Skills4Retail
Building sustainable growth



Coaching, Mentoring and Performance Management

Designed by Retail Skillnet Ireland for the Skills4Retail Initiative

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About this Module

Effective coaching, mentoring and performance management are essential skills for retail managers, supporting employees to develop their capabilities, improve performance and contribute to organisational goals.

This module, designed by **Retail Skillnet Ireland** for Existing and Aspiring Managers with a suggested duration of approx. 25 hours (4 days), **explores the role of the retail manager in the performance management process**, while **developing the communication, coaching and mentoring skills** needed to support employees effectively through six different workshops.

Learners will explore practical coaching and mentoring techniques and frameworks, with a focus on their application in real-world retail scenarios, while also developing greater self-awareness and understanding of how they manage themselves in their role as a coach and mentor.

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Learning Outcomes

On completion of this module, the learner will be able to:

1. Demonstrate effective communication skills when providing coaching and mentoring support.
2. Identify the integral components of performance management and discuss the critical role of the retail manager within the performance management process.
3. Demonstrate an awareness of the importance of coaching and mentoring in achieving organisational goals.
4. Discuss the techniques, and frameworks associated with coaching and mentoring with a focus on real-world application in retail scenarios.
5. Demonstrate the key skills required for effective coaching and mentoring.
6. Understand how to manage self as a coach and mentor and how you bring that awareness to your employee interactions.

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Module Content Per Workshop

Topic	Indicative Content
Workshop 1: **Communication Mastery and Foundations of Coaching and Mentoring**	• Exploring the distinct roles of manager, coach, and mentor in a retail context • Understanding the benefits and application of coaching and mentoring • Recognising how motivation influences employee engagement • Introducing foundational mindsets and presuppositions for effective coaching conversations • Shifting from directive management to employee-led development • Building core communication capabilities: rapport, listening, questioning, and summarising • Enhancing confidence in navigating work-based conversations through demonstration and practice

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Module Content Per Workshop

Topic	Indicative Content
Workshop 2: **Techniques & Frameworks for Effective Coaching and Mentoring**	• Introduction to the WEGROW coaching model (Welcome & Engage, Goal, Reality, Options, Will) • Understanding the purpose, key components, and benefits of each stage of WEGROW • Practising effective coaching questions at each stage of the model • Applying the WEGROW model to realistic coaching scenarios • Integrating key communication skills (rapport, listening, questioning, paraphrasing) within a structured coaching framework • Building confidence and fluency in leading coaching conversations

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Module Content Per Workshop

Topic	Indicative Content
Workshop 3: **Understanding Self and Emotional Intelligence (ECR Profile)**	• Understanding emotional intelligence (EQ) and its impact on leadership and coaching • Introduction to the Emotional Capital Report (ECR) model and its 10 core competencies • Reflecting on personal ECR results to identify strengths, patterns, and development areas • Exploring how thoughts, emotions, and behaviours interact under pressure • Recognising and challenging cognitive thinking patterns that limit performance • Understanding the role of values and strengths in guiding leadership behaviours • Differentiating between “towards” and “away from” goals for more effective coaching outcomes • Exploring the comfort zone, resistance to change, and strategies for sustainable growth • Practising coaching conversations with a focus on values, emotional insight, and mindset shifts

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Module Content Per Workshop

Topic	Indicative Content
Workshop 4: **Managing and Developing Performance**	• Understanding what performance management is and how it differs from performance appraisal • Exploring the purpose, benefits, and key principles of effective performance management • dentifying the role of line managers in driving performance, engagement, and development • Examining the common challenges of implementing performance management in practice • Introducing continuous performance management as an agile, people-centred approach • Breaking down the performance management cycle: Plan → Act → Monitor → Review • Emphasising the importance of regular feedback, goal-setting, and development planning • Building trust and psychological safety through transparent, ongoing conversations • Practising structured performance conversations using coaching communication skills • Reinforcing the shift from control-based management to growth-oriented leadership

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Module Content Per Workshop

Topic	Indicative Content
Workshop 5: **Performance Conversations and Managing Growth**	• Positioning coaching conversations as a key driver of effective performance management • Building a feedback culture rooted in trust, psychological safety, and continuous improvement • Exploring features of effective feedback: specificity, timeliness, and constructive tone • Using the SBI model (Situation–Behavior–Impact) to structure clear and actionable feedback • Introducing feedforward techniques to focus on solutions and future development • Differentiating between directive and coaching conversations, and when to use each • Balancing guidance with empowerment to build ownership and accountability • Leveraging key coaching skills (listening, questioning, summarising) in feedback conversations • Recognising the impact of timely and specific recognition on motivation and engagement • Practising performance feedback conversations using real workplace scenarios

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Module Content Per Workshop

Topic	Indicative Content
Workshop 6: Consolidation and Strategy	• Recapping key learning and insights from Workshops 1–5 • Reinforcing the coaching mindset through live practice and group reflection • Navigating difficult conversations with empathy, clarity, and structure • Applying skill vs. will analysis to diagnose performance issues compassionately • Exploring unconscious bias and its impact on performance decisions • Practising coaching conversations using real workplace scenarios in triads • Understanding how to move from individual coaching to building high-performing teams • Applying the Clutterbuck team coaching model to enhance team effectiveness • Identifying talent, succession planning, and preparing employees for leadership roles • Linking coaching, mentoring, and performance conversations to long-term strategy

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Thank you.



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