Growth Performance

FIVE PERFORMANCE MOMENTS

Manager Conversation Guide

Using Five Performance Moments in coaching and support conversations. This guide helps managers identify what kind of support a team member needs right now.

Core question: What is getting in the way of effective performance at this moment, and what kind of support would help most?

FIVE COACHING PROMPTS

MOMENT	WHAT TO LISTEN FOR	USEFUL MANAGER QUESTIONS
Prepare	Uncertainty, hesitation, lack of clarity	What feels unclear at the start? What would make the task easier to begin?
Practise	Low confidence, uneven execution	Which part do you need to rehearse? What feedback would help?
Perform	Forgetting steps, inconsistency under pressure	What would help you in the moment? What could we simplify into a checklist or guide?
Recover	Errors, rework, blockages	Where are you getting stuck? What is the first thing to diagnose?
Evolve	Change fatigue, confusion after an update	What has changed for you? What do you need to stop, start, and continue?

SIMPLE COACHING FLOW

1. **Clarify the task and desired standard.** Be specific about what good looks like.
2. **Identify the dominant performance moment.** Use the table above to listen for signals.
3. **Choose one practical support response.** Match the support to the moment.
4. **Agree a small next step.** What will the person do before you next speak?
5. **Review whether performance improves.** Adjust the support if the moment has shifted.

CONVERSATION NOTES

TEAM MEMBER

TASK OR PERFORMANCE CHALLENGE DISCUSSED

DOMINANT MOMENT IDENTIFIED

SUPPORT AGREED

NEXT STEP AGREED

REVIEW DATE

HOW WILL IMPROVEMENT BE VISIBLE?

Based on: Baldwin & Ford (1988); Grossman & Salas (2011); Salas et al. (2012); Kauffeld, Decius & Grassmann (2025). Growth Performance © 2026.

Want help putting this into practice?

Growth Performance builds the human advantage in an AI-driven world, with people, teams and leaders.

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