
Coaching for High Performance: Developmental Dialogues

21 – 25 December 2026
Tokyo





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Programme Summary

Modern enterprises recognise that traditional managerial command-and-control approaches fail to generate sustainable workforce commitment or unlock discretionary effort. The Coaching for High Performance programme provides line managers and functional heads with conversational inquiry frameworks, diagnostic listening techniques, and structured one-on-one performance coaching methodologies. Participants master techniques to shift routine supervisory interactions into high-leverage developmental dialogues that accelerate individual capability, address performance variance, and instil self-directed accountability. This developmental curriculum is delivered by Mars Training Centre UK.

The Business Case

Organisations frequently suffer from productivity stagnation when managerial interventions rely on prescriptive advising rather than systematic capability uplift. Equipping managers with conversational inquiry frameworks transforms supervisory interactions into sustainable capability engines.

- **Managerial Capacity Multiplier:** Frees executive bandwidth by teaching direct reports to solve complex operational challenges autonomously.
- **Retention of Key Talent:** Enhances retention across critical roles by providing targeted individual progression through structured one-on-one dialogues.
- **Remediation of Performance Gaps:** Accelerates corrective interventions by uncovering root behavioural causes of underperformance without damaging working relationships.
- **Culture of Accountability:** Replaces passive dependency on managerial instruction with self-directed operational ownership and clear commitments.

Principles and Evidence Base

- **Whitmore GROW Model:** Structures developmental dialogues through Goal definition, Reality assessment, Option generation, and Will commitment.
- **Schein Process Consultation:** Guides non-directive inquiry, active listening, and humble inquiry principles to establish objective diagnostic partnerships.
- **Kolb Experiential Learning Cycle:** Anchors conversational debriefs around concrete experience, reflective observation, abstract conceptualisation, and active experimentation.



Intended Participants

- Operational managers seeking structured conversational inquiry tools to develop direct reports and elevate individual output.
- Departmental heads transitioning from functional technical oversight to people development responsibilities.
- Talent development specialists and human resources business partners facilitating workplace developmental conversations.
- Project coordinators and team supervisors managing direct contributor performance across cross-functional workstreams.

The syllabus supports managers and functional supervisors seeking deliberate developmental conversational tools rather than broad organisational strategy or group dynamics.

Learning Outcomes

1. Participants will be able to distinguish structured developmental inquiry from operational direction, technical mentoring, and passive appraisal.
2. Participants will be able to execute one-on-one conversations using the GROW model to generate self-directed action plans.
3. Participants will be able to apply reflective listening, silence, and powerful open questioning to diagnose behavioural obstacles.
4. Participants will be able to structure constructive accountability dialogues that address underperformance and behavioural friction.
5. Participants will be able to guide emerging talent through goal setting, competency identification, and deliberate practice routines.
6. Participants will be able to formulate structured ninety-day development agreements that measure individual progress against operational targets.

Programme Structure

Day 1: Foundations of Developmental Inquiry and the GROW Framework

How do managers transition from direct instruction to structured developmental questioning?

- Core distinctions between coaching, directing, advising, and counseling
- The Whitmore GROW model mechanics and conversational architecture
- Structuring initial agreements and defining clear performance boundaries
- Shifting from transactional status checks to developmental inquiry
- Ethical considerations and psychological boundaries in workplace conversations

Day 2: Advanced Conversational Inquiry and Diagnostic Questioning

What verbal techniques surface root assumptions and foster operational insight?



- Schein humble inquiry principles and non-defensive questioning
- Active listening levels and linguistic calibration
- Strategic utilization of deliberate silence and cognitive pauses
- Reframing limiting beliefs and isolating underlying operational impediments
- Peer observation and micro-skill conversational practice drills

Day 3: Managing Resistance and Difficult Performance Conversations

How are underperformance, defensiveness, and emotional friction navigated constructively?

- Diagnosing the root drivers of performance deficits and disengagement
- Behavioural feedback structures using observation, impact, and inquiry
- Neutralising defensive responses and managing conversational conflict
- Guiding individuals through operational plateaus and skill deficits
- Establishing objective accountability metrics and recovery checkpoints

Day 4: Talent Acceleration and Capability Expansion

How can structured dialogues accelerate the growth of high-potential contributors?

- Identifying growth plateaus and competency expansion targets
- Applying Kolb experiential learning cycles to stretch assignments
- Facilitating self-directed problem-solving during complex projects
- Constructing forward-looking career development dialogues
- Encouraging calculated risk-taking and reflective post-task reviews

Day 5: Institutionalising Developmental Dialogues and Practice Integration

How do managers integrate structured inquiry into ongoing supervisory workflows?

- Embedding fifteen-minute focused developmental check-ins into routine operations
- Designing ninety-day developmental roadmaps aligned with organisational goals
- Measuring the operational impact of individual capability shifts
- Mitigating managerial reversion to habitual advisory and directive habits
- Simulated capstone developmental dialogue and peer critique

Methodology

The course employs an applied conversational workshop structure combining theoretical framing, live dialogue demonstrations, and structured peer triads. Participants cycle through roles as coach, coachee, and observer to calibrate technique against objective evaluation criteria.



- Suggested activity: Conducting a recorded GROW conversational simulation with peer review against structured inquiry rubrics.
- Suggested activity: Scripting and role-playing a remediation conversation for a simulated underperforming specialist.
- Suggested activity: Formulating a targeted developmental inquiry framework for an upcoming real-world workplace dialogue.

Capstone Output

Each participant constructs a validated developmental dialogue toolkit, comprising a conversational inquiry question bank, a structured underperformance resolution guide, and an adaptable ninety-day performance agreement template. This capstone portfolio equips managers to implement consistent one-on-one developmental practices immediately upon returning to their workplace.

Frequently Asked Questions

How does this course differ from general leadership training?

This programme concentrates exclusively on one-on-one conversational techniques, questioning frameworks, and developmental inquiry methodologies, rather than macro strategy, organisational change, or broad group management.

Are formal prerequisite certifications required to participate?

No prior formal training in coaching is required. The curriculum is designed for managers, supervisors, and department heads seeking practical, evidence-based conversational tools for direct application.

How is conversational competency evaluated during the week?

Competency is assessed through live peer triad exercises, direct faculty observation, and structured feedback rubrics evaluating active listening, questioning precision, and conversational structure.

Can the conversational frameworks be applied to technical specialists?

Yes. The inquiry methods enable managers to guide technical specialists toward autonomous problem-solving and self-diagnosis without requiring the manager to possess identical technical domain expertise.