

Coaching Skills for Managers

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helping you
to help others

Getting to Know You . . .



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

Working Together

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

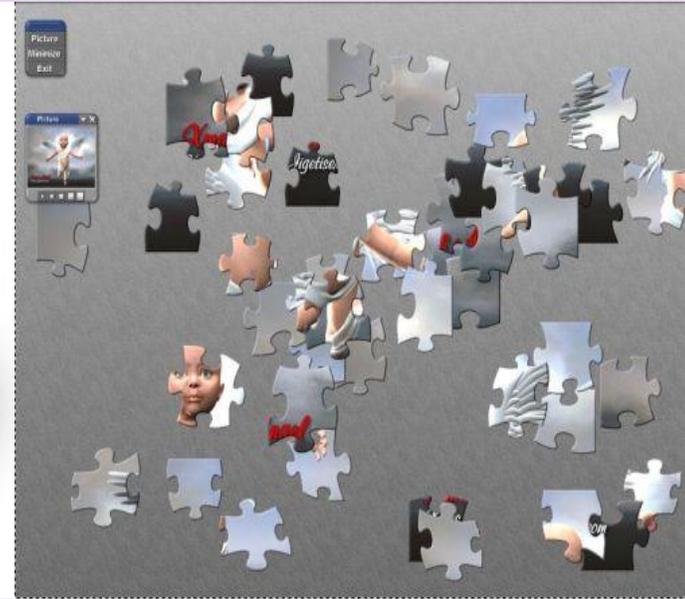
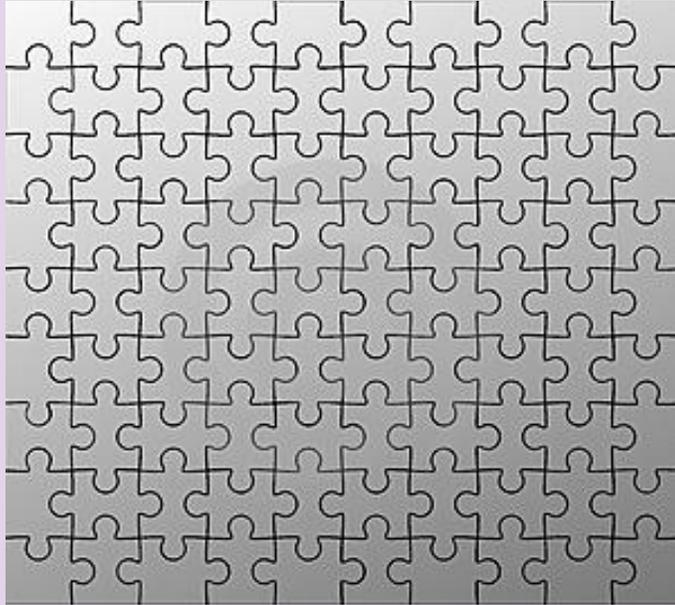


Your Situations. . .

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



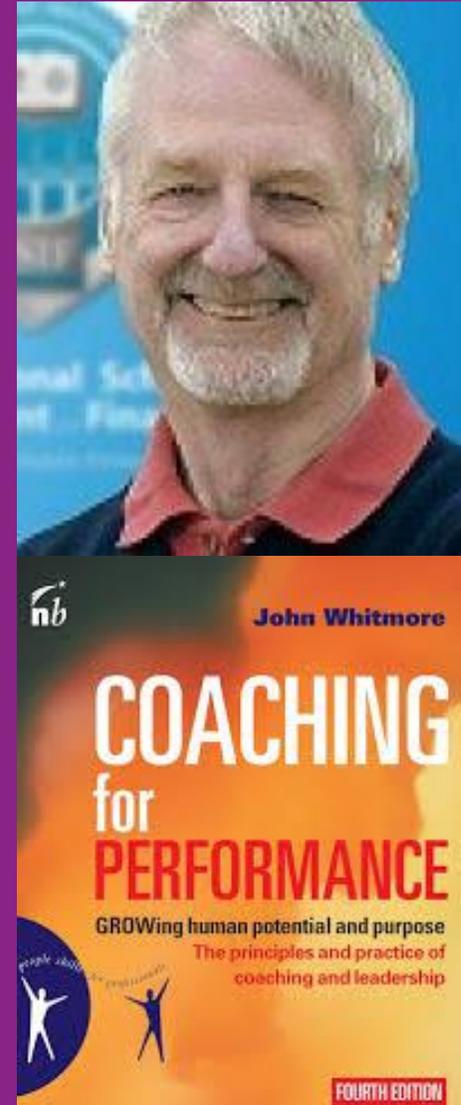
What is Coaching?



“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”

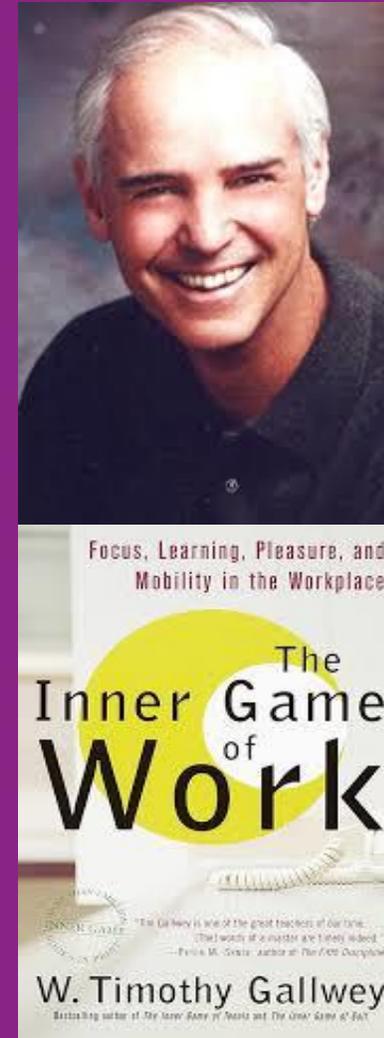
*John Whitmore
Coaching for Performance*



“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

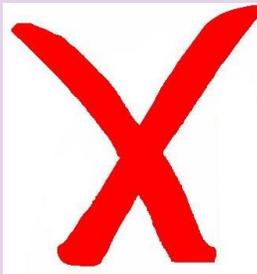
Counselling	Mentoring	Training	Coaching
Focus on past to present	Focus on present and future	Focus on present and future	Focus on past, present and future
Resolve past issues	Work on a problem together Provides advice and shares experience and knowledge	Provides advice, guidance, experience and knowledge. An opportunity to practice	Provides a space to identify and solve own problems
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?

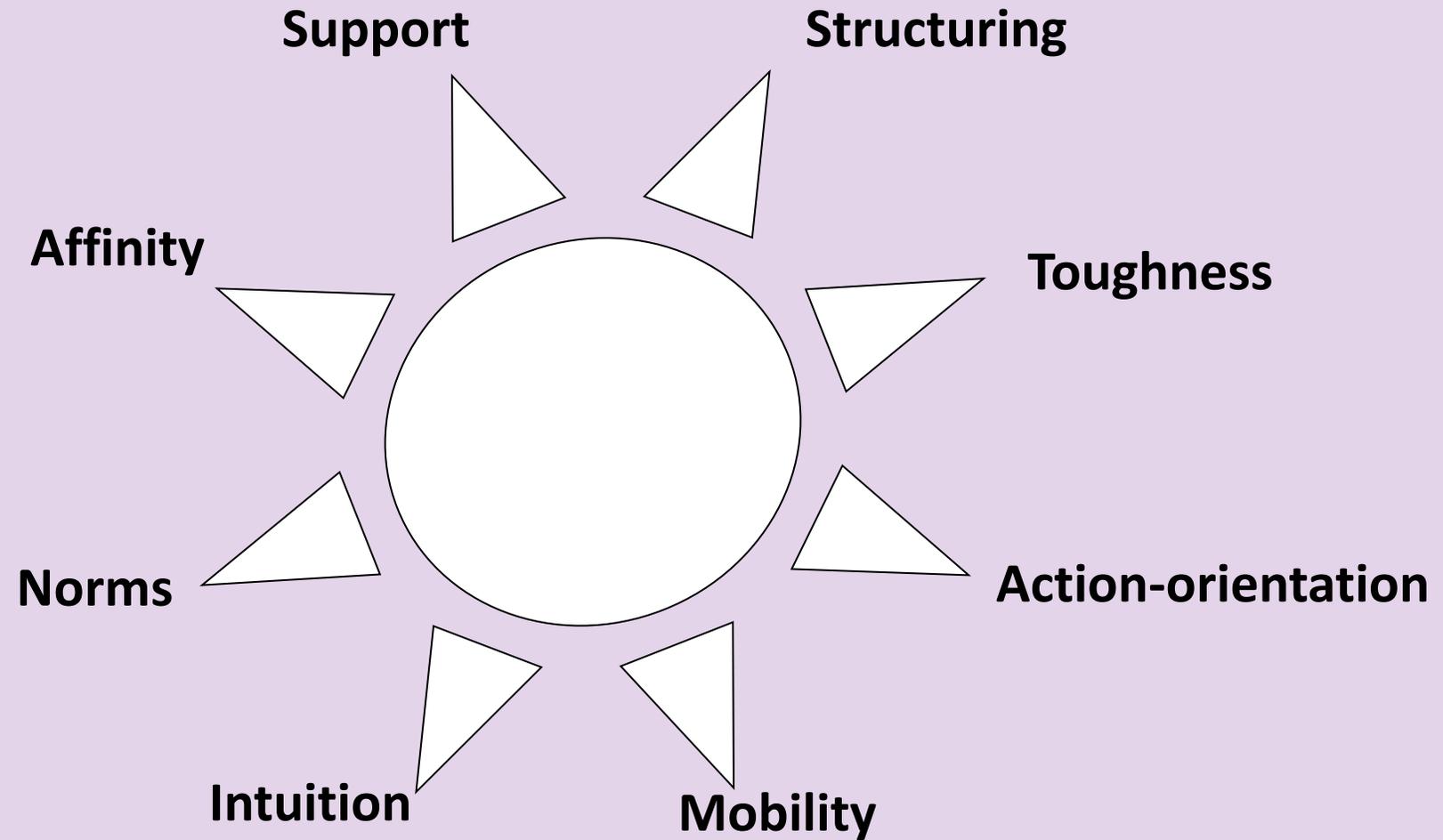
What skills, behaviours,
attitudes and beliefs do
you expect to see in an
effective coach?



What skills, behaviours,
attitudes and beliefs
would you expect to see
in effective coaching
practice?



Sheridan Maguire's Coaching STAMINAS



Four Main Coaching Styles

OFFENSIVE ORIENTED COACH

**Toughness and
Action-orientation**

EMPIRICAL ORIENTED COACH

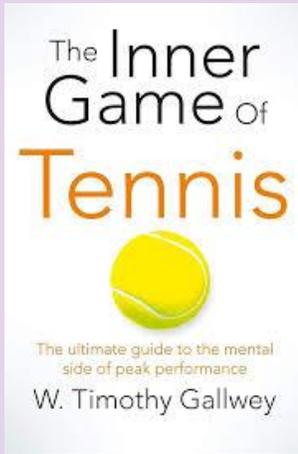
Norms and Structure

RELATIONAL ORIENTED COACH

Affinity and Support

CREATIVE ORIENTED COACH

Intuition and Mobility

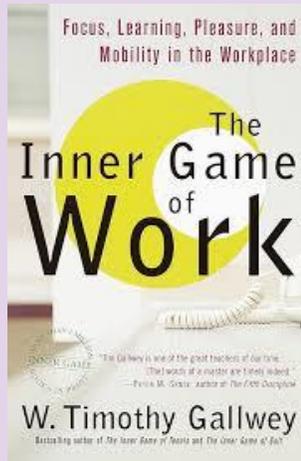


The Case for Coaching Paraphrasing Tim

Good performance is potential without interference.

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

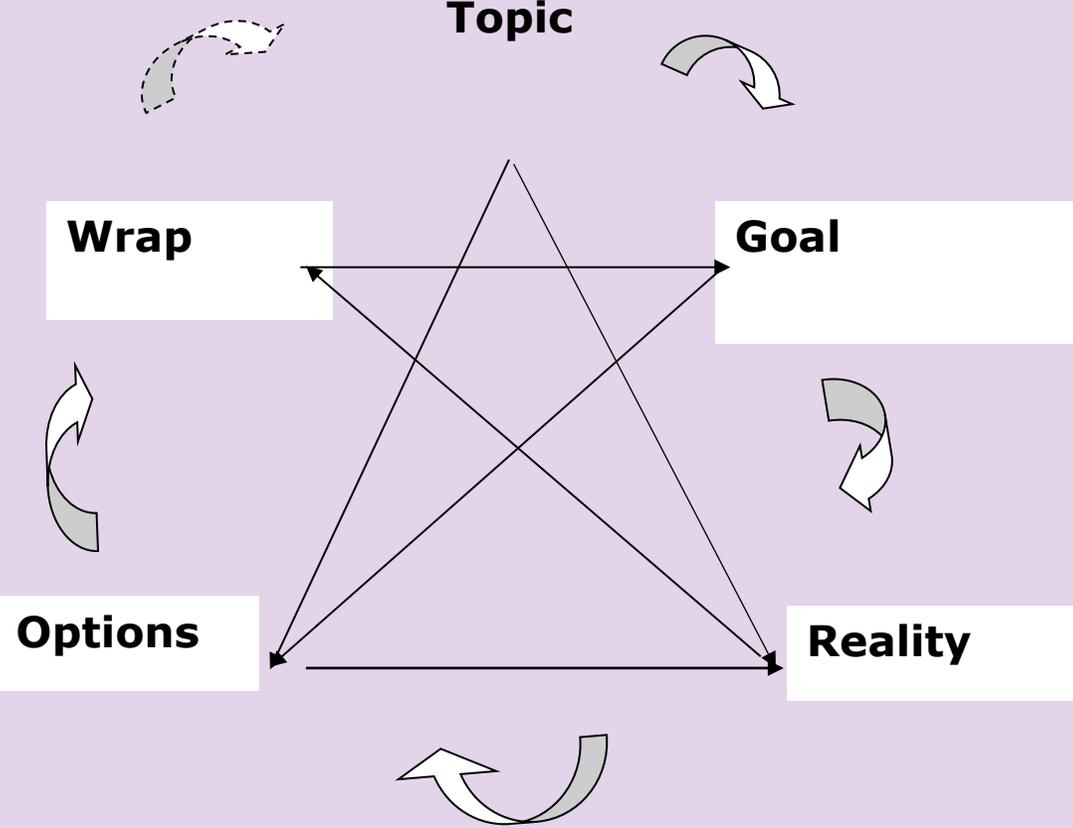
Holding an 'unconditional positive regard' for others is a *capacity* issue not a capability issue.



Skills, behaviours, attitudes and beliefs

- Which do you think your strengths 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 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?

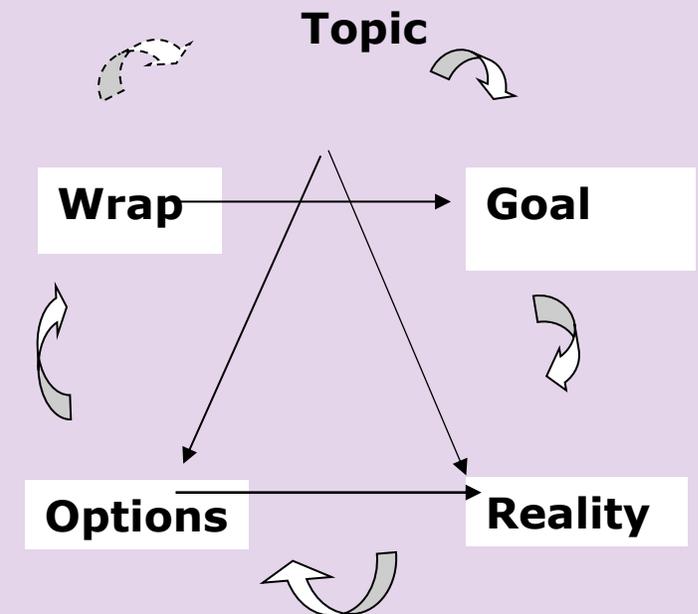
What might stop you from



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



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

How could you make the problem even worse?

List what you could do to worsen the problem

Spot the ones you’re already doing and find ways to stop doing them

Spot the ones that give you insight into doing new/different things

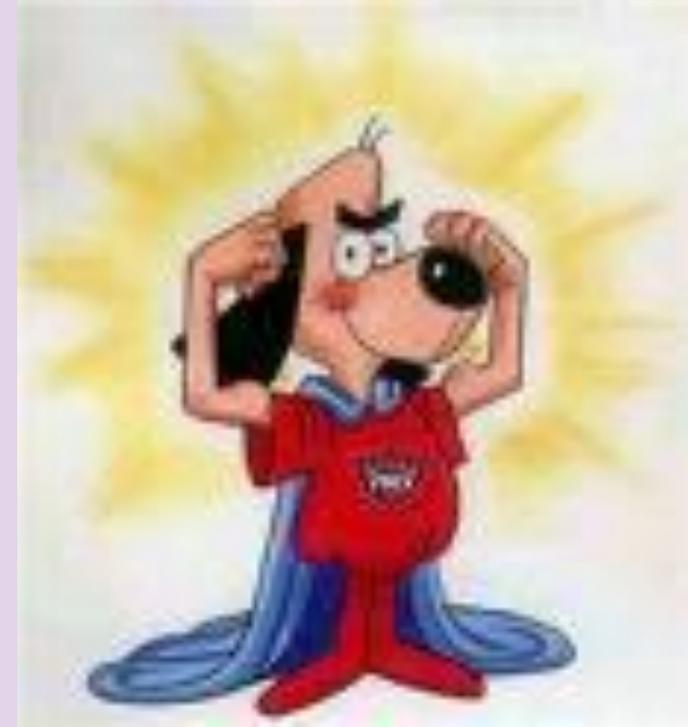
A Technique for Action - Immediate Mentors

'Take' 3-4 mentors

- Imagine them in the room
- Take one at a time

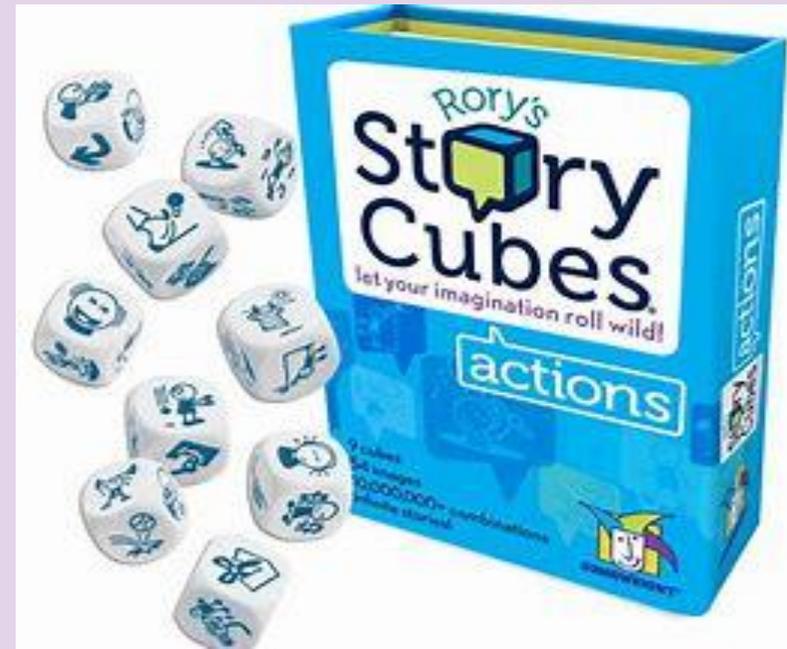
Ask 'What advice can they give you?'

- Repeat above process for each mentor
- Ask 'What would you now do as a result of these ideas?'



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

Ask

What can you see?

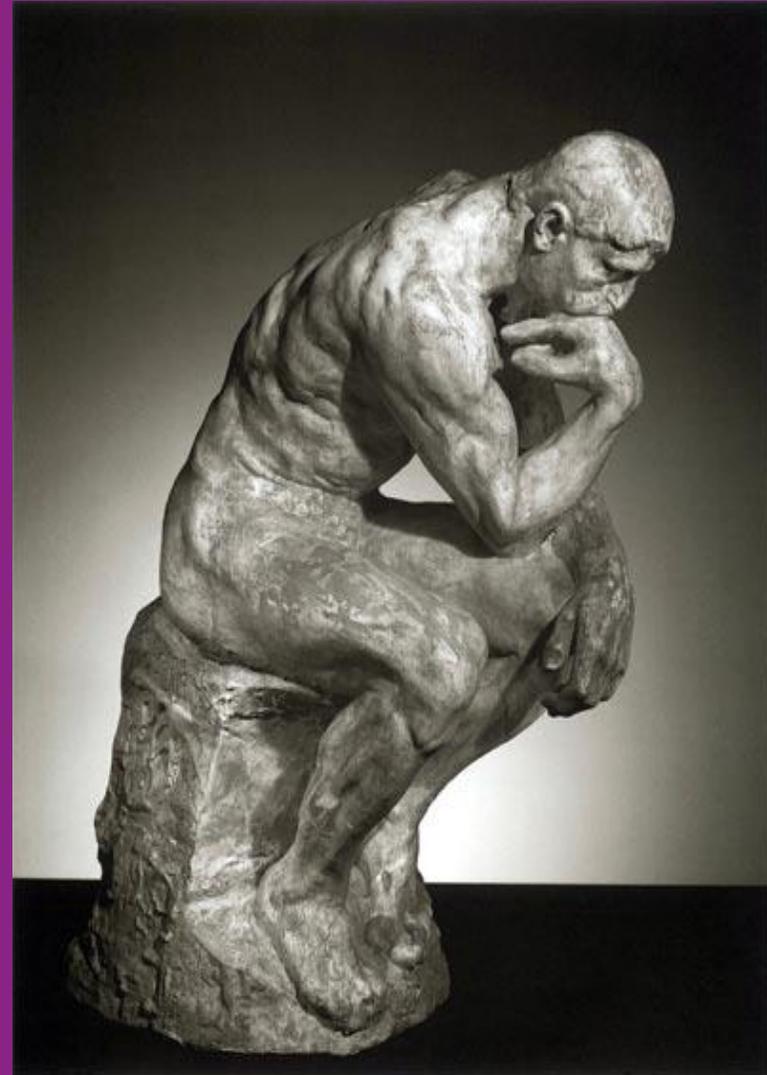
What can you hear?

What can you feel?



Some time to reflect

- 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, 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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Directory of Social Change

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helping you
to help others