

LEADERSHIP FOUNDATION

MODULE 5

Coaching, Mentoring & Performance Management

Development isn't something you do once a year at appraisal time. It's how you lead every day.

MODULE OVERVIEW

What You'll Learn

Lesson 1

Coaching vs Managing vs Mentoring

Lesson 2

Performance Reviews That Drive Results

Coaching vs Managing vs Mentoring

- When to coach (develop capability), manage (drive compliance), or mentor (guide growth)
- The GROW model: Goal, Reality, Options, Will
- Observation-based coaching: what to look for in treatment delivery
- Building a coaching culture where feedback is normal, not feared

LESSON 2

Performance Reviews That Drive Results

- Why annual reviews are too late
- Continuous feedback loops: weekly wins, monthly reviews, quarterly goals
- Handling underperformance with fairness and documentation
- Recognising and rewarding excellence (it costs less than you think)

KEY CONCEPT



The most powerful development tool isn't a training course. It's a five-minute coaching conversation after a treatment observation.

PRACTICAL EXERCISE

Apply What You've Learned

Observe three treatments and write coaching feedback using the GROW model.
Design a performance review template with clear metrics for your spa.

LEARNING OUTCOMES

By completing this module, you will be able to:

- 1 Apply the GROW coaching model in real operational scenarios
- 2 Design a continuous performance management framework
- 3 Handle underperformance conversations with documented evidence
- 4 Create recognition systems that reinforce desired behaviours

Required Submissions

Coaching Log

Three observed treatments with GROW-based feedback documentation.

Performance Framework

Complete review template with KPIs, frequency, and escalation paths.

LEADERSHIP FOUNDATION

Module 5 Complete

Next: Module 6