

Coaching activities, visually reworked.

A selection from the rebuilt Executive Coaching Toolkit

X29 Six-spoke context wheel

SIX-SPOKE LEADERSHIP CONTEXT WHEEL

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

OUTER ANCHOR

01 Mandate

02 Relationships

03 Resources

04 Capability and feedback

05 Priority condition

06 Review evidence

MANUAL 285 / OPEN EXCERPT

X20 Booked time / actual use

BOOKED / ACTUAL BARS AND RING

PREPARATION HOURS / TWO WEEKS

Booked
4 h

Used as intended
2 h

0 4 hours

50%
OF BOOKED TIME

Retained fictional example: 2 of 4 booked preparation hours used as intended. Not a productivity norm.

01 Period and basis
Two weeks of booked calendar time, checked against M-07's recollection of unplanned work.

02 Categories
Decision preparation, meetings, people development, stakeholder work and administration.

03 Finding
Preparation was booked for four hours but only two hours were used as intended.

04 Context
Late evidence and unclear update channels caused repeated interruptions.

05 Adjustment
Delegate routine status collection and protect two preparation blocks with an urgent-exception route.

06 Review
Check actual preparation time, brief quality and the coordinator's workload after two weeks.

MANUAL 259 / OPEN EXCERPT

X15 Leadership lifeline plot

LEADERSHIP LIFELINE PLOT

Work events that shaped my leadership

1 Unclear handover
Event sequence from the source example; plotted heights are illustrative, not ratings.

2 Successful joint review

3 Move to director

01 Events selected
A failed handover, a successful joint review and the move from specialist to project director.

02 Action in the difficult event
M-07 took over a draft to prevent a missed gate after an unclear handover.

03 Lesson formed
If I do not inspect every detail, important gaps will be missed.

04 Counterexample
A later review succeeded when ownership and evidence checkpoints were agreed in advance.

05 Revised hypothesis
Clearer agreements may protect quality without requiring M-07 to inspect every detail.

06 Workplace test
Delegate one recommendation with a visible evidence checklist and review only at the agreed checkpoint.

MANUAL 244 / OPEN EXCERPT

X35 Weighted decision matrix

WEIGHTED DECISION MATRIX

Criteria	Weight	Option A	Option B	Option C
Decision clarity	35		4	
Participation	25		3	
Preparation burden	20		3	
Timeliness	20		4	

Check mandatory conditions before comparing weighted totals.

B = concerns-first brief: 3.55 / 4. Other options are unscored in the source extract.

01 Decision
Select a format for the next cross-functional gate review.

02 Options and constraints
Keep the current format, use a shorter concerns-first brief, or add a separate preparation meeting; all must preserve technical assurance.

03 Criteria and weights
Decision clarity 35, participation 25, preparation burden 20, timeliness 20; scores zero to four with agreed anchors.

04 Evidence and scores
The concerns-first brief scores 4,3,3,4; the weighted total is 3.55 out of 4.

05 Uncertainty
Preparation burden is an estimate; increasing its weight may reduce the advantage.

06 Decision and review
Pilot the concerns-first brief once, then review actual burden, clarity and any missed assurance.

MANUAL 352 / OPEN EXCERPT

These excerpts retain the main manual's original page numbers. Open the complete manual for the full guidance, linked directories and fillable records. The separate coachee workbook contains all 72 redesigned activity sheets.

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.

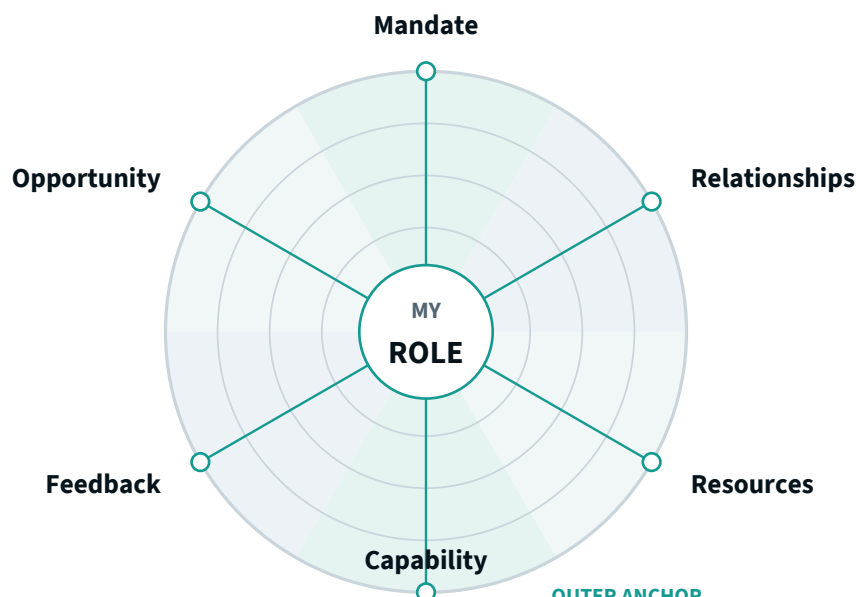
Guide

Worksheet

Example

LIVE WORKSHEET

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

X29 Leadership context wheel

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

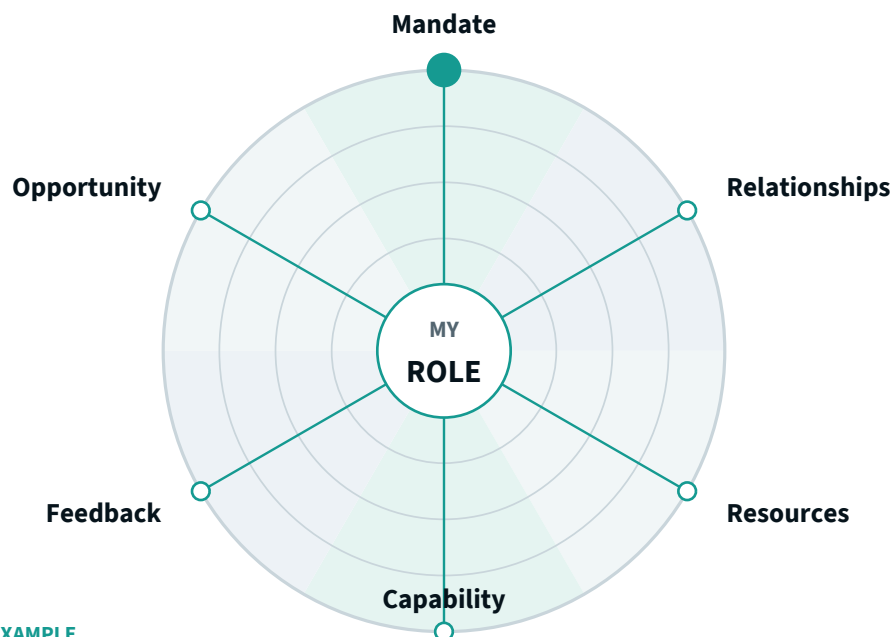
Guide

Worksheet

Example

FICTIONAL WORKED EXAMPLE

SIX-SPOKE LEADERSHIP CONTEXT WHEEL



PRIORITY IN THE SOURCE EXAMPLE

Mandate: clarify the decision boundary before the next gate.

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

01 Mandate

Integrated recommendation owned by M-07; material scope authority still needs clarification.

02 Relationships

Specialists are willing to contribute but evidence expectations vary.

03 Resources

Preparation time exists on paper but is repeatedly interrupted.

04 Capability and feedback

M-07 can frame options; feedback on inviting challenge is mixed.

05 Priority condition

Clarify the decision boundary and protect one evidence checkpoint.

06 Review evidence

Use the next two gate records and colleague accounts; no total score or ideal wheel is calculated.

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.

Guide

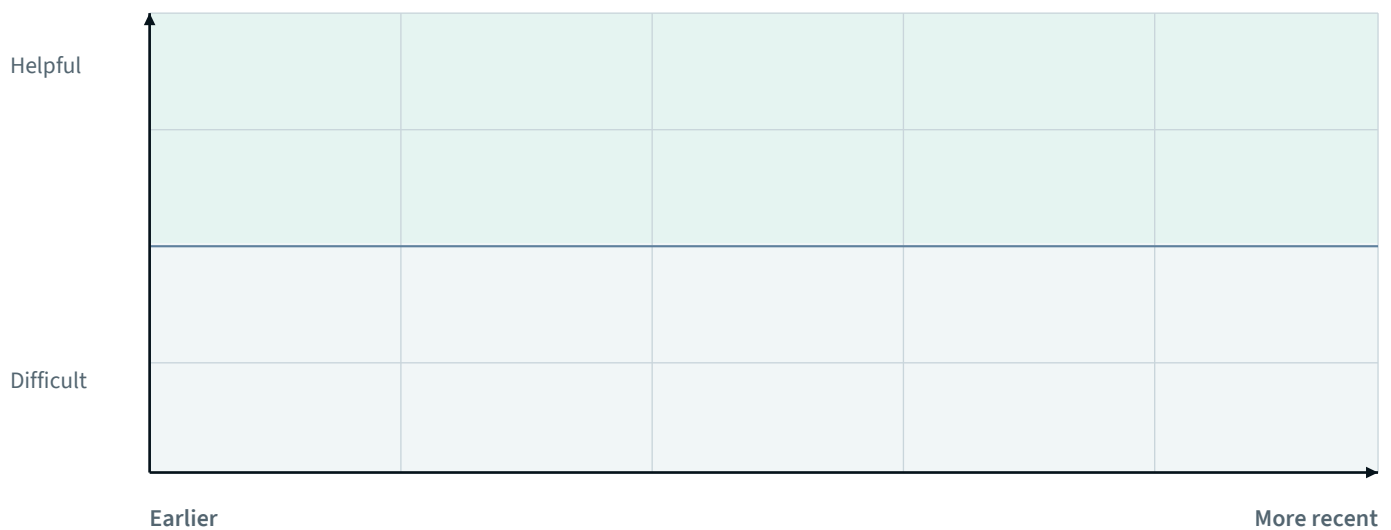
Worksheet

Example

LIVE WORKSHEET

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

X15 Leadership lifeline

ACTIVITY

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

Guide

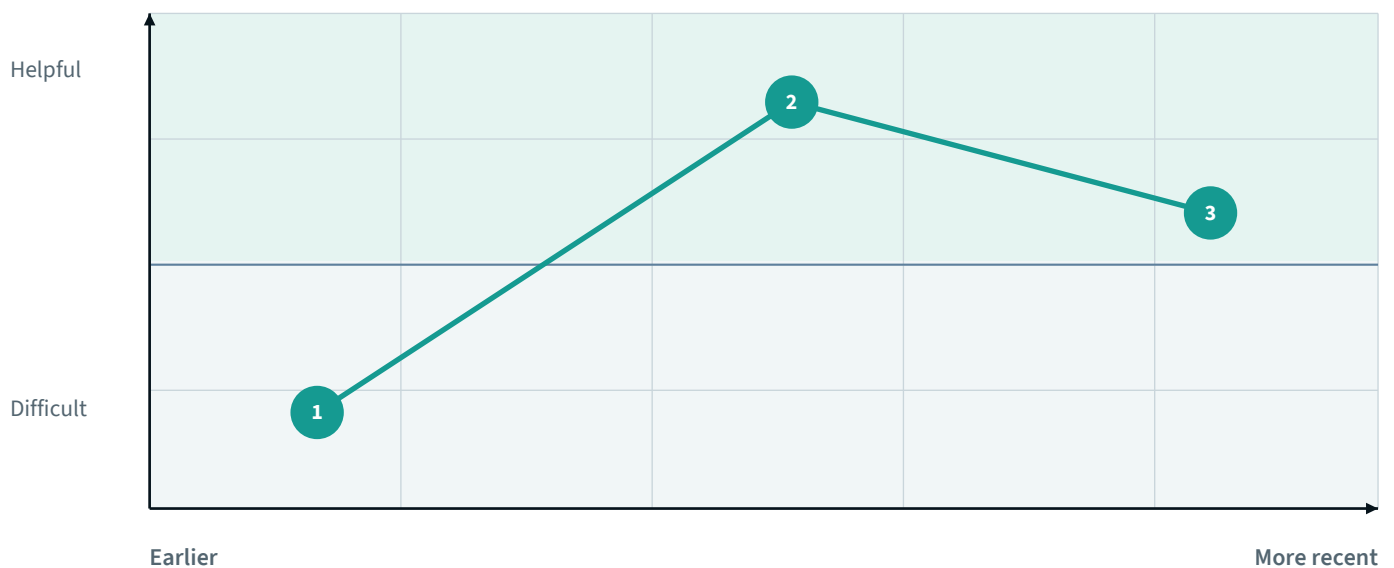
Worksheet

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FICTIONAL WORKED EXAMPLE

LEADERSHIP LIFELINE PLOT

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06 Workplace test

Delegate one recommendation with a visible evidence checklist and review only at the agreed checkpoint.

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.

Guide

Worksheet

Example

LIVE WORKSHEET

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

Basis: H01 | Original executive application

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.

Guide

Worksheet

Example

FICTIONAL WORKED EXAMPLE

PRIORITY / EFFORT PLOTTER

Contribution now



Illustrative placement: 1 challenge; 2 delegation; 3 career direction; 4 presentation polish.

01 Candidate themes

Delegation, gate-meeting challenge, career direction and presentation polish.

03 Supporting theme

Delegation of evidence preparation supports better challenge in those meetings.

05 Dependencies

Sponsor must agree that unresolved technical conditions can be recorded rather than hidden to secure approval.

02 Priority selected

Gate-meeting challenge, because two consequential decisions are due within six weeks.

04 Effort and displacement

Two 20-minute rehearsals and a 15-minute debrief replace one routine slide-polishing session each week.

06 Not-now and trigger

Career exploration is deferred until the two gate reviews are complete, unless the role mandate changes first.

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.

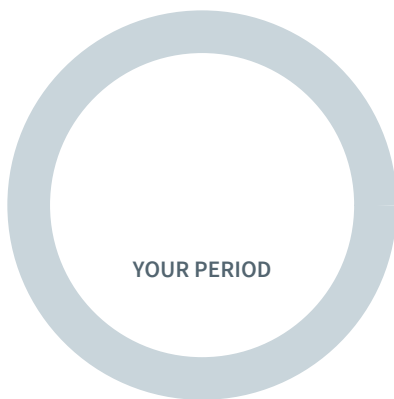
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Worksheet

Example

LIVE WORKSHEET

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

X20 Calendar versus contribution audit

ACTIVITY

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

Guide

Worksheet

Example

FICTIONAL WORKED EXAMPLE

BOOKED / ACTUAL BARS AND RING



PREPARATION HOURS / TWO WEEKS

Booked



Used as intended



0 4 hours

Retained fictional example: 2 of 4 booked preparation hours used as intended. Not a productivity norm.

01 Period and basis

Two weeks of booked calendar time, checked against M-07's recollection of unplanned work.

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02 Categories

Decision preparation, meetings, people development, stakeholder work and administration.

04 Context

Late evidence and unclear update channels caused repeated interruptions.

06 Review

Check actual preparation time, brief quality and the coordinator's workload after two weeks.

X03 Role-transition bridge

ACTIVITY

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

Guide

Worksheet

Example

LIVE WORKSHEET

01 Previous success pattern

02 New mandate



03 Retain deliberately

04 Reduce or release

05 New practice

06 Thirty-day bridge

X03 Role-transition bridge

ACTIVITY

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

Guide

Worksheet

Example

FICTIONAL WORKED EXAMPLE

01 Previous success pattern

M-07 personally solved design-interface problems as a functional specialist.

02 New mandate

As project director, integrate specialists' evidence and secure decisions across functions.



03 Retain deliberately

Use technical curiosity to ask a precise question, not to rewrite every recommendation.

04 Reduce or release

Stop routinely editing the engineering lead's draft before asking what decision support is needed.

05 New practice

Delegate one interface recommendation with explicit constraints and a checkpoint, then inquire before taking it back.

06 Thirty-day bridge

Become a clearer integrator rather than the fastest expert; review two delegated decisions and any justified intervention.



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.

Guide

Worksheet

Example

LIVE WORKSHEET

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

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.

Guide

Worksheet

Example

FICTIONAL WORKED EXAMPLE

01 Tension

Decision pace and meaningful challenge.

PACE

02 Value of pace

Teams can act and avoid unnecessary waiting.

MEANINGFUL CHALLENGE

03 Value of challenge

Material evidence and consequences are examined before commitment.

04 / OVERUSE RISKS

Pace without challenge

Pace without challenge hides risk.

Challenge without closure

Challenge without closure creates delay and ambiguity.

05 Routine

Circulate the decision question, use a bounded concerns round and close with reasons, owner and conditions.

06 Review signals

Late surprise objections and repeated reopening indicate a need to revisit the routine.



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.

Guide

Worksheet

Example

LIVE WORKSHEET

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

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.

Guide

Worksheet

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06 Decision and review

Pilot the concerns-first brief once, then review actual burden, clarity and any missed assurance.

Basis: H01 / H04 | 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.

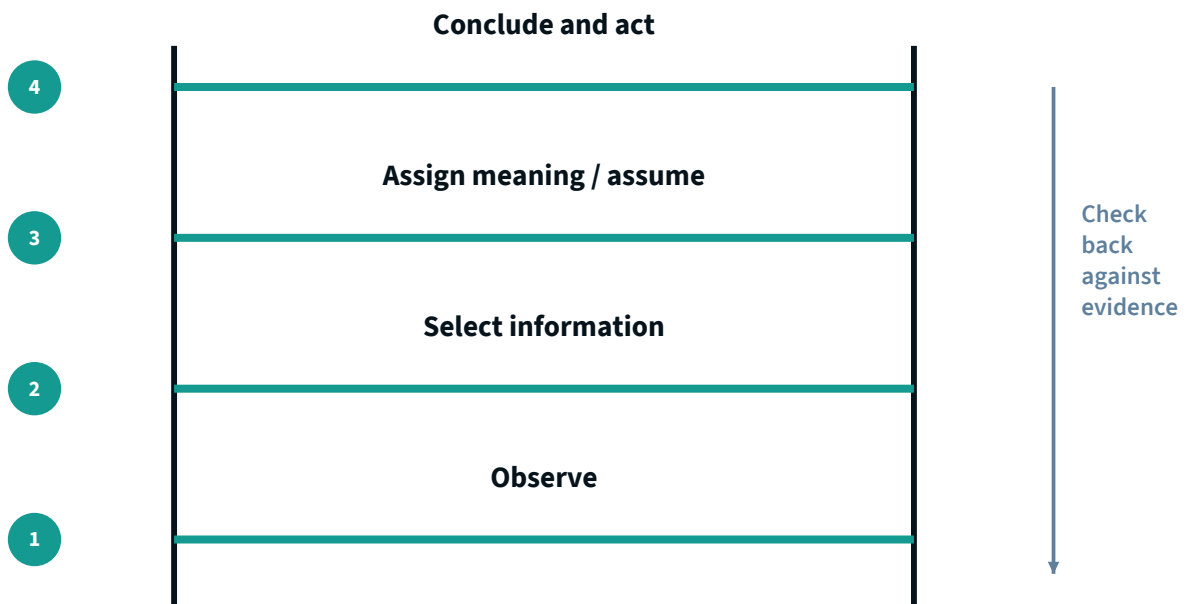
Guide

Worksheet

Example

LIVE WORKSHEET

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

Basis: H01 / H04 | Original executive application

X43 Ladder of inference check

ACTIVITY

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

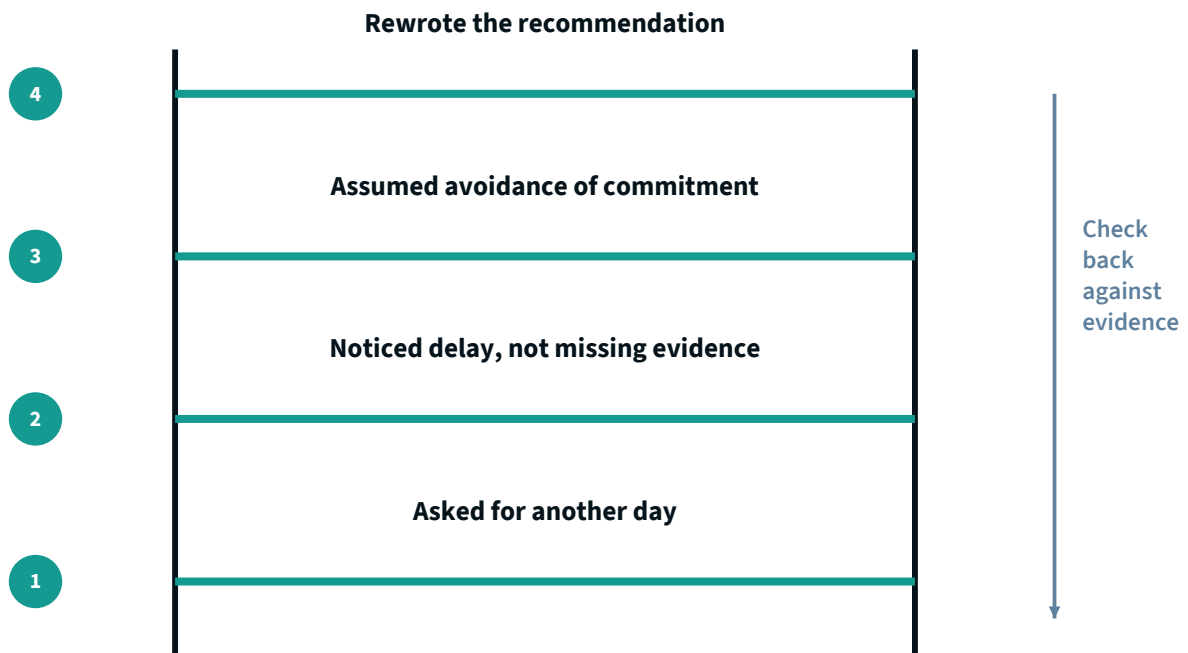
Guide

Worksheet

Example

FICTIONAL WORKED EXAMPLE

LADDER WITH EVIDENCE-CHECK RETUP^M



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

01 Observation

The commercial lead asked for another day before endorsing the recommendation.

03 Meaning and assumption

The lead is avoiding commitment and expects M-07 to decide alone.

05 Alternative path

The lead may need time to validate a material cost assumption within their responsibility.

02 Selected information

M-07 focused on the delay and not the new cost assumption mentioned earlier.

04 Conclusion and action

M-07 escalated the issue as a lack of ownership.

06 Checking question

Which assumption needs checking, what decision could it change, and when can you provide the evidence?



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.

Guide

Worksheet

Example

LIVE WORKSHEET

01 Conversation



02 Opening



03 Likely response



04 Listening response



05 Boundary and agreement



06 Follow-up

Basis: H01 / R12 / R15 | 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.

Guide

Worksheet

Example

FICTIONAL WORKED EXAMPLE

01 Conversation

M-07 needs to discuss repeated late evidence with a commercial peer.



02 Opening

The last two cost updates arrived after the preparation deadline, which limited the review. What is getting in the way?



03 Likely response

The peer says the deadline ignores supplier response times.



04 Listening response

You are saying the current deadline is not controllable because a supplier input arrives later. Which part can we change together?



05 Boundary and agreement

Mandatory cost assumptions must be visible before endorsement; agree an early provisional update and a named exception route.



06 Follow-up

Review the next cycle and adjust the process if the supplier dependency remains.

Basis: H01 / R12 / R15 | Original executive application



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.

Guide

Worksheet

Example

LIVE WORKSHEET

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

X55 Fourteen-day delegation experiment

ACTIVITY

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

Guide

Worksheet

Example

FICTIONAL WORKED EXAMPLE

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
---	---	----	----	----	----	----

Agreement + checkpoint
Review evidence + decide

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

01 Task and permission

A specialist agrees to prepare the next integrated recommendation within their authorised scope.

02 Agreement

Outcome, evidence standard, available data, two-day checkpoint and escalation conditions are written and understood.

03 Prediction

Clearer checkpoints will reduce avoidable rewriting while keeping material gaps visible.

04 Observed practice

M-07 asks for the specialist's options before offering an opinion; one late supplier input is escalated appropriately.

05 Result and limits

Ownership remains clearer, but the supplier delay persists; the trial does not prove that delegation alone improves delivery time.

06 Next decision

Retain the agreement format and address the supplier dependency through procurement.

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.

Guide

Worksheet

Example

LIVE WORKSHEET

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

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.

Guide

Worksheet

Example

FICTIONAL WORKED EXAMPLE

FOUR-BLOCK CALENDAR SPRINT

TWO WEEKS / FOUR PROTECTED BLOCKS



Source example: 3 of 4 blocks used (75%). Block order is illustrative; useful output still needs review.

01 Contribution

Prepare a clearer gate brief before stakeholders begin their review.

03 Displacement

Routine status collection moves to the coordinator with an agreed template and capacity check.

05 Evidence

Three of four blocks are used and the brief circulates earlier; one interruption reveals an unresolved authority issue.

02 Time plan

Two 30-minute blocks each week for two weeks.

04 Boundary

Urgent safety or material decision issues interrupt; routine updates use a separate channel.

06 Adjustment

Keep the blocks, clarify the authority issue and check the coordinator's workload before extending the arrangement.

Basis: H01 | Original executive application

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.

Guide

Worksheet

Example

LIVE WORKSHEET

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

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.

Guide

Worksheet

Example

FICTIONAL WORKED EXAMPLE

W

O

O

P

01 Wish

At the next gate, invite useful challenge before stating the preferred recommendation.

02 Outcome

Material concerns are heard early enough to inform the decision.

03 Internal obstacle

M-07 feels an urge to demonstrate certainty by giving the answer first.

05 If-then plan

If I feel the urge to close the discussion early, then I will ask what evidence could change the recommendation and summarise the answer.

04 External barrier

Late evidence still needs a separate checkpoint agreement.

06 Review

Check whether the question was used and whether it changed the quality of discussion, not simply whether the wish felt motivating.



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.

Guide

Worksheet

Example

LIVE WORKSHEET

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

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FICTIONAL WORKED EXAMPLE

OBSERVED / NOT-EXPOSED COVERAGE CHART

FOUR CONTRIBUTORS / OBSERVATION COVERAGE



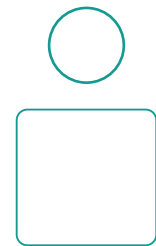
Observed



Observed



Observed



No relevant exposure

3 / 4

Observation is separate from usefulness or leadership improvement.

Retained fictional result: two found the question clearer; one wanted more preparation time.

01 Behaviour and window

M-07 invites concerns before stating a preference at the next two gate meetings.

03 Prompts

Was the practice observed? What difference did it make? What should be retained or changed?

05 Interpretation

The feedback supports retaining the opening, with a timing adjustment; it does not prove a general leadership change.

02 Participants

Four colleagues who attended, with named responses by agreement rather than false anonymity.

04 Illustrative result

Three observed it; one did not attend the relevant part. Two found the question clearer; one wanted more preparation time.

06 Next step

Circulate the brief earlier and ask the same narrow questions after another appropriate opportunity.



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.

Guide

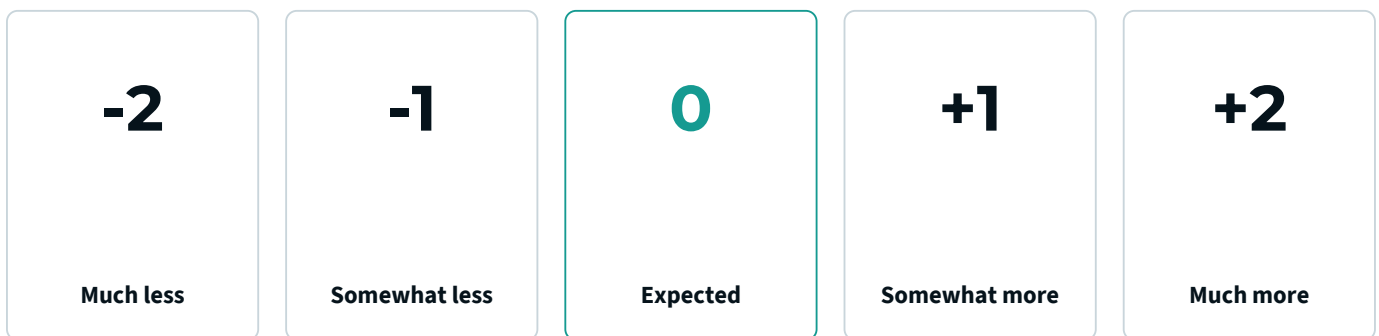
Worksheet

Example

LIVE WORKSHEET

FIVE-ANCHOR ATTAINMENT RAIL

THE ORIGINAL FIVE ANCHORS



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

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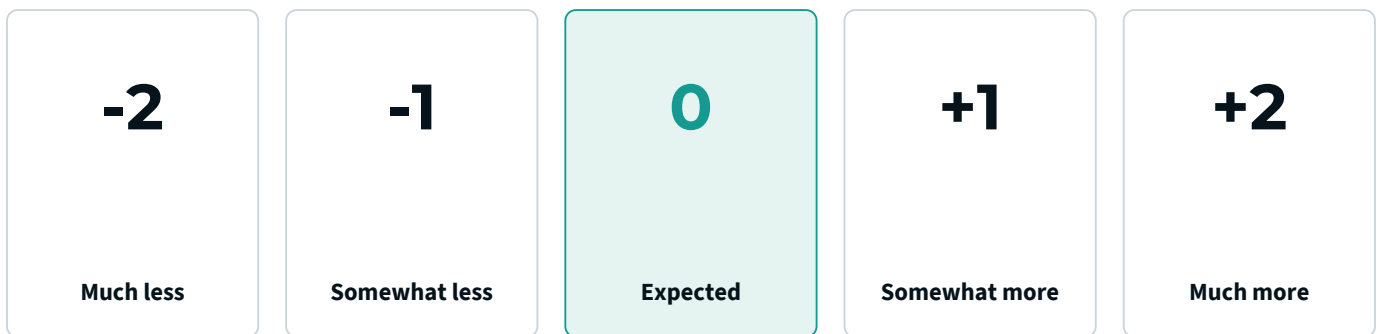
Worksheet

Example

FICTIONAL WORKED EXAMPLE

FIVE-ANCHOR ATTAINMENT RAIL

THE ORIGINAL FIVE ANCHORS



Expected level achieved for this bounded goal.

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

01 Goal

Use clear decision framing and invite challenge in two gate reviews.

03 Evidence

Two records and consented feedback show the sequence was used; one concern changed an approval condition.

05 Contribution and limits

Rehearsal helped M-07's response, while earlier evidence and sponsor clarification also mattered.

02 Predefined expected level

At both reviews, state the question, hear decision-relevant concerns and close with owner and conditions.

04 Attainment

Expected level achieved for this bounded goal; no overall leadership score is inferred.

06 Next decision

Retain the routine and review its usefulness after three further opportunities, without repeating the full assessment battery.

Basis: H01 / H04 / R26 | 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.

Guide

Worksheet

Example

LIVE WORKSHEET

01 Learning

02 Applied practice

Dear future me,

03 Unfinished work

04 Closure terms

06 Permitted summary

Basis: H01 / H04 / R01 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

X72 Closure conversation and future letter

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Example

FICTIONAL WORKED EXAMPLE

01 Learning

M-07 can separate evidence gaps, authority issues and personal responses more clearly.

02 Applied practice

Two gate routines and a delegation checkpoint were tested with useful, bounded evidence.

Dear future me,

When pressure returns, ask what decision is needed, what evidence is missing and whose authority applies before taking over.

03 Unfinished work

The supplier dependency remains with procurement; it is not disguised as a coaching failure or success.

04 Closure terms

End the six-session engagement; retain or delete records according to the verified contract and applicable requirements.

06 Permitted summary

Share the agreed practices, support needs and limits; keep private reflections and assessment detail outside the sponsor report.

Basis: H01 / H04 / R01 | Original executive application

01 Align

02 Agree

03 Assess

04 Activate

05 Apply

06 Assure

T38 GROW conversation guide

TOOL

Structure a focused coaching conversation around goal, reality, options and way forward.

Guide

Worksheet

Example

LIVE WORKSHEET



Goal What would make this useful?

Reality What is happening; what evidence and meaning?

Options What else; consequences; resources?

Way forward What will you do, when, and how will you learn?

Contract check Whose goal is this?

Follow-up When and how progress is reviewed

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Structure a focused coaching conversation around goal, reality, options and way forward.

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FICTIONAL WORKED EXAMPLE

Retained fictional source extract; unpopulated fields are identified.

Goal What would make this useful?

Leave with an opening for Thursday's commercial review that enables a decision without overstating certainty.

Reality What is happening; what evidence and meaning?

Ground data remain incomplete; Commercial fears cost drift, while M-07 fears early disclosure will undermine confidence.

Options What else; consequences; resources?

Delay, present one estimate, compare bounded scenarios, request staged authority or escalate the unresolved threshold.

Way forward What will you do, when, and how will you learn?

Draft a criteria-first slide today, rehearse with the engineering lead Wednesday and ask Commercial to test both scenarios Thursday.

Contract check Whose goal is this?

M-07 selects the experiment; it serves their stated goal, not the coach's preferred communication style.

Follow-up When and how progress is reviewed

Not populated in the original worked extract.