

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.

COMMERCIAL LEADERSHIP PROGRAMME

Spa Director & Spa Manager Development

Module Overview

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

LESSON	TOPIC
Lesson 1	Coaching vs Managing vs Mentoring
Lesson 2	Performance Reviews That Drive Results

Lesson 1: Coaching vs Managing vs Mentoring

These are three different tools, and using the wrong one at the wrong time is a common leadership mistake. Coaching develops capability: you ask questions, they find solutions, they grow. Managing drives compliance: standards must be met, procedures must be followed, deadlines must be hit. Mentoring guides growth: sharing experience, opening doors, helping someone navigate their career.

The GROW model is your coaching framework. Goal — what do they want to achieve? Reality — where are they now? Options — what could they do? Will — what will they commit to? A five-minute GROW conversation after observing a treatment is worth more than a two-hour training session.

Observation-based coaching is the most powerful development tool available. Watch a therapist deliver a treatment. Note three things they did well and one thing to develop. Share it immediately. Specific, timely, actionable.

KEY POINTS

- Know when to coach, manage, or mentor
- Apply the GROW model in real operational moments
- Use observation-based coaching for continuous development
- Build a coaching culture where feedback is normal, not feared

Lesson 2: Performance Reviews That Drive Results

If you're only reviewing performance annually, you're too late. By the time you sit down for a formal review, twelve months of habits — good and bad — have hardened. The damage is done, or the opportunity is missed.

Build a continuous feedback loop: weekly wins acknowledged in the briefing, monthly one-to-ones with development focus, quarterly goals reviewed and reset. Make feedback a constant, not an event.

Handling underperformance requires fairness and documentation. Informal conversation first. Formal meeting with written expectations if behaviour doesn't change. Support plan with specific targets and timeline. Escalation if targets aren't met. Every step documented. Every conversation factual, not personal.

KEY POINTS

- Replace annual reviews with continuous feedback loops
- Build weekly, monthly, and quarterly performance rhythms
- Handle underperformance with fairness and documentation
- Create recognition systems that reinforce desired behaviours

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

Observe three treatments this week. Write coaching feedback for each using the GROW model. Design a performance review template for your spa with clear metrics, frequency, and escalation paths. Conduct one coaching conversation and document the outcome.

YOUR NOTES

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

SELF - A S S E S S M E N T

Rate your confidence in each outcome (1 = Not yet confident, 5 = Fully confident):

Outcome	1	2	3	4	5
Apply the GROW coaching model in real operational scenarios					
Design a continuous performance management framework					
Handle underperformance conversations with documented evidence					
Create recognition systems that reinforce desired behaviours					

Assessment

Complete the following submissions to demonstrate your learning:

Submission 1: Coaching Log

Three observed treatments with GROW-based feedback documentation.

Submission 2: Performance Framework

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

MODULE COMPLETION

Name:	
Date:	
Assessor:	