

FROM BOX-TICKING TO BREAKTHROUGH

Mid-Year Conversations Success Map

With Leader Coach skills, you can transform mid-year reviews to do what they were always meant to do — move people forward.



"Once you raise awareness, people take responsibility. That is the job of the Leader Coach."
— Tiffany Gaskell, CEO, Performance Consultants

IN THE ROOM — THREE MOVES THAT WORK

- 1 Name the topic clearly — then hand it over immediately**
 State what you want to explore, then give the wheel to them. Don't lecture — invite. The moment they start talking, you're winning.
"I'd like to talk about your relationship with the team. What's your take on how that's working?"
- 2 Ask — and resist every urge to rescue**
 Questions break resistance faster than advice. The ideas people generate themselves are the ones they commit to. Sit on your hands if you have to.
"How would you love it to be?" / "What specifically could you do?" / "What part can you play?"
- 3 Close with accountability — not just good intentions**
 Don't let the conversation evaporate. Accountability is what brings reflection into action. Make it theirs — they'll own it.
"How can I support you, and when do we check in next?"

WHEN THE COACHEE HAS A CLOSED MINDSET

Resistance is not a dead end — it is information. The question is not how to break through it, but how to make staying closed less comfortable than staying curious.

- 1 Name the fixed mindset — calmly, without verdict**
 Naming it creates awareness. Once someone hears it reflected back, they can no longer fully ignore it. Stay neutral — you're sharing an observation, not issuing a judgment.
"I'm noticing some resistance here — is that right? What's driving that for you?"
- 2 Share what you observed — as data, not truth**
 Your perspective is one lens, not the verdict. Offer a specific, observable moment — then invite their reflection on it. This keeps you side by side, not face to face.
"I noticed when Kevin was presenting, you jumped in quite quickly. What did you notice in that moment?"
- 3 Leave with an inquiry — not a conclusion**
 Don't push for a breakthrough in the room. Plant a question they can't stop thinking about. The shift often happens in the 48 hours after the conversation, not during it.
"I'd love you to sit with this before we speak again — what would change if you approached this differently?"
- 4 Follow up — and escalate if the pattern persists**
 One conversation rarely dissolves a fixed mindset. Return to it. If resistance continues, move to a more direct conversation — sharing your perspective plainly, asking what they need to move forward.
"I've been thinking about our conversation. How has your thinking on this evolved?"

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QUESTIONS THAT UNLOCK

- » "What's your take on how this is working?"
- » "What did you notice in that moment?"
- » "How would you love it to be?"
- » "If you smashed it — describe that world."
- » "What part can you play in this?"
- » "What would you need to do in yourself to make that real?"
- » "What's important about this for your goals?"
- » "How has your energy around this shifted?"

KEY TAKEAWAYS

- ✓ Have difficult conversations as they arise — mid-years should hold no surprises
- ✓ Self-belief grows when people are asked, not told
- ✓ Awareness leads to responsibility
- ✓ Accountability converts intention into action
- ✓ Naming a fixed mindset raises awareness
- ✓ Prepare by visualising outcome

