The HR as Coach Toolkit

Three AI prompts for people work, and one conversation guide. Each takes minutes to use, and each makes the next conversation you have a better one.

INSIDE

- The GROW Coaching Prep Prompt
- Argue With My Agenda
- Your Context File
- After the Profile: a 20-minute conversation guide



David O'Grady, Chartered MCIPD, ICF ACC
20+ years across HR, talent and leadership development, including 3M and HubSpot.
Ireland's only dual Everything DiSC® and Insights Discovery® Authorised Partner.

Everything DiSC® is a registered trademark of John Wiley & Sons, Inc., or its affiliated companies. Insights, Insights Discovery and the Insights Wheel are registered trademarks of The Insights Group Ltd. © The Insights Group Ltd, 2026. All rights reserved.

Before you start

These are the prompts I write up for the HR as Coach newsletter. They work in Claude, ChatGPT, Gemini or Microsoft Copilot. None of them writes the conversation for you. They help you walk in better prepared.

What is inside

TOOL	USE IT WHEN	TIME
GROW Coaching Prep	You have a development conversation coming up with a team member, a peer, a stakeholder or someone new.	About 10 minutes
Argue With My Agenda	You have drafted the agenda for an off-site or a team session and want it tested before the room does it for you.	About 5 minutes
Your Context File	You are tired of explaining yourself to your AI from the beginning in every new chat.	About 20 minutes, once
After the Profile	Someone on your team has received a behavioural profile and had their session. Now you want it to lead somewhere.	20 minutes

Three ground rules

1 **Use the AI tool your organisation has approved**

If there is one, use that one. In many organisations it is Microsoft Copilot. If you are unsure, check your AI and data policy before you paste anything.

2 **Keep other people's details out**

Describe the situation in general terms. Leave out names, and anything confidential, commercially sensitive or personal about someone else.

3 **Prepare with it, then put it away**

Answer its questions properly, because the output is only as good as the reality you give it. Then close the laptop. The listening, the silence and the trust are still yours.

A good first test

Pick one real conversation you have in the next two weeks and run the GROW prompt for it tonight. If the questions it gives you are better than the ones you would have asked, keep going.

The GROW Coaching Prep Prompt

Prepare any development conversation in ten minutes, with AI as your thinking partner. It works for a conversation with a team member, a peer, a stakeholder, or someone new to the team.

1 · PASTE

Copy the prompt below into the AI tool you use.

2 · ANSWER

It asks you five context questions first. Answer honestly.

3 · PREPARE, DON'T SCRIPT

Use the output as preparation. The conversation itself is still yours to have.

THE PROMPT: COPY EVERYTHING BELOW

I'm preparing for a development-focused coaching conversation with a team member, a peer, a stakeholder, or someone new to the team. Help me plan the conversation using the GROW model.

Before producing the plan, ask me these five questions together in one block, and wait for my answers:

1. What is my goal for this conversation?
2. What is the other person's background or context?
3. What behaviour, performance issue, or situation do I want to discuss?
4. How would I describe the relationship dynamic?
5. Are there any constraints, risks, or sensitivities?

Once I've answered, produce the following:

1. **Headline:** one sentence that captures the essence of the situation.
2. **Situation summary:** summarise objectively, separating facts, patterns, and assumptions.
3. **Success outcomes:** what a successful conversation looks like, for me and for the other person.
4. **GROW conversation plan:** three or four powerful, natural questions for each stage: Goal, Reality, Options, Will (the way forward). Keep the tone development-focused, supportive, and future-oriented.
5. **Blind spots, biases and triggers:** my likely blind spots and emotional triggers, with two or three grounding strategies if I feel reactive.
6. **Opening lines:** two or three short openers that are supportive and psychologically safe.
7. **Psychological safety strategies:** simple ways to keep the conversation safe and collaborative, including what to do if the other person becomes defensive or emotional.
8. **Closing script:** a short close that summarises agreements, clarifies next steps, and reinforces support.
9. **Avoid checklist:** six to eight common pitfalls that derail development conversations.
10. **Practice questions:** two powerful GROW questions I can try in my next one-to-one.

Finally, ask me two things: whether I'd like a ten-minute short version for quicker conversations, and whether I'd like a short role-play scenario to practise with.

A caveat, from the room: *AI doesn't know the person across the table. It sharpens your questions and shows you your blind spots. The listening, the silence, and the trust are still yours.*

Argue With My Agenda

It's very hard to argue with an agenda you wrote yourself. Before your next off-site or team session, give your draft to an AI tool and ask it to argue with you. It is uncomfortably good at spotting the pieces that look great on paper and die in the room.

1 · PASTE YOUR DRAFT
Timings included. Leave out names and anything confidential.

2 · ASK IT TO ARGUE
Use the prompt below, then the follow-up questions.

3 · CHANGE ONE THING
You do not have to accept every point. Change the one that stings most.

THE PROMPT: COPY EVERYTHING BELOW

Here is the agenda for a team off-site: [paste agenda]. For each item, tell me whether it creates conversation or just delivers content. Flag anything that could be pre-reading instead, and show me where the room actually gets to talk.

THEN ASK

- If I had to give 30 minutes back to open conversation, which item would you cut, and why?
- Which item is most likely to run over, and what would you drop to protect the conversation after it?
- Where does a quieter person get their first real chance to speak?
- What would the team say this agenda is missing?

What to look for in the answer

- Items where one person talks and everyone else listens
- Updates that could have been sent the week before
- A long first hour with no conversation in it
- No time set aside to agree what happens next

One leadership tip

Keep the behavioural piece of an off-site to half a day. People need to get into the conversations their work actually depends on, and energy is finite. A fresh lens on how people communicate, make decisions and interact, then straight into the real agenda.

A caveat, though: *AI doesn't know your team. It sharpens the questions. The answers still come from the room.*

Your Context File

You know the symptoms. The answer is technically fine and somehow no use to you. You correct it, it improves, and the next day you are back to explaining yourself from the beginning. The cause is simple: it doesn't know you. Build a one-page context file once, and let your AI read it every time.

1 · WRITE FIVE LINES

From your behavioural profile, in your own words: your style, your strengths, what drains you.

2 · LET IT INTERVIEW YOU

Paste the prompt with your five lines. Answer one question at a time.

3 · SAVE IT ONCE

Put the finished page where your AI picks it up automatically.

THE PROMPT: COPY EVERYTHING BELOW

I'm going to describe how I work, in my own words, based on my behavioural profile: [your five lines]. Read it, then tell me what you think my communication style, strengths and likely blind spots are.

After that, interview me one question at a time to check what you got wrong and fill the gaps: my role, who I work with, what good looks like for me, what drains me, and how I like to receive feedback.

When we're done, write it up as a one-page master context file I can save, so you read it at the start of every conversation.

Where to save it

ChatGPT, Claude, Gemini and Copilot all have a place for this, usually under custom instructions, personalisation or a project. From then on, it works in the background.

Why your own words

Your profile report is its publisher's copyright and holds personal data. Five lines you wrote yourself are yours to share, and writing them is useful in its own right. Check your organisation's AI and data policy first.

ONCE A MONTH, CHECK IN

Read my context file. Based on how I've been working with you lately, what no longer fits?

One leadership tip: when a new team forms, start with how each person works

The same approach works beyond one person. It can support a new leader you are coaching, someone being onboarded, or a cross-functional team that has just been put together. Everyone builds their own context file and shares what they are comfortable sharing. The team ends up with a working picture of how it operates best, where it is likely to clash, and who is strong at what.

After the Profile

A 20-minute conversation between a manager and a team member, in the fortnight after the team member has received a behavioural profile and had their session. It is where the profile either becomes part of how they work together or goes in a drawer.

Before you meet

Ask them to bring their profile with two things marked: one line that is most like them, and one they would argue with. Do the same with your own if you have one.

This is not a debrief

You are not explaining the report. Questions about what a page means go back to the certified or accredited practitioner who ran the session.

Five questions, in this order

3 min	**What landed as true?** Start with the line they marked. Let them read it out in their own voice.
3 min	**What would you argue with?** Take it seriously. The profile is a starting point, and they know themselves better than it does.
4 min	**When does this show up at its best in your work here?** Ask for one real example from the last month.
5 min	**What does it look like on a hard day, and what helps?** Listen more than you speak. This is the answer you will use most.
3 min	**What is one thing you would like me to know about working with you?** Then offer one of your own.
2 min	**Close.** Agree one small thing each of you will try in the next two weeks, and put a date in the diary to check how it went.

Four rules that keep it safe

- The profile belongs to the person. They choose what to share and what to keep.
- Describe behaviour, never a type. "You tend to" is fine. "You are a" is where it goes wrong.
- Development only. A profile has no place in a hiring decision or a performance rating.
- What is said in this conversation stays between the two of you unless they say otherwise.

Want your managers having this conversation?

That is the work I do with HR and L&D teams. A 25-minute scoping call is the place to start.

Book a scoping call

www.davidogradycoaching.com/meetings/do-grady/discovery-call · The HR as Coach newsletter: one letter a month, from inside the room.

Everything DiSC® is a registered trademark of John Wiley & Sons, Inc., or its affiliated companies. Insights, Insights Discovery and the Insights Wheel are registered trademarks of The Insights Group Ltd. © The Insights Group Ltd, 2026. All rights reserved. You are welcome to share this toolkit unaltered.