



Manager as Coach

Building everyday
coaching capability.

**A practical programme helping managers,
specialists and internal mentors develop others
through better conversations—while knowing
when to coach, mentor, challenge or direct.**

LISTEN • QUESTION • CHALLENGE • DEVELOP • HOLD ACCOUNTABILITY

Managers cannot scale if they remain the source of every answer.

Strong performers are often rewarded for solving problems quickly. As leaders, that instinct can unintentionally limit ownership, confidence and learning across the team.

- 01 Managers give answers before people have had space to think.
- 02 Development conversations are crowded out by operational pressure.
- 03 Coaching is confused with mentoring, advising or avoiding direction.
- 04 Feedback and accountability arrive too late or lack sufficient challenge.
- 05 Learning remains in the workshop instead of becoming an everyday habit.

BETTER CONVERSATIONS

GREATER OWNERSHIP

STRONGER CAPABILITY

Coaching is a leadership choice—not a universal response.

Effective leaders recognise what each situation requires. Sometimes people need space to think; sometimes they need experience shared, a clear challenge, a decision or direct instruction.

The programme builds judgement as well as technique—so participants can choose the right conversation and conduct it well.



The goal is not to coach every conversation. It is to develop people without losing clarity, pace or accountability.

Coaching capability is built through repeated use.

Participants understand the mindset, practice the skills, apply them in real conversations, reflect, improve and embed a sustainable leadership habit.



THE H-SUITE LEARNING CYCLE

APPLIED TO COACHING AS A LEADERSHIP CAPABILITY



Leadership capability is developed through **repeated cycles** of learning, application and reflection—not through classroom learning alone.

Practical content adapted to the organisation and its managers.

- 01

MINDSET & JUDGEMENT
Purpose, benefits and limits of coaching; choosing when to coach, mentor, challenge or direct.
- 02

TRUST, CONTRACTING & BOUNDARIES
Rapport, psychological safety, mutual expectations, ethical practice and when not to coach.
- 03

LISTENING & QUESTIONING
Presence, active listening, investigating language and questions that develop ownership.
- 04

MODELS, FEEDBACK & ACCOUNTABILITY
GROW as the principal tool, selected alternatives, constructive challenge and clear expectations.
- 05

APPLICATION & LEADERSHIP HABIT
Real cases, performance conversations, feedback, reflection, improvement and repeated practice.

Modules, examples and practice scenarios are adapted to the organisation’s management context, frameworks and current people challenges.

One central programme—with focused extensions where they add value.

01

CORE MANAGER AS COACH PROGRAMME

The recommended route for developing practical, repeatable coaching capability.

Sponsor discussion, reflection, workshops, practice, workplace application, follow-up and evaluation.

OUTPUT

Managers who coach with greater judgement, confidence and accountability.

02

OPTIONAL EXTENSIONS

Added where the organisation needs deeper practice, reinforcement or scale.

Sponsor briefings, individual coaching, observed practice, peer groups, clinics, champions or impact review.

OUTPUT

A programme shaped around the organisation’s real capability needs.

03

FOCUSED INTRODUCTION

For organisations establishing shared understanding before wider development.

A standalone introductory workshop with purpose and limitations agreed clearly.

OUTPUT

Shared language and practical tools—not positioned as embedded capability.

The core programme is tailored in scope and sequence. Extensions are selected only where they strengthen application, reinforcement or organisational impact.

Built through delivery, application and repeat demand.

CUBIC³

H-Suite delivered a practical Manager as Coach programme following earlier OKR work with Cubic³. Participants developed listening, questioning, feedback and accountability skills and applied coaching to live workplace conversations. Managers later requested a refresher day.

TWO DAYS • APPLICATION • REFRESHER

McAFEE & NETAPP

H-Suite designed mentoring capability programmes that supported managers through remote leadership and later expanded across teams and geographies. Repeat cohorts, structured conversations and ongoing refinement strengthened leadership confidence and cross-team connection.

MULTIPLE COHORTS • MENTORING • SCALE

The evidence is practical: repeat delivery, requests for refreshers and continued demand for coaching and mentoring capability.

A partner in meaningful organisational movement.

Ciarán Hourican

Managing Director • Executive Coach • Facilitator

Ciarán works with executives, leadership teams and managers to create clarity, strengthen accountability and translate ambition into practical movement. His approach combines honest conversation, thoughtful challenge and a deep commitment to sustainable organisational change.

THE NEXT STEP

Begin with the conversations people need to conduct differently.

We explore the participant population, organisational context and conversations that matter—then shape the core programme and select only the extensions that will strengthen application and sustained practice.

STRATEGY INTO PRACTICE

LEADING IN PRACTICE

CAPABILITY SYSTEMS

- Clarify Direction
- Restore Agency
- Build Capability
- Sustain Movement