

Coaching Skills for Managers



Cathy Shimmin, Senior Training Consultant and Performance Coach

helping you
to help others

Working Together



- Punctuality
- Privacy
- Probing
- Possibilities
- Purposeful
- Participation
- Practical Application
- Points for Action
- Points of View
- Party!

Getting to Know You . . .

- Name
- Role

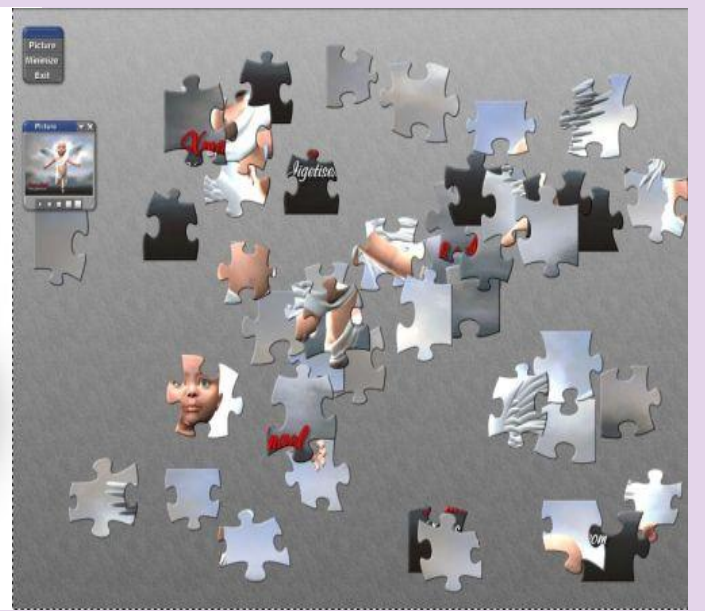
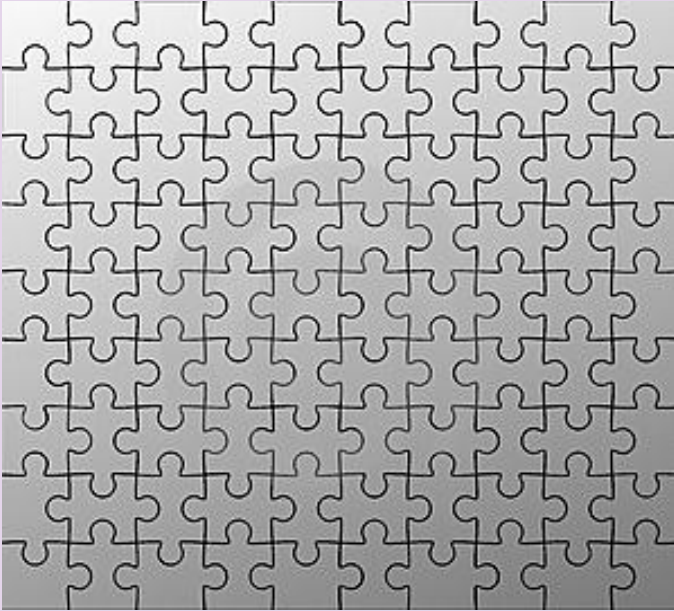


- Something you already know about coaching
- Something you want to get from today

Your Situations. . .

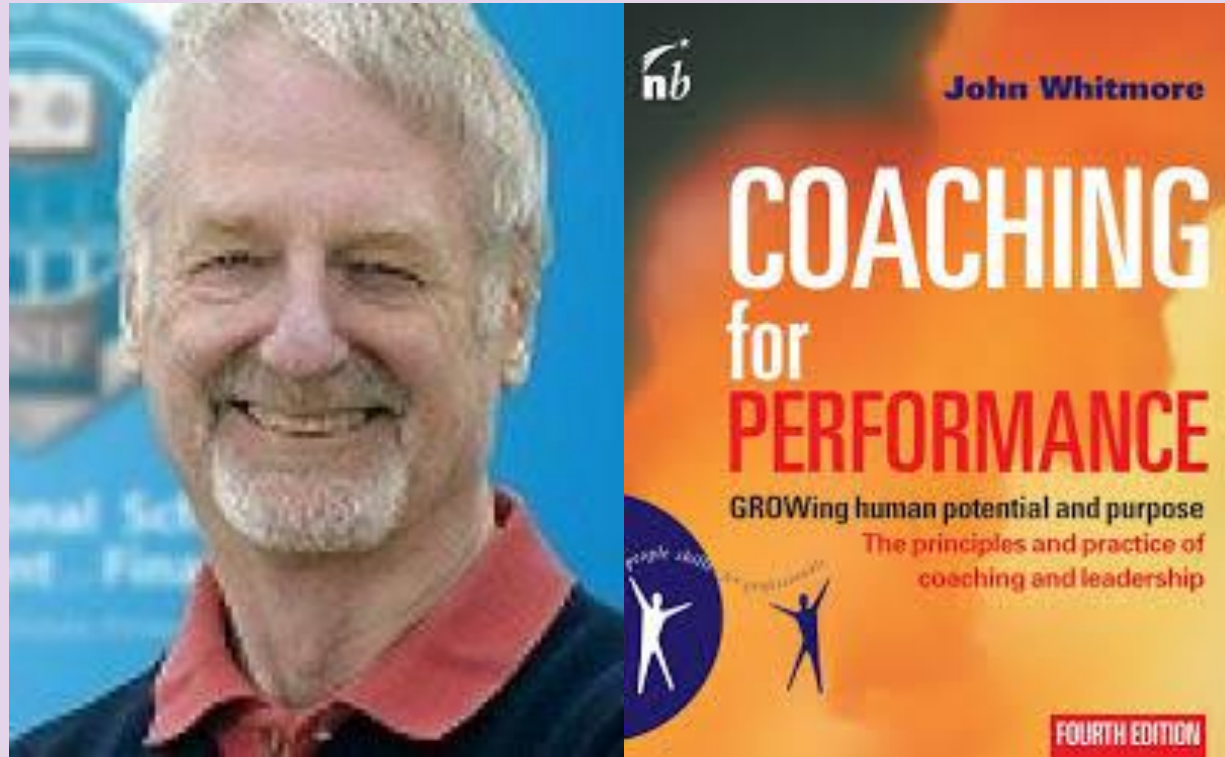
- What situations are you dealing with where you think coaching might be a useful approach?
- What situations are you dealing with where you think coaching support would be helpful to you?

What is Coaching?



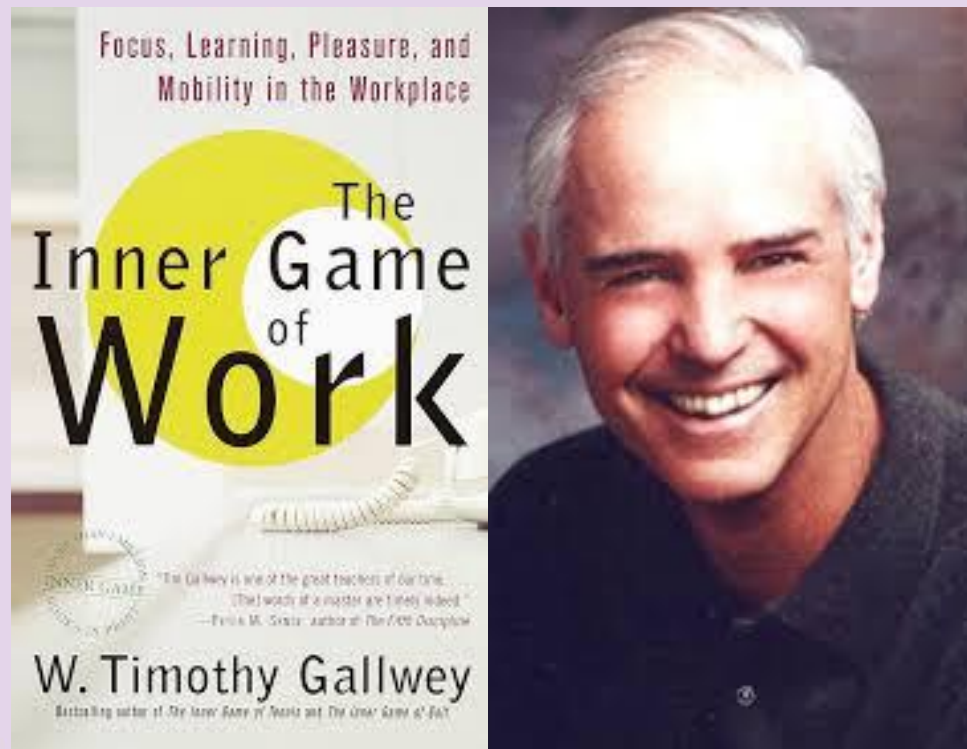
**“Coaching is not merely a technique to be wheeled out
and rigidly applied in certain circumstances.
It is a way of managing, a way of treating people,
a way of thinking, a way of being”**

John Whitmore, Coaching for Performance



**“Coaching is unlocking a person’s potential to maximize their own performance.
It is helping them to learn rather than teaching them.**

Tim Gallwey, *The Inner Game of Work/Tennis*



Counselling	Mentoring	Training	Coaching
Focus on past to present	Focus on present and future	Focus on present and future	Focus on past, present and future

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Focus on old problems	Joint effort to solve a problem	Works at a problem outside in	Works a problem from inside, out
Provides answer	Shares own sources of knowledge and experience	Shares own and others knowledge and experience	Space to find own answers



Benefits of coaching to you, the person being coached and the organisation



When could you use coaching?

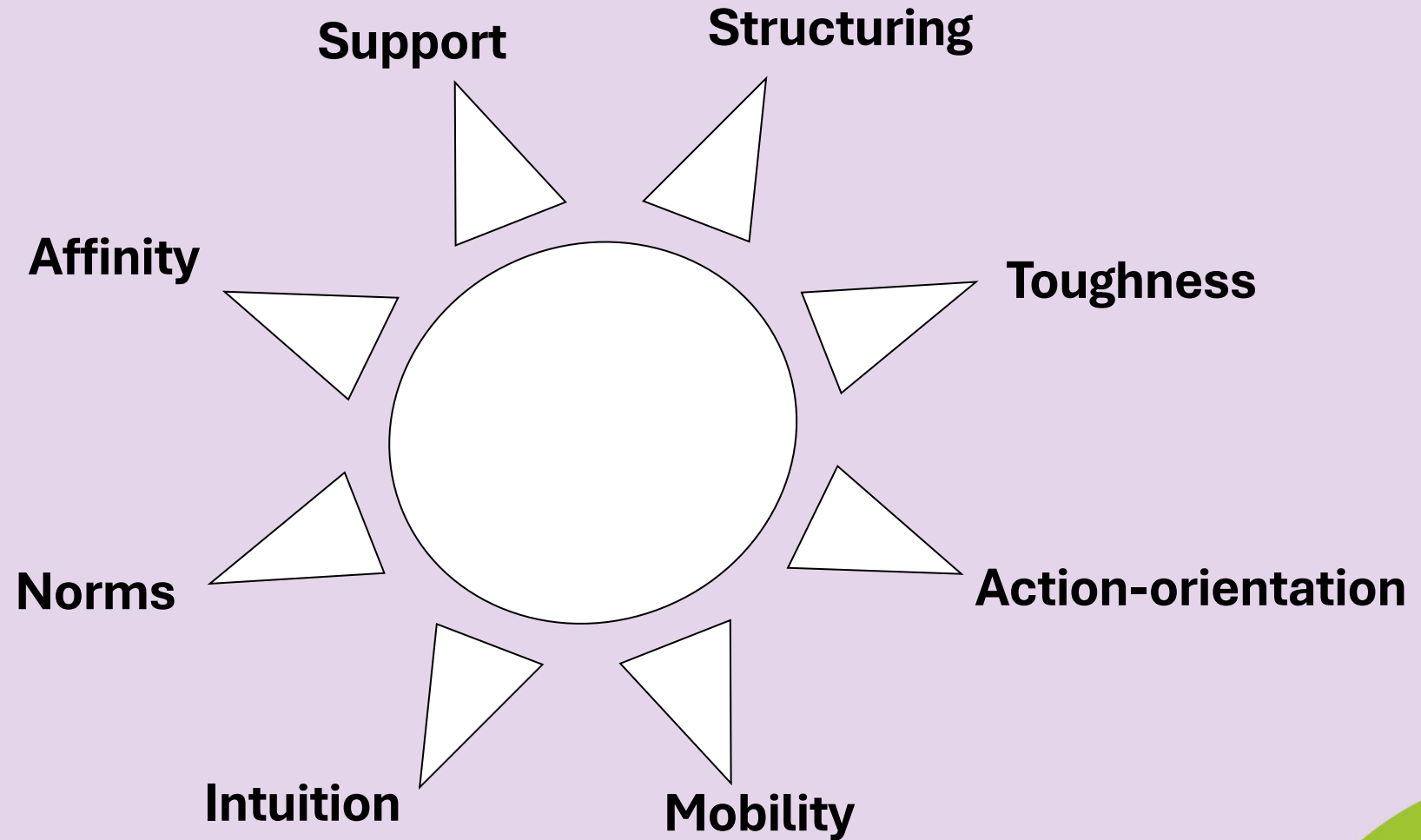


When should you not use coaching?

What skills,
behaviours,
attitudes and beliefs
do you expect to
see in an effective
coach?



Sheridan Maguire's Coaching STAMINAS



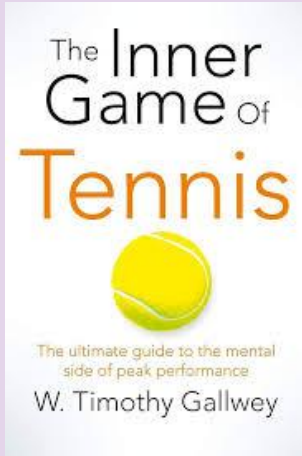
Four Main Coaching Styles

**OFFENSIVE
ORIENTED COACH**
Toughness and Action-orientation

**EMPIRICAL
ORIENTED COACH**
Norms and Structure

**RELATIONAL
ORIENTED COACH**
Affinity and Support

**CREATIVE
ORIENTED COACH**
Intuition and Mobility

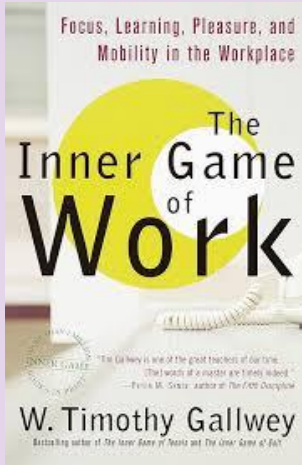


The Case for Coaching Paraphrasing Tim

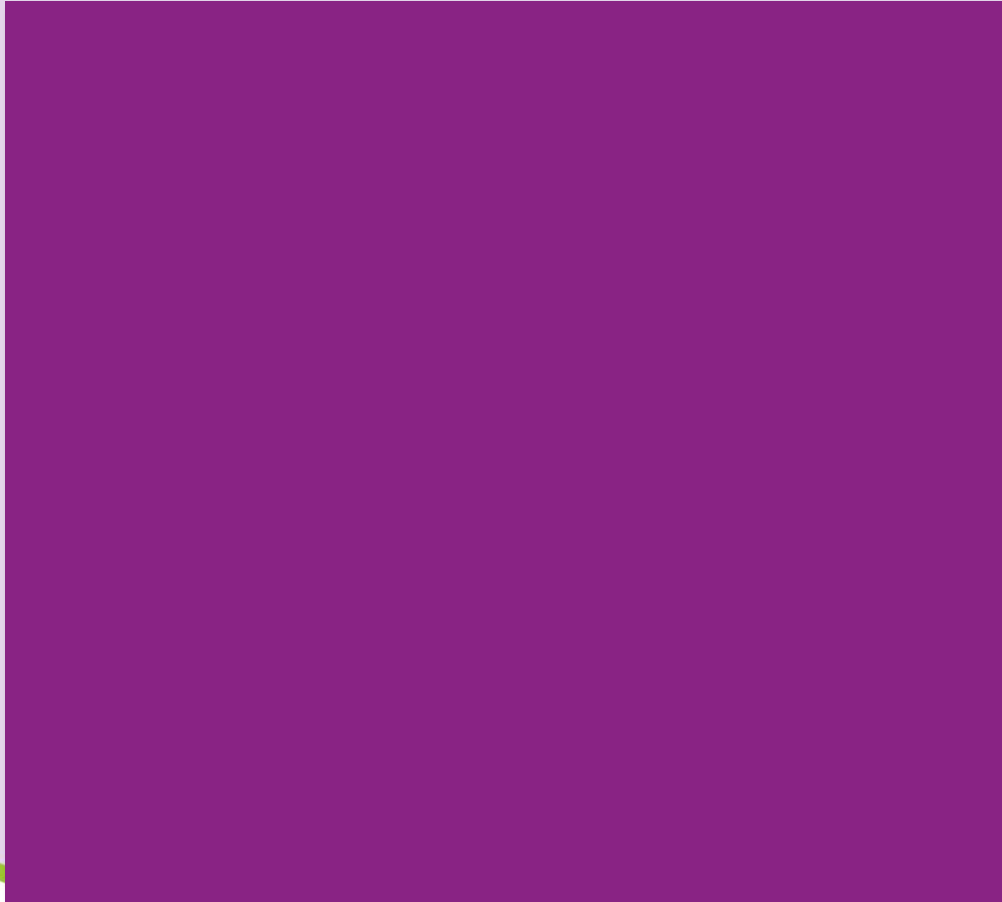
Good performance is potential without interference.

You can't influence someone without asking them a question.

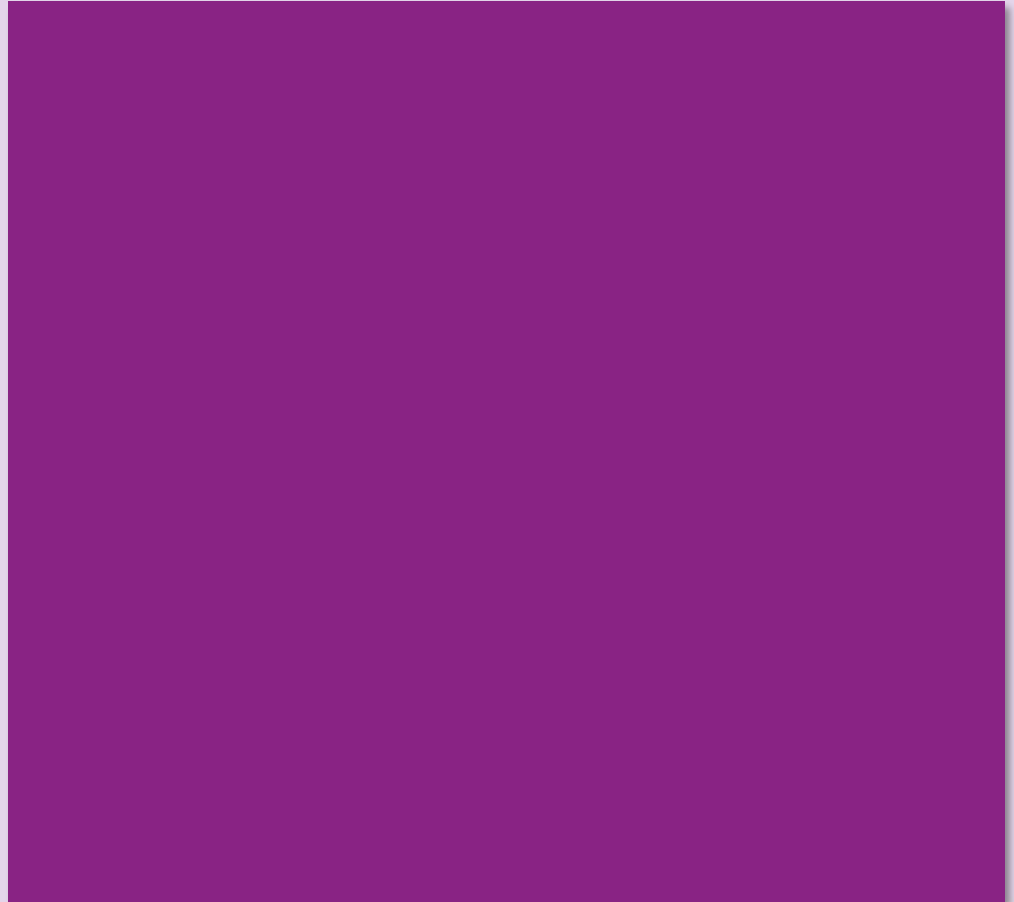
Holding an 'unconditional positive regard' for others is a *capacity* issue not a capability issue.



Boundaries



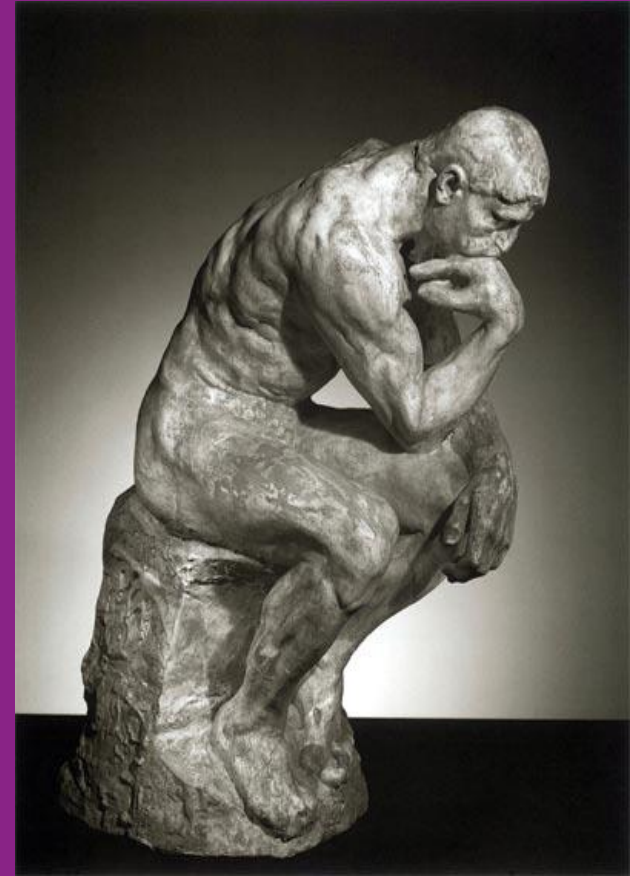
Expectations



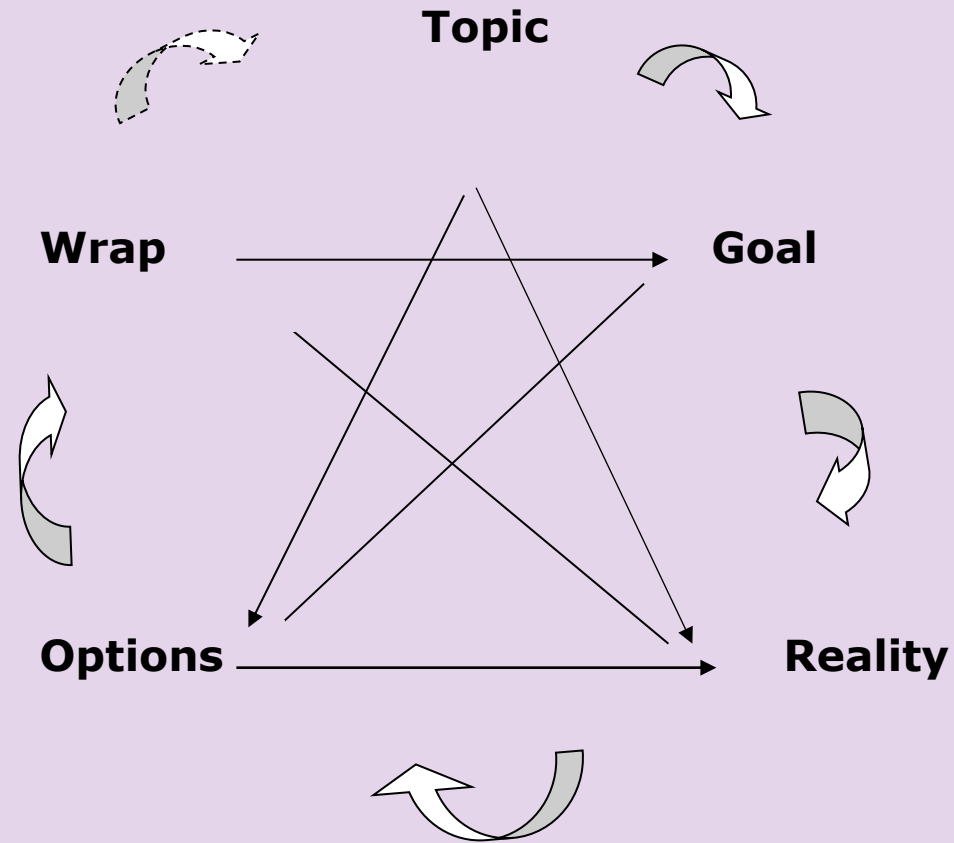
Skills, behaviours, attitudes and beliefs

Where do you think your strength or advantage lies?

Which do you think you need to develop?
How can you do this?



The (To)GROW Model



A framework for coaching conversations

Effective Coaching Questions



Creating Coaching Questions

- Why did you do that?
- What do you think you should do?
- Why do you see it as a problem?
- Do you think you're going to be able to do that?



Creating Coaching Questions

Why did you do that?

What was your intention/expectation?

What do you think you should do?

What can/could you do?

Why do you see it as a problem?

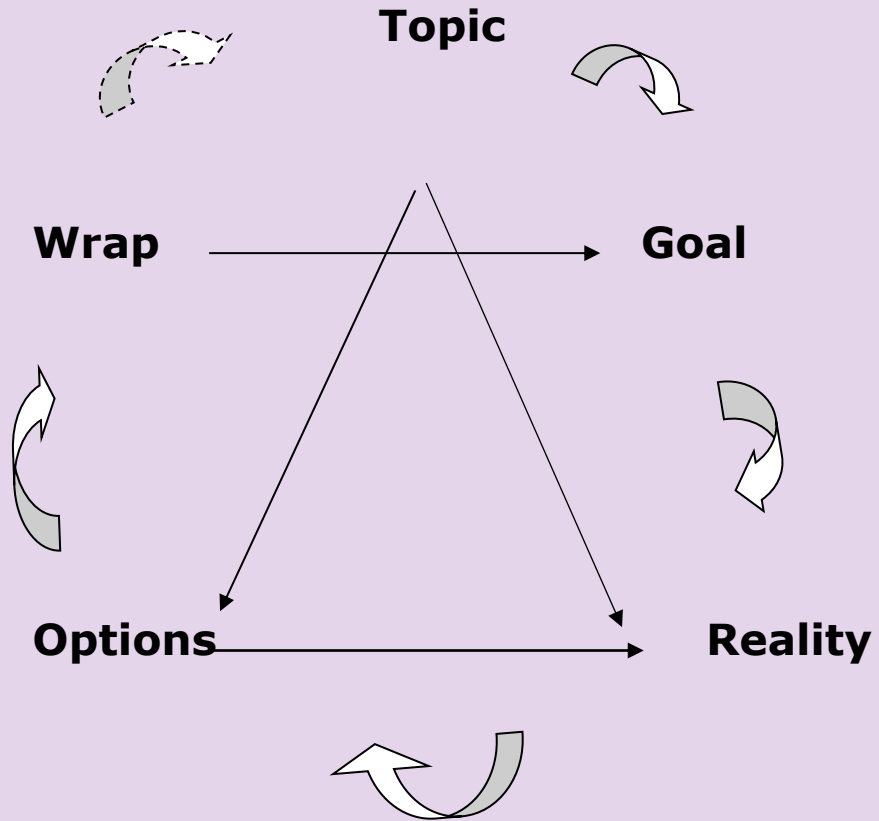
How do you see this/feel about this?

Do you think you're going to be able to do that?

What might stop you from



Observe and Feedback



Consider:

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

Reversal of Fortune



How could we make things even worse?

Reversal of Fortune

- List what you could do to worsen the problem
- Spot the ones you're already doing and finds ways to stop doing them
- Spot the ones that give you insight into doing new/different things

“Genius means little more than the faculty of
perceiving in an unhabitual way.”

William James

A Technique for Action - Immediate Mentors

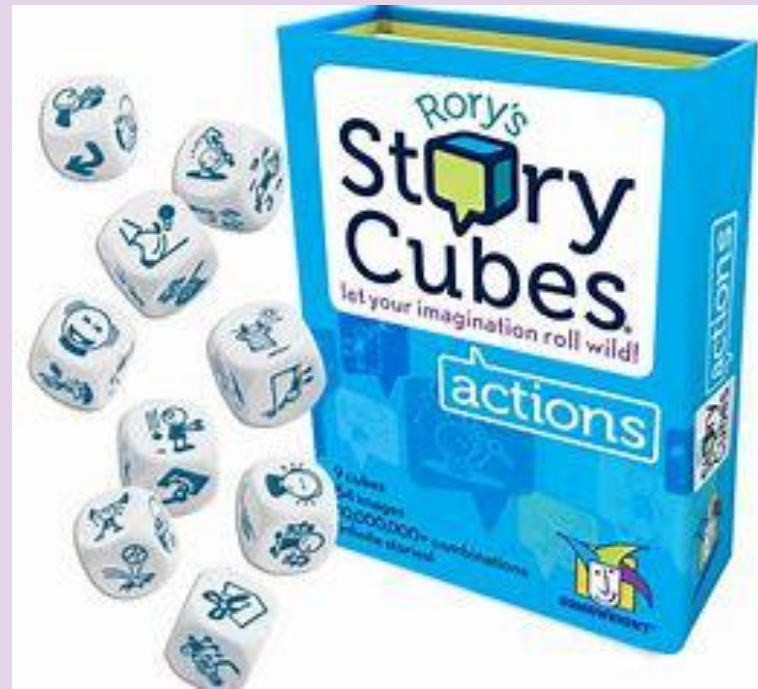
Think of 3-4 mentors

- Imagine them in the room
- Take one at a time - Ask 'What advice can they give you?'
- Repeat above process for each mentor
- Ask 'What would you now do as a result of this advice?'



A Technique for Unlocking – Random Association

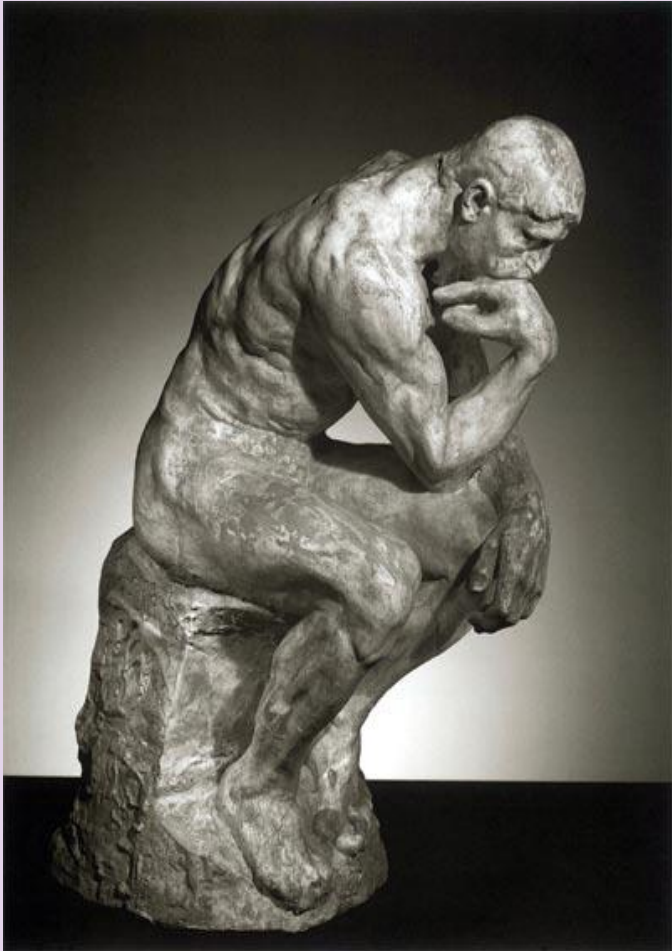
- Use Story/Picture Dice
 - Throw randomly on table
 - Pick up one at a time and ask “Does this suggest anything about my problem?”
 - Write down insights and ideas as they come to you
 - Review against the real-world possibilities
- 



A Technique for Goal Setting – Sensory Perceptions Prompt

- Project into the future
- Talk in present tense
- Talk in detail
- What can you see?
- What can you hear?
- What can you feel?





Reflection and Action

Key Learning Points
Stop/Keep/Start

When can you put
things into practice?

Next Steps

Your Action

Share with your teams
Seek out opportunities
Practice, reflect, plan

DSC Publications

The Pleasure and the Pain, Debra Allcock Tyler
Core Coaching, Sheridan Maguire

DSC Training: Inhouse or Public Courses, Online or In Person

Support and Supervision Course
Emotional Intelligence Course
Management Development Programmes

Other Publications

The Inner Game of Work by Timothy Gallwey
Coaching for Performance by John Whitmore



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to help others**