



# The Filipino Offshore Leadership System





MANAGER'S TOOLKIT | MODULE 02

# The Employee Relationship Cycle

Coaching, Feedback, and Performance Enablement

How to build strong relationships, develop talent, and sustain high performance across the full employee journey.





## What's In This Module

This module guides managers through building and sustaining strong employee relationships at every stage of the lifecycle. Coaching, feedback, and performance enablement are built in throughout. When you do this consistently, you build trust, keep people engaged, and develop a team that delivers.

Section	What It Covers
<b>The Employee Relationship Lifecycle</b>	The full journey from onboarding to exit, with manager actions, tools, and cultural notes for each stage.
<b>Coaching Philosophy</b>	The principles behind effective coaching for Filipino teams.
<b>Coaching Conversations Framework</b>	A step-by-step structure for every coaching conversation.
<b>The GROW Coaching Model</b>	How to use Goal, Reality, Options, and Way Forward in practice.
<b>Feedback Best Practices</b>	What to do, what to watch out for, and sample language.
<b>Performance Enablement</b>	How to set conditions for high performance throughout the lifecycle.
<b>Manager Tips for Filipino Teams</b>	Practical reminders for culturally informed leadership.
<b>Coaching Session Tracker</b>	A documentation tool for tracking coaching conversations over time.



FOUNDATION



# The Employee Relationship Lifecycle

The employee lifecycle describes the stages of an employee's journey, from onboarding to exit. At each stage, managers have a clear role: **build strong relationships, develop talent, and sustain high performance.**

This module focuses on the relationship and coaching layer that sits across all lifecycle stages. The tools here do not replace the stage-specific modules. They run alongside them.



*The employee lifecycle is not just a process. It is a relationship that managers actively shape at every stage.*

Stage	Objective	What You Do	Tools	Cultural Notes
Onboarding	Build clarity, confidence, and cultural alignment from Day 1	Set expectations, clarify role, introduce workflows, meet the team and stakeholders, 30-60-90 day success roadmap, integrate Filipino principles	Onboarding Checklist, Role Guide, Culture Guide	Establish shared understanding of team norms, relationships, and shared responsibilities
Goal Setting	Align individual goals with company and client objectives	Align individual and team goals to business impact, set skill development goals, define clear success metrics	SMART+Impact Template, Goal-Setting Script	Include behavioral and cultural expectations; link goals to team harmony and collaboration



Stage	Objective	What You Do	Tools	Cultural Notes
<b>Coaching and Check-ins</b>	Drive continuous improvement and prevent performance drift	Continuous feedback, workload monitoring, performance support, early escalation guidance, real-time feedback, capacity and well-being check	GROW Coaching Template	Career conversations quarterly; monitor quiet dedication to prevent burnout; celebrate small wins
<b>Quarterly Review</b>	Evaluate progress and recalibrate	Track progress, course-correct, flag risks, KPI and SLA review, strengths and growth areas, client feedback, engagement discussion, adjust goals	Quarterly Review Form, Discussion Guide	Highlight skill development, career aspirations, and cultural contributions
<b>Annual Review</b>	Holistic performance evaluation	Consolidate quarterly performance, full-year summary, behavioral and core value assessment, impact on team and clients, discuss IDP, salary, benefits, and career progression	Annual Review Template, IDP, Pay-for-Performance Guide, Total Rewards Summary	Formalize career conversations; reinforce team alignment and shared success
<b>Development and Career</b>	Support retention through growth	Plan career progression, align roles to skills and aspirations, leadership readiness discussions, skill expansion, cross-functional exposure, mentorship, update IDPs	IDP Template, Career Development Guide	Tie growth plans to team and business outcomes; celebrate achievements
<b>Offboarding and Exit</b>	Preserve culture and learn from transitions	Knowledge transfer, exit interview, retain institutional knowledge	Exit Checklist, Knowledge Capture Form	Maintain continuity, learnings, and respect for contributions



## Lifecycle Flow



IDPs are initiated during the annual review and updated continuously in coaching sessions. Career conversations happen quarterly during coaching and check-ins, and formally during the annual review.





COACHING FOUNDATION

 **Coaching Philosophy**

Good coaching builds capability, supports growth, and strengthens relationships. For Filipino teams, it should be rooted in shared responsibility, respect, and harmony.

Coaching is not a once-a-quarter event. It's the ongoing conversation that keeps performance on track and keeps people engaged.

The managers who do this well do not wait for problems. They coach before problems appear.



*The best coaching conversations are the ones employees don't realize are coaching. They just feel like someone is genuinely invested in their success.*

**Key Coaching Principles**

Principle	What It Means	Why It Matters for Filipino Teams
<b>Proactive and Continuous</b>	Regular check-ins prevent escalation. Do not wait for quarterly reviews.	Filipino employees may not raise concerns voluntarily. Regular touchpoints create the opening.
<b>Filipino-Aligned</b>	Use supportive, respectful language. Encourage dialogue without confrontation.	Directness without warmth can feel harsh. Relationship-first communication gets better results.



Principle	What It Means	Why It Matters for Filipino Teams
Goal-Oriented	Link every coaching conversation to individual, team, and business objectives.	Employees stay more engaged when they see how their development connects to something meaningful.
Development-Focused	Identify skill gaps and growth opportunities in every conversation.	Filipino employees respond well to growth conversations. Promotions and development are deeply valued.
Workload and Wellbeing Aware	Recognize quiet dedication and prevent burnout.	Employees may silently overcommit out of respect. Checking capacity is a coaching responsibility.





## What Coaching Is and What It Is Not

Coaching Is 	Coaching Is Not 
<b>An ongoing conversation woven into check-ins</b>	<b>A formal session held only when something goes wrong</b>
<b>Two-way: the manager asks, listens, and responds</b>	<b>One-way: the manager tells the employee what to do</b>
<b>Forward-looking: focused on growth and next steps</b>	<b>Backward-looking: focused only on past mistakes</b>
<b>Relationship-based: built on trust and safety</b>	<b>Transactional: focused only on output and results</b>
<b>Proactive: addresses issues before they escalate</b>	<b>Reactive: only activated when performance drops</b>





TOOL 01

# Coaching Conversations Framework

Use this framework for every coaching conversation, whether it is a quick check-in or a structured session. The steps are the same. What changes is the depth of each one.



Step	What You Do	Filipino Cultural Note
<b>Set the Tone</b>	Begin with rapport or recognition of recent contributions. Spend a few minutes on the person before the topic.	Builds psychological safety and trust. Employees perform better in conversations that feel relational, not transactional.
<b>Review Goals and Progress</b>	Discuss achievements, challenges, and KPIs. Be specific. Reference actual examples, not general impressions.	Ask clarifying questions. Avoid blame. Filipino employees may interpret critical framing as personal.
<b>Identify Development Needs</b>	Explore skill gaps, career aspirations, and learning opportunities. Frame it as a partnership.	Encourage self-reflection. Employees who are invited to assess themselves are more honest and more committed to change.



Step	What You Do	Filipino Cultural Note
<b>Problem-Solve Together</b>	Co-create solutions for blockers or workload issues. Do not just hand them the answer.	Collaborative approach. Validate the employee's perspective before offering solutions. This preserves dignity and builds ownership.
<b>Agree on an Action Plan</b>	Define next steps, priorities, and measurable outcomes. Be specific about who does what by when.	Confirm understanding. Document accountability. Follow up in writing after the conversation.
<b>Close on a Positive Note</b>	Recognize effort and contributions. End the conversation on momentum, not uncertainty.	Reinforce motivation and shared responsibility. Employees should leave feeling supported, not evaluated.

### Manager Tip

Use the GROW Coaching Template (Goal, Reality, Options, Way Forward) for all structured coaching sessions. It is available as a standalone tool in this toolkit.

## Sample Coaching Conversation: Full Flow

Here is what a full coaching conversation looks like in practice. Adapt the language to your context and relationship.

### Step 1: Set the Tone

**Manager:** *Hey, how are you doing? How was your week outside of work? (Listen. Share something yourself. This is not small talk. It is the foundation of trust.)*

### Step 2: Review Goals and Progress

**Manager:** *Let's talk about where things stand on your goals this month. Walk me through how you are tracking on [specific goal].*

**Manager:** *What has been going well? What has been harder than expected?*

### Step 3: Identify Development Needs

**Manager:** *Looking at what you just shared, where do you feel you want to grow? What skills would make this easier for you?*

**Manager:** *Is there anything you have been wanting to learn or try that we have not made space for yet?*

**Step 4: Problem-Solve Together**

**Manager:** *Based on what we discussed, what do you think the best next step is? I have some thoughts too, but I want to hear yours first.*

**Step 5: Agree on an Action Plan**

**Manager:** *Let's lock in the actions from today. You will handle [specific task] by [date]. I will support by [specific action]. I will send a summary of this after our call.*

**Step 6: Close on a Positive Note**

**Manager:** *I want to recognize the work you put into [specific contribution] this month. It made a real difference. I am looking forward to seeing where you take things next.*





TOOL 02

# The GROW Coaching Model

GROW is the coaching framework used throughout this toolkit. It stands for Goal, Reality, Options, and Way Forward. It works for any coaching conversation, from a quick check-in to a structured development session.



Stage	The Question It Answers	Sample Questions to Ask
<b>Goal</b>	What does the employee want to achieve?	What are you trying to accomplish? What would a great outcome look like? How will you know when you have achieved it?
<b>Reality</b>	What is the current situation?	Where are things right now? What has already been tried? What is working and what is not? What obstacles are getting in the way?
<b>Options</b>	What could the employee do?	What options do you have? What else could you try? What would you do if you knew you could not fail? What have others done in this situation?
<b>Way Forward</b>	What will the employee actually do?	What is your next step? When will you do it? What support do you need? How confident are you on a scale of 1 to 5?



## GROW in Practice: A Short Example

### Goal

**Manager:** *What are you trying to work on this quarter?*

**Employee:** *I want to get better at managing client expectations during projects.*

### Reality

**Manager:** *Where are things right now? What does that challenge look like in practice?*

**Employee:** *Sometimes I agree to timelines that are too tight, and then I have to go back and reset expectations. It feels uncomfortable.*

### Options

**Manager:** *What are your options for handling that moment when the timeline feels tight?*

**Employee:** *I could ask for more time before committing. I could flag it immediately instead of hoping I can make it work.*

### Way Forward

**Manager:** *What is your first step?*

**Employee:** *Before I commit to any timeline, I will check in with the team first.*

**Manager:** *Great. Let's check in on this in our next 1:1. I will also share some language you can use when resetting expectations with a client.*





## GROW Coaching Session Template

Use this template to document your GROW coaching sessions. Keep it brief. The goal is to have a record, not to write an essay.

### Employee Name and Date:

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### Goal: What does the employee want to achieve?

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### Reality: What is the current situation? What obstacles exist?

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### Options: What options did the employee identify?

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### Way Forward: What specific actions were agreed? By when?

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**Manager Follow-Up: What will you do to support the employee?**

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**Next Check-In Date:**

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TOOL 03

# Feedback Best Practices

Feedback is one of the most powerful tools a manager has. For Filipino teams, how you deliver feedback matters as much as what you say. Tone, timing, and context all shape whether feedback lands as support or as criticism.



## Do's

Practice	Why It Matters	Example
<b>Give feedback privately</b>	Public correction damages dignity and trust in Filipino culture. Even gentle correction can feel humiliating if others are watching.	Schedule a quick call or message rather than raising concerns in a group chat or team meeting.
<b>Use positive reinforcement</b>	Starting with what is working makes employees more receptive to what needs to improve.	"I appreciate the effort you put into this. There are a couple of things I want to refine with you."
<b>Be specific and behavior-focused</b>	Vague feedback is not actionable. Personality-based feedback feels like a personal attack.	Instead of "You need to communicate better," say "In our last three client calls, the updates were sent after the deadline. Let's work on that."
<b>Encourage dialogue</b>	Feedback should be a conversation, not a verdict. Check for understanding and invite the employee's perspective.	"How does that land for you? What are your thoughts?"
<b>Monitor workload</b>	Overloaded employees cannot act on feedback. If capacity is the issue, address that first.	"Before we dig into this, how is your workload feeling right now?"



## Watch Out For

Watch Out For	What It Looks Like	What to Do Instead
<b>Blunt criticism</b>	Delivering feedback without warmth or context. "This was wrong. Fix it."	Frame feedback with acknowledgment first. "I can see you worked hard on this. Let me share what I think we can strengthen."
<b>Assuming silence is fine</b>	Taking a quiet response or a quick yes as agreement or understanding.	Probe gently. "It seems like you might have some thoughts on this. I want to hear them."
<b>Overloading employees</b>	Giving too much feedback at once, or assigning new goals without checking existing capacity.	Prioritize. Pick the one or two things that will make the biggest difference and focus there.
<b>Public correction</b>	Raising performance concerns in front of peers or in group settings.	Always correct privately. Recognize publicly.
<b>Feedback only when wrong</b>	Only giving feedback when something goes badly, so feedback becomes associated with problems.	Give regular positive feedback. Make recognition a routine, not an exception.

## Sample Manager Language

### Opening with appreciation before raising a concern:

**Manager:** *I appreciate your effort on this. I noticed some areas we can improve together. Let's work on solutions.*

### Checking workload before giving feedback:

**Manager:** *How are you managing your workload right now? I want to make sure any feedback I give is actually actionable for you.*

### Opening dialogue after sharing feedback:

**Manager:** *Thank you for taking this on. What challenges are you facing? I want to understand your perspective before we agree on next steps.*

### Probing gently when the employee goes quiet:

**Manager:** *I notice you went a bit quiet there. That usually means something is on your mind. What are you thinking?*

### Closing a feedback conversation:

**Manager:** *I want to check: how did this conversation feel for you? Is there anything you want to add or push back on?*



TOOL 04

# Performance Enablement

Performance enablement is about creating the conditions where people can do their best work. It goes beyond feedback and coaching. It is about making sure employees have the clarity, resources, recognition, and career support they need to perform consistently.



*Your job as a manager is not just to evaluate performance. It is to enable it.*

## The 5 Enablement Levers

Lever	What It Means	How to Apply It
Clear Expectations	Employees understand their objectives, deliverables, and quality standards.	Set SMART + Impact goals. Confirm understanding in writing. Revisit expectations every quarter.
Skill Development	Employees have access to training, coaching, and stretch opportunities.	Include development goals in every IDP. Connect stretch assignments to career aspirations, not just business need.



Lever	What It Means	How to Apply It
Regular Check-ins	Managers monitor progress and adjust guidance early, before issues grow.	Use the 1:1 cadence from Module 3. Do not skip check-ins during busy periods. That is when they matter most.
Recognition and Motivation	Personal and professional achievements are celebrated consistently.	Recognize in public. Correct in private. Do not wait for big milestones. Small wins matter in Filipino teams.
Career Support	IDP discussions and career aspirations are woven into coaching, not saved for the annual review.	Ask about career goals in quarterly check-ins. Update IDPs regularly. Show employees a path forward.

## Linking Enablement to the Coaching Cycle

Performance enablement works best when it is connected to a consistent coaching rhythm. Use this as your reference for when to activate each lever.

Coaching Moment	Enablement Focus
Monthly 1:1	Workload check, recognition, any blockers to clear.
Quarterly check-in	Goal progress, skill development update, career conversation.
Mid-year review	Performance against goals, IDP review, stretch opportunity discussion.
Annual review	Full-year performance, IDP planning, salary and career progression.
Anytime a concern surfaces	Address it immediately. Do not wait for the next scheduled check-in.

### Manager Tip

Link coaching to quarterly reviews, annual reviews, and development conversations to maintain a continuous improvement loop. Coaching that exists in isolation does not stick.



CULTURAL GUIDE

# Manager Tips for Filipino Teams

These are not rules. They are reminders. The most effective managers of Filipino offshore teams apply these consistently, not just when something goes wrong.



Tip	Why It Matters	What It Looks Like in Practice
<b>Balance empathy with accountability</b>	Filipino employees respond to managers who care. But care without accountability does not drive performance.	Acknowledge the effort. Then be clear about the expectation. Both things can be true at once.
<b>Celebrate wins frequently, personal and professional</b>	Recognition is a primary engagement driver in Filipino culture. Employees remember being seen.	Shout out a birthday in the team call. Acknowledge a work anniversary in writing. Celebrate a project close-out, even a small one.
<b>Encourage transparency in workloads and questions</b>	Silent overcommitment is one of the most common issues in Filipino offshore teams. Employees say yes, then struggle alone.	Ask about workload directly and regularly. Make it safe to say no or to ask for help.



Tip	Why It Matters	What It Looks Like in Practice
<b>Apply Filipino principles in every interaction</b>	Kapwa, malasakit, and pakikisama are not background culture. They are active leadership tools.	Connection before task. Relationship before feedback. Shared identity before individual accountability.
<b>Monitor workload and prevent silent burnout</b>	Burnout in Filipino employees often goes unannounced. By the time it shows up, the employee is already disengaged or planning to leave.	Watch for quieter participation, longer hours, and shorter responses. Ask before it becomes a problem.
<b>Integrate career conversations into coaching</b>	Filipino employees value career progression deeply. Saving this only for the annual review signals that you are not invested in their future.	Ask about career goals in monthly 1:1s. Reference the IDP in quarterly check-ins. Mention it before it becomes urgent.





TOOL 05

# Coaching Session Tracker

Use this tracker to maintain a running record of coaching conversations for each employee. Consistent documentation supports performance reviews, IDP updates, and Confirmation of Permanent Employment decisions.

## Why Document?

Undocumented coaching is difficult to reference during performance reviews and impossible to defend in formal processes. A brief record after each session is all you need.





## Individual Coaching Log

**Employee Name:**

**Role:**

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Date	Session Type	Key Topics Discussed	Actions Agreed	Follow-Up Completed
	1:1 Check-in			
	Goal Review			
	GROW Session			
	Feedback			
	Development			
	1:1 Check-in			
	Quarterly Review			
	1:1 Check-in			
	Goal Review			
	GROW Session			
	Annual Review			
	Development			

## Coaching Quality Self-Check

Run through this after every coaching conversation. It takes less than two minutes and keeps your coaching sharp over time.

- Did I start with rapport before moving to the topic?
- Did I ask more than I told?
- Did I check workload and capacity?
- Did I invite the employee to identify their own solutions?
- Did I close with specific, agreed actions?
- Did I send a written follow-up after the conversation?
- Did I recognize effort or contribution at some point?
- Did I document the session?



QUICK REFERENCE

 **Module 02 at a Glance**

Use this as a quick reference for the tools and frameworks in this module.

Tool	When to Use
Lifecycle Overview Table	Any time you need to orient yourself to what stage an employee is at and what your priorities should be.
Coaching Conversations Framework	Every coaching conversation. Use the six-step flow as your default structure.
GROW Coaching Model	Structured coaching sessions focused on a specific development goal or challenge.
GROW Session Template	After every GROW session. Document goals, reality, options, and way forward.
Feedback Best Practices	Before giving feedback. Use as a prep checklist.
Sample Manager Language	When you need the right words. Adapt to your relationship and context.
Performance Enablement Levers	When planning how to support an employee's performance over the coming quarter.
Coaching Session Tracker	After every coaching conversation. Keep a running log for each employee.
Coaching Quality Self-Check	After every coaching conversation. Quick self-assessment to stay sharp.

Principle	The One-Line Reminder
Kapwa	We are in this together. Connection before task.
Malasakit	Genuine care builds the trust that makes everything else work.
Pakikisama	Team harmony matters. Build relationships, not just accountability.
Hiya	Employees avoid embarrassment. Correct privately. Always.

# The Filipino Offshore Leadership System

**Module 01 | The Filipino Offshore Leadership System**

**Module 03 | Onboarding and the First 6 Months**

**Module 04 | Performance Management**

**Module 05 | Employee Engagement**

**Module 06 | Career Management**

**Module 07 | Total Rewards and Compensation**

**Module 08 | Employee Relations & Labor Management**

**Module 09 | Offboarding in the Philippines**





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