

UNIT Title: Moving Beyond the Annual Review:
Coaching for Continuous Growth

Designer: Paola Delarosa-Lloret

Purpose: Close skill gaps in coaching and knowledge gaps in
delivering timely, performance-driven feedback

Seat-time: 2 hours

Context: This unit was developed in response to the widespread ineffectiveness of traditional annual performance reviews. Organizations often rely on outdated systems that provide infrequent and vague feedback, and many managers lack the coaching skills necessary to support real-time employee development. The instructional goal of this unit is to equip managers with a straightforward, structured approach to delivering timely and constructive feedback through coaching-based conversations. The unit will introduce the CLEAR (Contract, Listen, Explore, Action, Review) model and provide practice opportunities using simulated AI-driven interactions with mentees.

Target Audience: Civilian mid-level managers and team leads who are responsible for supervising and supporting employee development. Learners should have basic supervisory experience, including involvement in performance review or annual reviews, and be familiar with standard workplace communication tools. Pre-requisite knowledge and skills:

- Basic understanding of the employee evaluation process
- General interpersonal communication skills
- Comfortable engaging in professional dialogue and giving formal feedback
- No prior training in coaching models or formal mentoring practices required

Expected UNIT outcomes:

- Analyze the components of the CLEAR model to determine how it supports effective coaching-based feedback
- Demonstrate a structured coaching conversation that applies the CLEAR model to a realistic workplace scenario
- Evaluate their coaching performance using a reflection tool and revise their approach for future application

Overview: This storyboard presents the flow of activities for a 2-hour training session on delivering coaching-based feedback using the CLEAR model. The session includes a short presentation, hands-on practice using AI simulation, and a debrief with guided reflection. The presentation will introduce the limitations of traditional feedback practices and outlines the CLEAR model for structuring developmental conversations. This is followed by a simulated coaching activity where learner engage in a practice conversation using ChatGPT as an AI-generated mentee. The session concludes with a debrief and reflection activity where learner assess their own coaching performance and identify strategies for real-world application.

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Key UNIT content:

Learners will be introduced to the CLEAR coaching model, a structured approach for delivering timely and developmental feedback in the workplace. Content will emphasize the shift from traditional, infrequent performance reviews to regular, growth-focused coaching conversations. Key skills covered include structuring feedback, active listening, and asking reflective, open-ended questions. The unit will include:

- Introduction to coaching vs traditional feedback
- Overview of the CLEAR model (Contract, Listen, Explore, Action, Review)
- Example prompts for feedback conversations
- Use of AI (ChatGPT) to simulate mentee interactions
- Reflection tools for evaluating coaching performance

Learners will practice applying the model through real-world workplace scenarios and engage in structured self-assessment to prepare for immediate application in their roles.

Content learning assessments:

There are no formal tests or quizzes in this unit. Learning will be assessed through self-evaluation and reflection activities.

Resources required for UNIT:

- **Digital Instructional Materials:** pre-recorded presentations, CLEAR model-embedded visuals, and scenario prompts for simulated coaching conversations.
- **Learner Tools:** access to ChatGPT for simulated practice, a reflection worksheet for evaluating coaching performance, and an action planning template for workplace application.
- **Technology Requirements:** reliable internet connection, device (laptop, tablet or desktop) with access capability to ChatGPT, and a PDF reader to complete digital worksheets

Facilities required for UNIT:

This unit is designed for self-paced, remote completion and does not require a physical classroom or instructor lead setting. Minimum requirements include:

- Quiet, distraction free environment for focused study and practice
- Internet-connected device
- Access to web-based tools including ChatGPT