

Coaching skills for line managers

Overview

All good managers use coaching to a certain extent. Some do it better than others. But then, some have had more training than others!

This two-day workshop will help you to take your coaching skills to the next level, making you an even more effective manager in the process. It will:

- Enhance your understanding of the skills and approaches that underpin coaching excellence
- Improve the quality of your coaching by leveraging the skills that you already have
- Help you make your coaching conversations more effective

Learning objectives

By the end of this workshop you will be able to demonstrate:

- Increased self-awareness of your own 'coaching style'
- A clearer understanding of what coaching is and when to use a coaching approach
- Enhanced skills in developing rapport, listening, questioning, goal-setting and giving feedback

Audience

Anyone wishing to take their coaching to the next level:

- Managers who use a coaching approach
- HR professionals
- Anyone considering moving towards a coaching qualification

Format

The focus of this two-day workshop is on active learning through experiential exercises, skills practice, and feedback and group discussion. Each day contains a number of skills practice sessions (three on the first day, four on the second) which allow individuals to learn from three perspectives:

- Delivering coaching
- Experiencing coaching as a client
- Observing and feeding back on a session

Workshop outline

Day one

1 Welcome and introduction

- What will make the workshop worthwhile for you?

2 A coaching approach

- What do we mean by a coaching approach? Myths and reality
- Line manager as coach
 - *When to coach / when not to coach*
- Experiencing a coaching approach
 - *Group coaching exercise*
 - *Coaching demonstration*

3 An introduction to the four key coaching skills

- Building trust and rapport
- Active listening and powerful questions
- *Application: Skills practice – using powerful questions*
- Direct communication and giving feedback
- Planning and goal-setting
- *Application: Skills practice – using the 'Time to Think' framework*

4 The OSCAR coaching framework

- The OSCAR model
 - Outcome
 - Situation
 - Choices / consequences
 - Action
 - Review
- *Application: Skills practice – using the OSCAR model as a framework for a coaching conversation*

5 Review and next steps

- Reflections and action planning

Day two

1 Learning review

- Sparkling moments
- What underpins a good coaching approach – core competencies
- Coaching and Business Partnering competence

2 Exploring possibilities and challenging with integrity

- Heron's Framework for 'coaching styles'
- Your coaching / communication style
- *Application: Skills practice – 'popcorn' coaching activity*
- The support / challenge matrix
- 'Stretching' our clients – exploring possibilities to realise potential
- *Application: Skills practice – flexing our style to offer constructive challenge*

3 What we are learning from neuroscience

- Implications for a coaching approach
- Solution-focused coaching
- *Application: Skills practice – OSCAR through the solution focus lens*

4 Planning and goal-setting

- GOT / WANT matrix – reflections on coaching strengths and areas for development
- *Application: Coaching conversations – personal development plan*

5 Review and next steps

- Reflections on learning
- Commitments to action
- Key learnings and take-aways

Optional ½ day follow-up

- Review learning, address issues arising and have the opportunity for skills practice and feedback.

For a no-obligation discussion about running this programme for your organisation on an in-house basis, just give us a call on **01582 463461**.