



COACHING SKILLS  
**FOR MANAGERS**

CHEAT SHEET

# About the IACC team



## Meet your instructor

Cara Heilmann

Cara has helped people get jobs for the past 20 years and is a former VP of Talent and Human Resources for large national and international companies. She has 10 years of executive coaching experience and leads two successful businesses. She is the founder and CEO of Ready Reset Go and president of the IACC. Cara holds an MBA from Vanderbilt University's Owen School of Management and a Bachelor of Business from the University of Hawaii.

For  
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by  
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# 1. Asking good questions

When an employee runs into a roadblock, it can be easy to tell them what to do. In reality, giving advice can limit an employee's ability to think for themselves, and stifle their creativity and resourcefulness. Instead of giving them a solution, use an "AWE" question. When they come to you with a problem, ask them what's challenging them, and follow up with "And What Else?". This helps to uncover the root of the problem. Another effective framework is to follow the three golden rules of coaching questions: ask one question at a time, avoid the word "why," and keep your phrasing open-ended. This approach prevents confusion and gives employees the space they need to process and answer.

# 2. Embodying a coaching mindset

The International Coaching Federation (ICF) defines a coaching mindset as being "open, curious, flexible, and client-centered." For managers, this looks like presence that goes beyond putting your phone away. It means paying attention to tone, energy, and body language in a conversation, and taking 60 seconds to clear your mental clutter (like what you're thinking of for lunch) before a 1-on-1. Another underutilized tool for managers is the power of silence. When pausing after a powerful question, you give space for employees to reflect without interrupting the learning. Holding silence quietly communicates your confidence in having them to come to a solution on their own.

Coaching's  
Listening Rule

**80% Space**  
**20% Speaking**

Increase the length, correctness, and  
complexity of a response by using a

**3-5 second  
pause**

# 3. Modeling and managing for resilience

Resilience is contagious. If a manager panics during a crisis, the team will panic, but if a manager models a regulated response, the team learns to follow. Modeling resilience starts with responding instead of reacting, breaking down overwhelming tasks, and practicing a healthy work-life balance. Beyond modeling, managing for resilience requires building an environment where employees feel equipped to handle pressure. This means acknowledging stressors instead of dismissing them, encouraging employees to ask for help when needed (and rewarding those who do), and reflecting on past successes during difficult periods to reinforce the team's belief in their collective capability.

**Pro tip:** The fastest way to build a resilient team is to formally train your key leaders first. Explore the IACC's [coaching programs](#) to equip your management team.