



Development Consultants

- ❖ Management and Leadership Development ❖ Trainer, Coach and Mentor Training ❖
- ❖ Facilitation ❖ Personal and Executive Coaching ❖ Consultancy ❖

Coaching Skills for Managers

Coaching skills are invaluable to managers and leaders. Used well they help provide people with both the direction and support they need to perform to a high standard and to deal with changes at work.

Directive styles of coaching can help you provide people with direction, guiding them in how to master new skills, procedures and tasks.

Participative, non-directive coaching can be an invaluable way of supporting people as they struggle to make sense of changes around them and decide for themselves how best they should respond.

This two day workshop is about the practical skills of coaching at work. These skills are best learnt through practice and the workshop includes lots of opportunities to try out practical tips and techniques with support and supervision, some presentation and discussion of relevant theory, and group discussion to clarify concepts and explore application.

By the end of the two days you will be able to:

- explain what coaching is, what it's not and when it's appropriate to use it
- describe six different kinds of coaching interventions and their uses
- choose simple coaching models to guide you when coaching others.

You will be able to use a simple non-directive coaching model to help people:

- articulate meaningful goals
- explore and expand their understanding of their current situation
- generate and evaluate ideas for action
- mobilise themselves to take action.

You will also have:

- practised coaching others
- received constructive feedback on your performance as a coach
- first hand experience of being coached on a development issue of your own
- assessed your own coaching skills and repertoire
- identified ways you can apply coaching in your work.

Coaching is a practical skill best learnt by coaching real people on real issues. In this workshop we will use each other for coaching practice and will invite you to work with each other on real coaching agendas. You may wish to give this some thought in advance and come with an issue or agenda in mind. This can be something big or small, from your work or personal life. It should be something you are prepared to discuss, in confidence, with others on the workshop. It could be a skill you would like to develop, a situation or relationship you would like to improve, a problem or dilemma you would like to try and resolve, or a task which you would like to be able to do better. Whatever the issue, you could get some free coaching on it which we hope will help you make progress with it.



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- Day 1**
- 10.00 Welcome and introductions**
- who's who, your experience and interest in coaching
 - your coaching agenda and advice to your coach
- 10.30 What is coaching? What do coaches do?**
- an initial coaching exercise - what do coaches do to help others?
 - what coaching can deliver and how it influences performance
- 11.30 Coffee**
- 11.45 Coaching styles and their applications**
- the six styles of coaching intervention and their uses
 - exploring the six categories and assessing your coaching capabilities
- 13.00 Lunch**
- 14.00 Using coaching to give direction**
- some directive coaching models and their applications
 - practical exercises to explore directive coaching skills
- 15.15 Tea**
- 15.30 Core non-directive coaching skills**
- practical exercises in listening and questioning
- 17.00 Close**
- Day 2**
- 10.00 Welcome back, review and programme for the day**
- 10.30 Non-directive coaching**
- demonstration of skilful ways to conduct non-directive coaching
 - sequences of questioning that help move from issue to action
- 11.15 Exploring the GROW model in depth**
- exploring elements of the model in depth
 - practice work at each stage to test & develop skills
 - Goals, Reality, Options & Will questions
- 13.00 Lunch**
- 14.00 Extended Coaching Session Practice**
- practice non-directive coaching with observation and feedback
 - use of GROW model or other non-directive skills with realplay
- 16.00 Peer coaching and action planning**
- practice peer coaching on live issues and action planning
- 16.45 Review of learning, ideas on application and further development**
- 17.00 Close**