

PREVIEW EDITION · THE OPERATING LIBRARY

Manager Coaching Scripts

Twenty five workplace conversations written out word for word, including the opening sentences most managers get wrong, so your management layer stops improvising the sentence that matters most.

62 PAGES

25 CONVERSATIONS

123 SCRIPTED

One complete framework, shown in full. The operating system that surrounds it lives inside the volume.

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WORLD-CLASS OPERATING KNOWLEDGE

01

THE PROBLEM THIS REMOVES

02ONE COMPLETE FRAMEWORK,
IN FULL**03**WHAT THE FULL VOLUME
HOLDS**04**

HOW TO OWN IT

THE FRAMEWORK · SHOWN IN FULL

SBI Into GROW: The Combined Architecture

Most coaching frameworks fail in practice because they stop at the observation. The manager describes the problem, the employee nods, and both leave believing something was resolved. Nothing was. A conversation that ends without a commitment is not accountability. It is a status update. This architecture joins the two halves that have to travel together.

- 1 SITUATION**
Name where and when it happened. Specific, dated, and verifiable. Not 'lately' or 'a few times.' The Thursday deliverable, the Tuesday client call, the sprint that closed on the fourteenth. Vagueness is what lets a conversation become an argument about whether the thing even happened.
- 2 BEHAVIOR**
Describe what was observably done. No adjectives about the person. You never say he is careless or she is disengaged. You say the specification was due Thursday and arrived the following Tuesday. One of those sentences starts an argument. The other one starts a fix.
- 3 IMPACT**
State the consequence in operational terms. The build slipped a week. Two engineers absorbed the overflow. The client rescheduled. Impact is what converts a preference into a business fact, and it is the part managers skip most often because it feels like piling on.
- 4 GOAL**
Now the conversation turns. What does correct look like, stated concretely enough that both people would recognize it independently. This is where you stop describing the past and start defining the target.
- 5 REALITY AND OPTIONS**
What is actually in the way, and what are the available paths. This is the only section where the employee should be talking more than the manager. If you skip it, you get compliance instead of ownership, and compliance reverts the moment you look away.
- 6 WAY FORWARD**
The conversation ends with a specific commitment, a named date, and a written record. That record is what makes month eleven survivable, whichever way month eleven goes. A commitment with no date is a preference. A commitment with no record never happened.

HOW TO USE IT

Run the first three moves to establish the facts without triggering defensiveness, then hand the second three to the employee so the plan is theirs. Document the way forward within twenty four hours, while the language is still exact.

INSIDE THE VOLUME

You just used one. The system has more.

62

PAGES

25

CONVERSATIONS

123

SCRIPTED

FRAMEWORKS, TOOLS & TEMPLATES INSIDE

- + The 24-Hour Rule
- + The Underperformance Conversation
- + The Attitude and Tone Conversation
- + The Peer Conflict Mediation Script
- + The Documentation Standard After Every Conversation
- + The Opening Sentence Library (what to say in the first ten seconds)
- + The Repeated Behavior Conversation
- + The Missed Deadline Conversation
- + The Recognition Conversation Most Managers Skip

AFTER THIS VOLUME YOU CAN

- Open a performance conversation without triggering the defensiveness that ends it
- Describe a behavior in language that holds up in a personnel file six months later
- Convert an observation into a dated commitment with a named owner
- Recognize when a coaching conversation has become a documentation event
- Give every manager in the organization the same language, so outcomes stop depending on who the employee reports to

Silence trains the team too. What managers tolerate, teams learn is the actual standard. The conversation you are postponing is getting harder every day you wait. It does not get easier with more time. It gets harder with more evidence of the problem you did not address.

START HERE

Manager Coaching Scripts

THEN READ

Pairs with Vol. 07 (The Manager Accountability System) and Vol. 12 (The Performance Operating System)

OWN THE SYSTEM

The Complete Library

OWN THE VOLUME

Manager Coaching Scripts

Founders, HR teams of one, operations leaders, and fractional executives who need their management layer to handle hard conversations consistently instead of avoiding them until the situation is unrecoverable.

- ☐ 62 pages
- ☐ 25 conversations scripted word for word
- ☐ 123 scripted lines with delivery cues
- ☐ The SBI into GROW combined architecture
- ☐ Documentation standards and the 24-Hour Rule

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After the 14-day charter window: \$59. Pairs with Vol. 07 (The Manager Accountability System) and Vol. 12 (The Performance Operating System)

MORE THAN ONE FRAMEWORK

The framework you just used is one piece. The volume is the whole operating system.

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