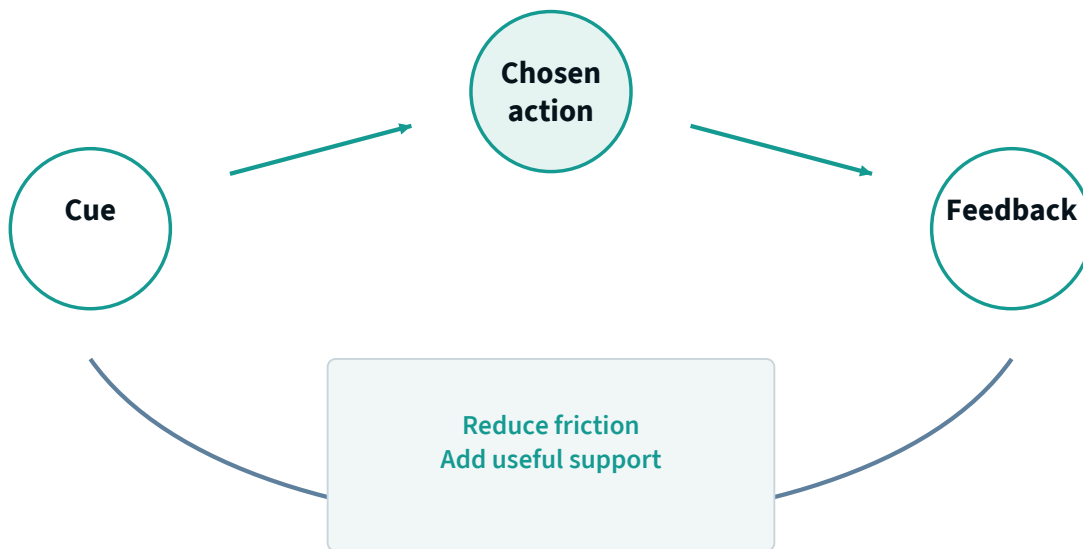
ACTIVITY

Make a chosen leadership behaviour easier to repeat by linking it to a reliable cue and changing the immediate work environment.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 460

CUE-ACTION-FEEDBACK LOOP



Design the environment as well as the intention. A missed opportunity is not automatically low motivation.

01 Behaviour

02 Cue

03 Friction removed

04 If-then plan

05 Exception and restart

06 Evidence

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X61 WOOP work experiment

ACTIVITY

Combine a feasible wish with an anticipated internal obstacle and a concrete if-then response, while retaining attention to external constraints.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 463

W

O

O

P

01 Wish

02 Outcome

03 Internal obstacle

05 If-then plan

04 External barrier

06 Review

Basis: H01 / R18 / R19 / R20 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X62 Role-crafting proposal

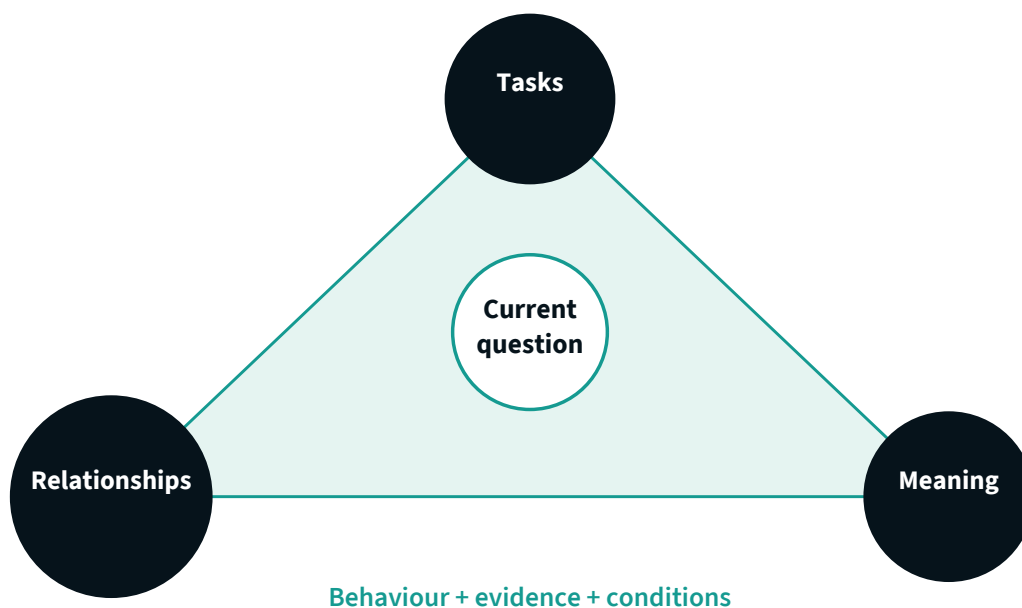
ACTIVITY

Explore a small, authorised adjustment to tasks or relationships that better uses capability and supports the role's purpose.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 466

ROLE-CRAFTING LENSES



Use all three lenses. A personal explanation does not remove organisational responsibility.

01 Work area

02 Proposed adjustment

03 Value

04 Fairness and capacity

05 Authorised trial

06 Review

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X63 Confidence through work evidence

ACTIVITY

Build a more grounded view of readiness by reviewing specific practice and feedback rather than relying on reassurance or a global confidence rating.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 469

CONFIDENCE / WORK-EVIDENCE PLOTTER

Confidence



Task-relevant work evidence

Qualitative discussion space with self-defined anchors; no competence cut-offs or psychometric score.

01 Task

02 Existing evidence

03 Practice gap

04 Supported practice

05 Feedback

06 Next step

Basis: H01 / H04 | Original executive application



01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X64 Targeted behavioural feedback pulse

ACTIVITY

Obtain a small amount of feedback on a named work practice without recreating a 360 test or claiming validated measurement.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 472

OBSERVED / NOT-EXPOSED COVERAGE CHART

FOUR CONTRIBUTORS / OBSERVATION COVERAGE

Asked	Observed	No exposure	No response

Keep observation, effect and suggestions separate. Always retain denominators and missing observations.

01 Behaviour and window

02 Participants

03 Prompts

04 Illustrative result

05 Interpretation

06 Next step

Basis: H01 / H05 / R04 | Original executive application



01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X65 Prospective decision journal

ACTIVITY

Create a record of reasoning before outcomes are known so the executive can learn without rewriting the past through hindsight.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 475

BEFORE

01 Decision question

02 Options and criteria

03 Assumptions

04 Choice and conditions

AFTER / LEARNING

05 Review observation

06 Learning

Basis: H01 / H04 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X66 Learning-partner check-in

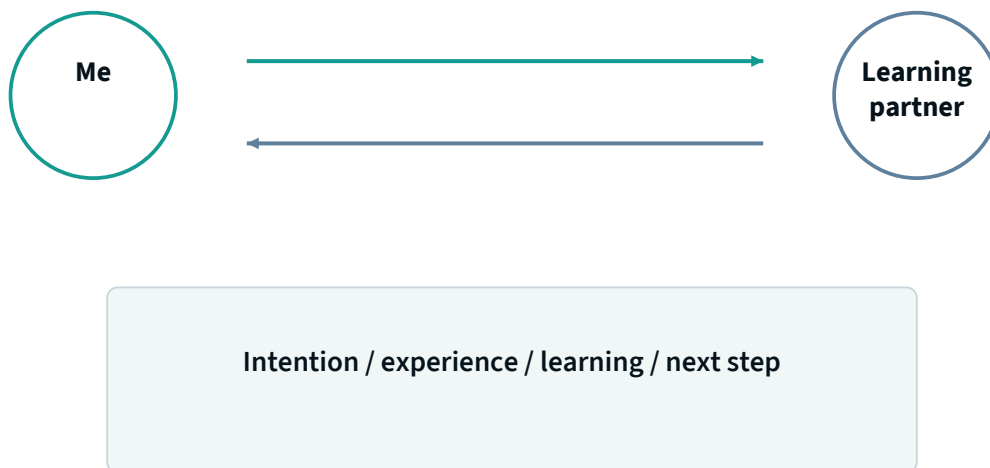
ACTIVITY

Create a light, reciprocal support routine for workplace practice without disclosing private coaching content or outsourcing the coach's responsibilities.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 478

LEARNING-PARTNER EXCHANGE



A voluntary reciprocal conversation, not a hidden evaluation or a route to private coaching notes.

01 Partner

02 Shared goal

03 Boundary

04 Check-in

05 Next step

06 Review

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X67 After-action review of a difficult conversation

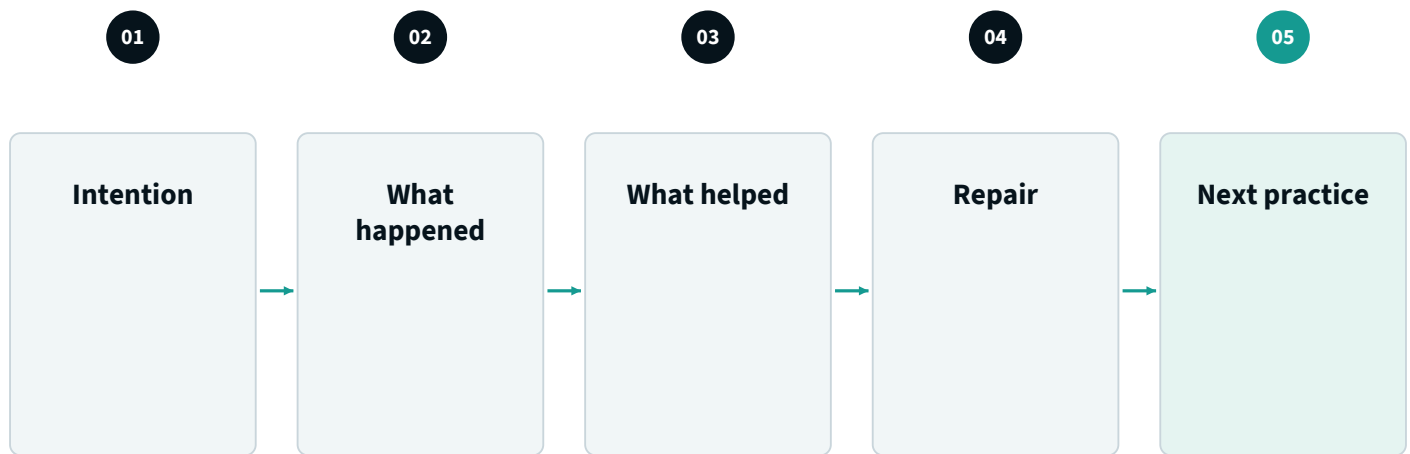
ACTIVITY

Learn from a real interaction by comparing intent, behaviour, response and consequences, then choosing a proportionate repair or next practice.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 481

AFTER-ACTION CONVERSATION REVIEW



Keep the evidence, interpretation, authority and chosen next step distinct.

01 Intention

02 What happened

03 Helpful behaviour

04 Unhelpful moment

05 Repair and next action

06 Learning

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X68 Setback and restart plan

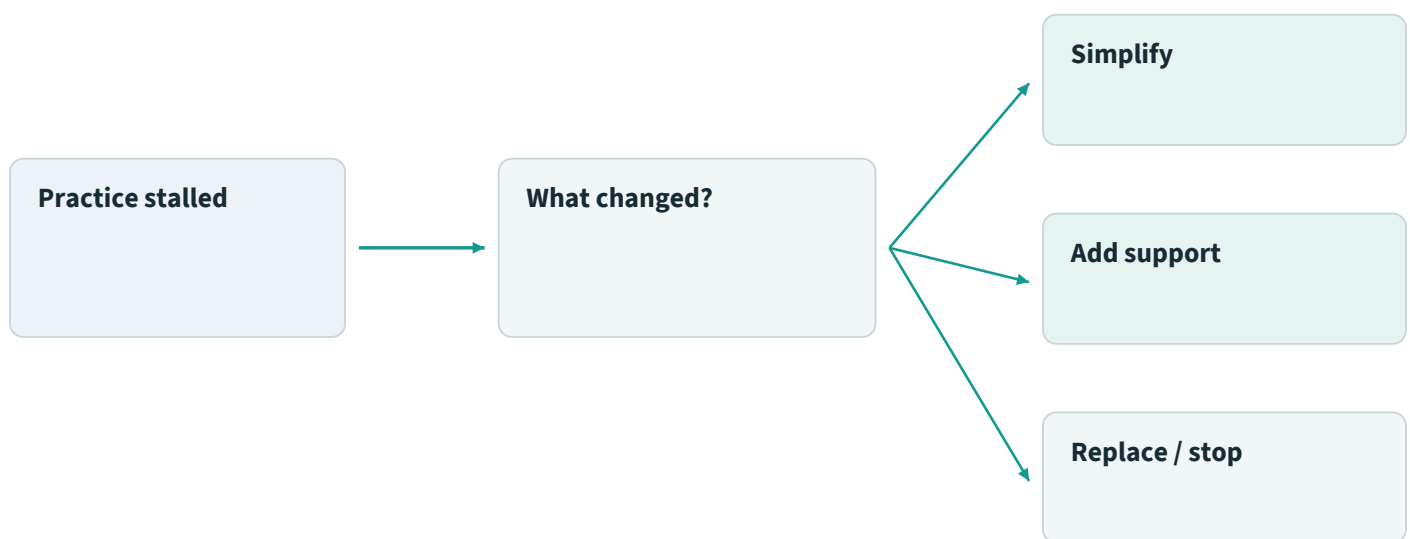
ACTIVITY

Respond constructively when a practice is interrupted, distinguishing an ordinary lapse from an unsuitable goal or a missing condition.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 484

SETBACK-AND-RESTART DECISION ROUTE



Review purpose, opportunity, permission, workload and the design of the action.

Restart only when the practice remains useful. Persistence is not the default answer to every setback.

01 Stalled practice

02 Conditions

03 What still helps

04 Choice

05 Restart plan

06 Review



06

Assure

What should scale, adapt or stop?



Choose a real situation. Explore it honestly.
Try a proportionate next step. Learn from the result.



01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X69 Anchored goal-attainment review

ACTIVITY

Review progress against predefined, behaviourally specific goal levels while preserving context and avoiding misleading overall scores.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 561

FIVE-ANCHOR ATTAINMENT RAIL

THE ORIGINAL FIVE ANCHORS

-2	-1	0	+1	+2
Much less	Somewhat less	Expected	Somewhat more	Much more

Copy the pre-agreed descriptions before reviewing the evidence.

Ordinal anchors for one goal; do not average them into an overall leadership score.

01 Goal

02 Predefined expected level

03 Evidence

04 Attainment

05 Contribution and limits

06 Next decision

Basis: H01 / H04 / R26 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X70 Learning and contribution story

ACTIVITY

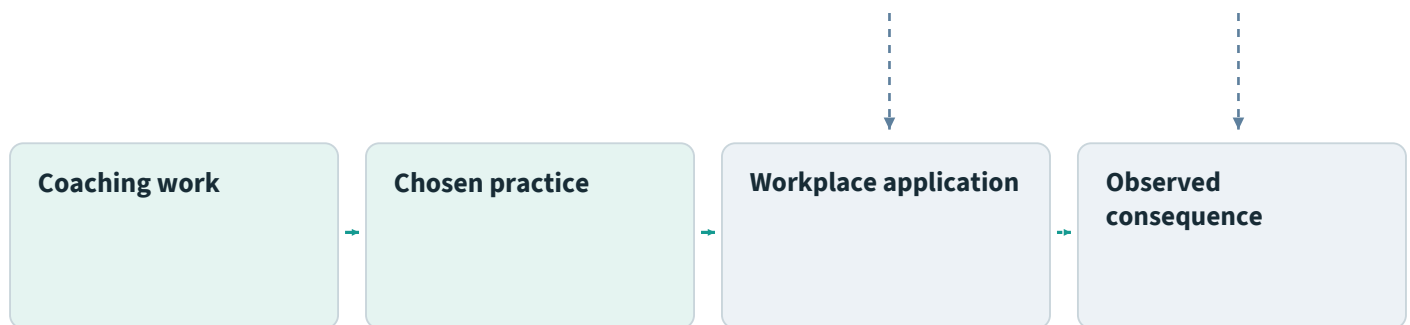
Prepare a credible account of what was learned, applied and observed without claiming that coaching alone caused an organisational result.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 564

CONTRIBUTION EVIDENCE CHAIN

Other influences: people, resources, timing, systems



Contribution is a reasoned claim, not proof of sole causation.

Keep weak links, alternative explanations, adverse effects and missing evidence visible.

01 Original hypothesis

02 Application evidence

03 Observed consequence

04 Other influences

05 Limits and adverse effects

06 Conclusion and decision

Basis: H01 / H03 / H04 / R06 / R07 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

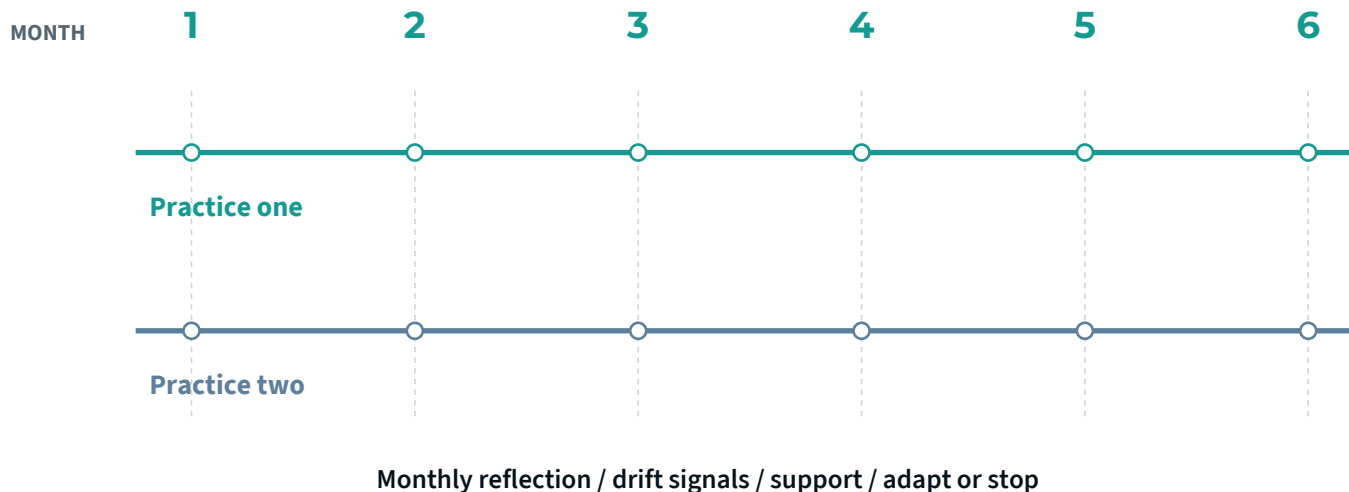
X71 Six-month maintenance and self-coaching plan

ACTIVITY

Help the executive sustain useful practices, notice drift and access support without becoming dependent on the coach.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 567

SIX-MONTH MAINTENANCE TIMELINE
SIX-MONTH HORIZON


No more than three commitments. Continuing coaching requires a defined need, not dependency.

01 Practice one

02 Practice two

03 Drift signals

04 Self-review rhythm

05 Support and escalation

06 Six-month decision

Basis: H01 / H04 | Original executive application



01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X72 Closure conversation and future letter

ACTIVITY

End the coaching relationship deliberately, recognise learning and clarify what continues, what is shared and what happens to records.

YOUR WORKING SHEET

COACH GUIDE / MAIN MANUAL 570

01 Learning

02 Applied practice

Dear future me,

03 Unfinished work

04 Closure terms

06 Permitted summary



What will you carry forward?

A final reflection to discuss with your coach.

The practice I will retain

What will you do differently, and in which situations?

The support and conditions I need

Who needs to agree, resource or support the next step?

The evidence I will look for

What would show useful change, and what else might explain it?

My review and restart plan

When will you review progress, and how will you respond to a setback?