

## Coaching for Results Programme

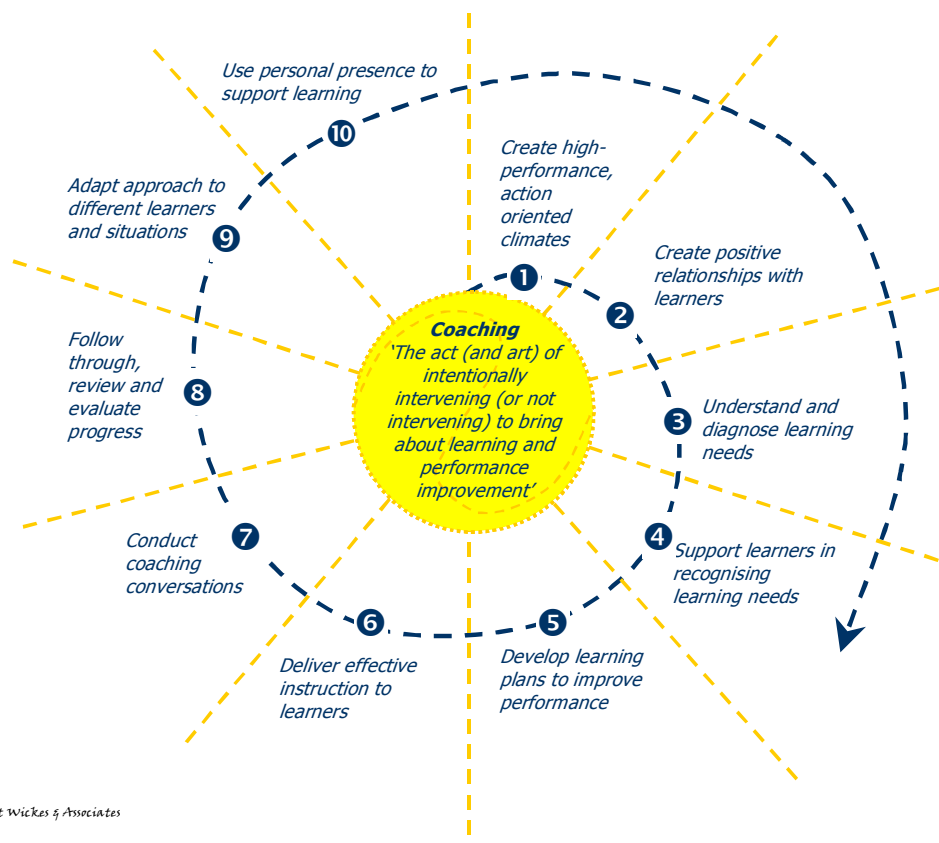
For those in leadership roles, charged with delivering results, the ability to create environments that support learning and actively help others deliver excellent performance is critical. In an ever-changing world, it can mean the difference between success and failure.

This is a challenging, informative and enjoyable learning experience which is designed to help you review, refresh and develop your skills as a workplace coach – someone who actively helps others learn and improve their performance in the workplace.

In this programme we invite you to build your skills and confidence in coaching by participating as both coach and learner:

- as a learner we invite you to practice and hone your skills through participation in a series of four structured workshops ;
- as a coach we ask you to test your coaching skills out practically between workshops in a live workplace coaching relationship.

The programme tackles ten key areas of coaching skill as illustrated below:



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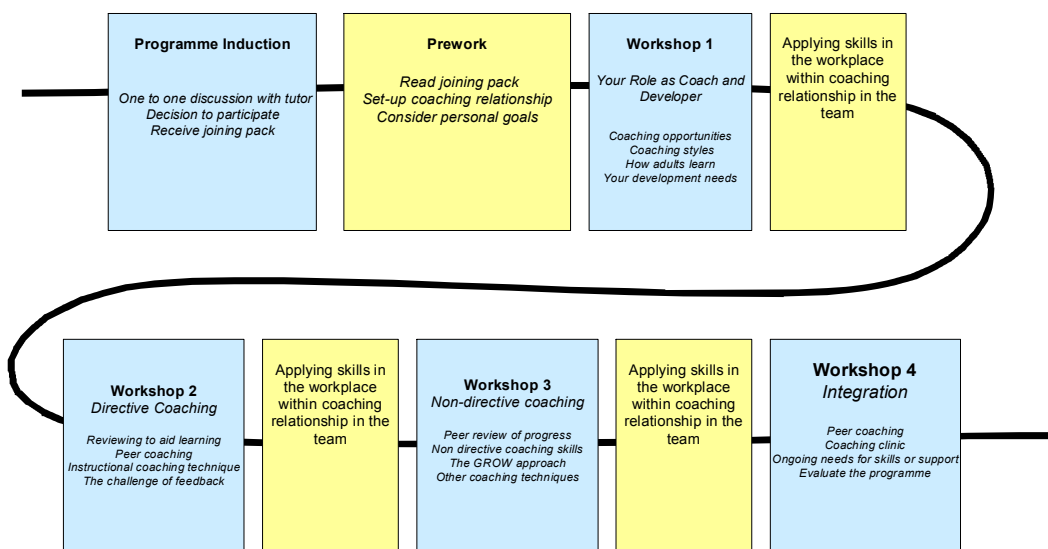
## Programme aims

The programme is run in a coaching style and adapts to meet the needs and interests of the participants. We work with the following set of broad aims in mind:

- to enhance your awareness of the nature and benefits of coaching as a way of developing others
- to expose you to a range of ideas, models and techniques which can help you coach others to improve performance
- to help you explore and clarify your role and responsibilities as coach and developer of others
- to help you develop your confidence and effectiveness as a workplace coach
- to enhance your understanding of adult learning and how adults learn at work
- to experience and develop practical 'instructional' coaching skills guided by a simple instructional coaching model
- to experience and develop practical 'non directive' coaching skills guided by a simple 'non directive' coaching model
- to build your skills in selected areas of core coaching skill eg listening, feedback, questioning
- to help you diagnose and work on your own development needs as coaches
- to encourage and support you in testing and developing your coaching skills in live workplace coaching relationships

## Programme structure

The programme runs over a 4 to 6 month period during which time we meet as a group every five or six weeks for a workshop day. The workshops help you review, refresh or develop the skills, knowledge and attitudes characteristic of effective workplace coaches. Each workshop focuses on a different aspect of coaching skill. They are practical in nature, helping you develop a range of skills to help others learn at work.



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### The workshops

In '*Your Role as Coach and Developer*' we clarify and explore the coaching aspect of your role and discuss the scope for coaching in your working environment. We explore some current thinking about how and why people learn and look at the range of ways you can support and encourage learning at work. We help you assess your coaching skills and set some goals for your own development as a coach.

In '*Directive Coaching*' we focus on the skills of directive styles of coaching including those involved in preparing and delivering brief, effective instructional coaching. We examine how to give feedback that helps enhance performance and motivation and also look at reviewing to support learning from everyday experiences.

In '*Non-Directive Coaching*' we focus on developing critical skills needed to help others improve and develop, day to day, on the job, in the workplace through non-directive coaching methods. We explore a structured model you can use to coach others to help them improve their workplace performance. We use your own live development issues to practice coaching skills with each other, giving you experience of being coached and real practice in coaching others.

The final '*Integration*' workshop is a chance to bring all the skills together. It is a final opportunity to meet, review learning, cover any additional topics emerging and evaluate the programme and your individual learning. We will devise a detailed programme for this as we progress.

All workshops provide opportunities to develop your skills through coaching practice sessions, followed by feedback and coaching to help you improve your effectiveness. There is also time to review your experiences of applying your coaching skills in the workplace and get help and advice from peers and the tutor.

Between workshops you are asked to apply what you have learnt in your workplace and have access to support from the programme tutor via email and telephone.

### The live coaching relationship

Workplace coaching skills are best developed through live practice with real learners in real work settings. To encourage this we ask you to set up a coaching relationship in the workplace where you can practice your skills, try things out and get some feedback. This is an important part of the learning experience.

We ask you to identify someone to set-up a coaching relationship with for the duration of the programme. You decide who. It could be someone:

- you line manage and want to develop;
- who regularly seeks your help, advice or guidance;
- you have spotted some potential in and want to bring on;
- with some performance issues you want to tackle.

We ask that you agree an **explicit** contract with them for you to 'coach' them while involved with this coaching skills programme. This provides a place for you to practice your coaching skills, with real people and real issues, and gain feedback on your effectiveness.