

Coaching Skills for Managers

Pre-course information and Class Workbook



This workbook is for your personal use. You will be able to complete some sections during the training to capture yours and others thoughts during discussion. You can refer to it after your training to consolidate your learning, add to or complete sections. There is a page at the front for you to record any key actions you want to implement after the training.

There are a couple of places for you to do some **pre-course thinking and reading. Please look at and complete those sections before the course and bring along on the day.**

Learning Outcomes

By the end of the session, you will have:

- Explored the key principles of coaching: what it is and isn't and when to use it.
- Considered the benefits of coaching and its application in the workplace.
- Defined skills, characteristics and behaviours required for coaching and assessed your own strengths and development areas.
- Explored and practiced using effective coaching questions.
- Explored and practiced using the GROW model for structuring coaching conversations.

Trainer: Cathy Shimmin, Senior Training Consultant & Performance Coach
Directory of Social Change

Timings: 10am to 4pm, morning and afternoon break and one hour lunch

Learning in a Virtual World

Preparing For Your Session

Although we won't be in a formal classroom, we will still be in a learning environment so to ensure that it is a productive learning environment for all, please note the following:

Using Zoom

- **A Zoom account will be required.** Please ensure you have signed up and have a Zoom account before the session date. It does not have to be a paid account, a free one is fine.
- It is expected that participants will use both video and audio functions during the training.
- We understand that Wi-Fi can be an issue, if you need to switch your video during the session to reserve band width, please let us know.
- Having everyone visually and audibly present means we increase the opportunity for sharing experiences, getting problem solving peer support, raising our own questions, making comments and sharing our concerns.
- In recognition of Zoom Fatigue Syndrome we will take breaks during the session and encourage you to leave the screen, get a drink, a breath of fresh air etc.
- Please feel free to have snacks and drinks to hand and ensure you are comfortable in the space in which you are working.

Your Workbook and Pre-course Exercises

- If provided, please have the workbook and any completed pre course work to hand.
- We understand that not everyone will be able to print out the workbook or other materials or have numerous devices open to access them. The aim for providing them before the session is to allow you crucial thinking time in advance of some of the conversations we will have – so really, just a read through and a few notes you can refer to will help you to contribute to and get the most from discussion. So please don't worry if are unable to print, you will still be able to participate fully.
- Questionnaires/self-assessment exercises however, should be completed in full where at all possible especially those that have scoring.
- Your trainer will establish some guidelines and protocols for the course on the day. Please do let us know if there is anything specific you need to ensure you are able to fully engage in the training.

Thank you and we look forward to seeing you online!

Pre course Thinking and Planning

1. What would you like to gain/learn from the training?

2. Please think of one or two scenarios that you have been in, or could potentially be in, where you would like to explore whether coaching is the right form/or an option of support to use. This will be explored in the training session.

3. During the training, you will have an opportunity to practice your coaching skills as well as be coached yourself. Please think of one or two areas that you think you will benefit from being coached on. It is important that these are real issues, challenges or situations, and it is important that you feel comfortable talking about the area during the training.

Notes

What is coaching?

Benefits of Coaching



Manager as Coach – what situations would be suitable for coaching?

Manager as Coach – what situations would not be suitable for coaching?

Skills, Behaviours, Attitudes and Beliefs needed to be an effective coach

Which 3 am I already good at?

Which 3 do I need to develop? How can I do this?

Challenges, Barriers, Expectations and Boundaries

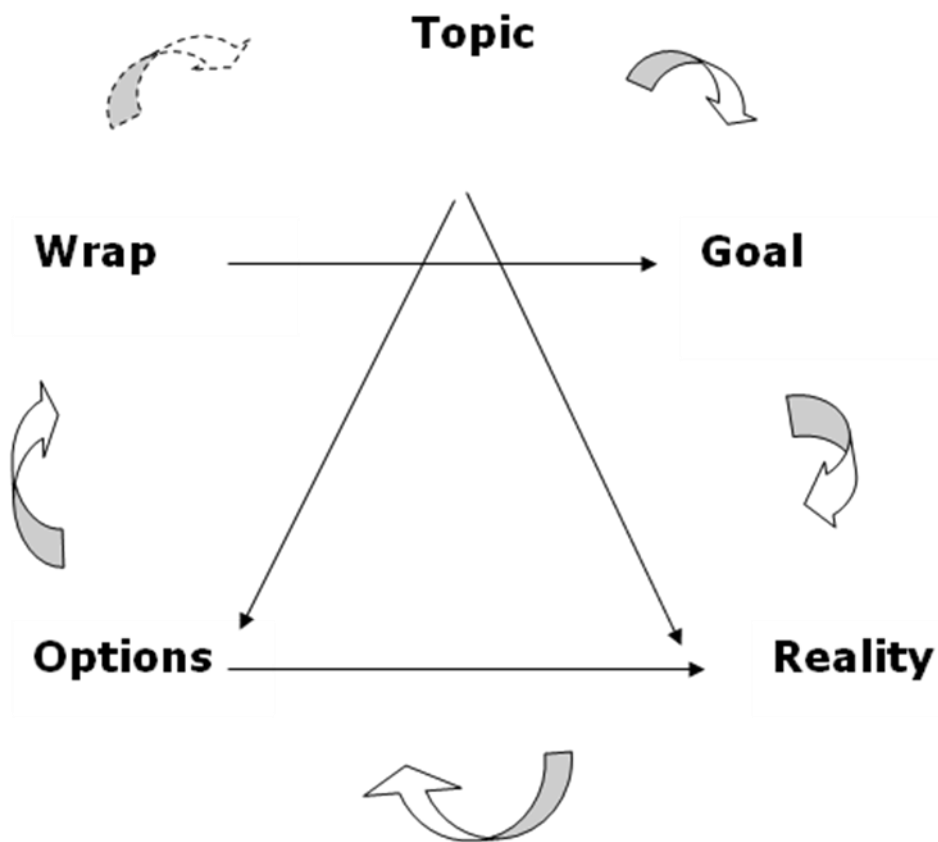
What challenges and/or barriers may arise when coaching as a manager? How can you manage these?



What expectations and boundaries may be important to consider when coaching as a manager?



Notes on (To)GROW Model and Coaching Demonstration



Pre-Course Reading

GROW Model

Please read this section before training, when we will explore it in more detail and you will have an opportunity to ask questions, as well as practice using it.

This is a simple and effective model used in coaching. It is often referred to also as the ToGROW model, with T referring to Topic.

Suitable topics for coaching are, for example

- key business objectives
- key personal objectives
- stalled or slow projects
- stress/time issues
- team or organisational development issues
- a significant issues/problems facing the coachee
- skills or capabilities the coachee would like to develop
- relationships the coachee would like to strengthen

GOAL: *what do you want to achieve?*

This is the first stage of the coaching conversation and should be used to clarify exactly what both coach and coachee wish to achieve with the time. It is important that the goal is shared. Sometimes it is possible to identify a clear 'smart' goal right at the start, sometimes this takes a little unravelling. The clearer the goal the more structured and purposeful the conversation. It is possible however, that as a coachee begins to explore the Reality of their issue a new or different goal emerges.

Reality: *what is happening now?*

This stage involves careful questioning and good feedback to gain a clear description of what is happening now and why. Sometimes it may be necessary to explore some of the reality before the goal is established. Once the goal and the reality is known, there is a clearer understanding of the gap that needs to be bridged.

Options: *what are the possibilities to bridge the gap and reach the goal?*

This is an exploratory stage where together with the coachee, you try and determine the strategies and action available to the coachee to reach their goal. It is important to let the coachee put forward and research their own options. To achieve this careful questioning, observation and feedback put the thinking, judgements and decisions in the control of the coachee. There maybe several stages that the coachee will need to take to reach their goal.

Will/Way forward: *what do you want to do and what support do you need?*

This is the final stage where there is a discussion about which option the coachee is actually willing to do. It is focused on taking action. You need to agree what will be done and when as well as what support the coachee will need to move forward. It is important to agree a time when progress can be reviewed.

Effective Coaching Questions

What makes an effective question?

Examples of coaching questions



Coaching Practice

Think about

- atmosphere created
- structure of conversation
- listening, questioning, summarising skills
- tone of voice
- body language
- type of questions used
- level of challenge
- progress made

What worked well?

What didn't work as well?

What would I do differently next time?

Time to Reflect ...

What I can

STOP

KEEP

START

doing as a result of this course



What I have learned from this course

What I can put in to practice

When I can put this in to practice and what support I might need

What follow on learning, development, reading or research can I do?

Action Planning



What?	By When?