

# Creating a coaching environment

## Overview

We offer a three-day coach training programme aligned to ICF core competencies and led by an accredited coach. The focus of your learning is all about equipping you with the knowledge and skills to take a coaching approach with team members. This is not just about working with staff to achieve business objectives and develop potential; it is also about using coaching techniques to have honest conversations and to challenge under-performance.

This is a very practical programme, with a focus on active learning involving group discussion, skills practice and practical exercises. Each day includes an opportunity for coaching practice and feedback.

## Learning objectives

The aim of this workshop is to help you:

- Understand what coaching is and distinguish between coaching, management, counselling and mentoring
- Enhance your ability to adapt your behavioural style to work more effectively with others
- Create clear objectives for coaching conversations which will support key business priorities
- Apply a problem-solving technique to achieve effective outcomes in a 15-minute coaching conversation
- Use five key coaching competencies to carry out effective one-to-one sessions with staff that focus on:
  - Enhancing current performance
  - Recovering performance
  - Developing potential
- Challenge constructively and get agreed outcomes for change
- Encourage accountability and responsibility with team members
- Deliver constructive feedback that allows your team members to build on their strengths and recognise areas of weakness
- Improve your understanding of yourself and of how others may perceive your behaviours
- Develop your personal resilience

## Audience

This programme is ideal for line or project managers who are working in demanding environments and need to be able to engage and motivate staff to deliver challenging targets.

## Format

This is a three-day practical programme which can also be delivered as separate one-day modules allowing time for skills practice between sessions. There is a set content which covers areas of essential skills and knowledge. But we can also work with you to finalise the design and adjust the tone in order to reflect any specific requirements you may have. The programme includes live coaching demonstrations, group discussions and skills practice. All participants will have the opportunity to take the Robertson Cooper i-resilience profile and receive feedback in a safe supportive environment.

To get the most out of the programme you will need to bring at least two genuine current issues on which you would like coaching. Examples of the issues clients usually bring are:

- Areas they have identified in their personal development plans, eg, managing upwards, giving bad news, being more organised
- Current challenges at work, eg, performance management issues, work life balance, dealing with difficult stakeholders

## **Workshop outline**

### **Day one**

#### **1 Introduction**

- Welcome to the programme; your objectives
- Creating a coaching environment; what 'coaching for performance' means
- Understanding my personal communication style
- Identify when to use a coaching approach with team members
- Five key coaching skills
- Using a structured approach in one-to-one meetings to achieve tangible results

#### **2 Coaching to enhance current performance**

- The Co-CREATE model, for coaching with an agenda
- Intentional listening and powerful questions
- Using listening and questioning skills to achieve effective outcomes in 15 minutes
- Encouraging responsibility and accountability for performance

### **Day two**

#### **1 Coaching to recover performance**

- Defining your expectations; how you communicate; standards and boundaries
- Addressing what stops you from dealing with underperformance
- Techniques for dealing with feelings and strong emotions without becoming enmeshed
- Giving feedback
- Challenging constructively

#### **2 Coaching to develop potential**

- Differentiating between potential and performance readiness for promotion
- OSCAR coaching model
- Working with staff on personal development plans
- Supporting career aspirations

### **Day three**

#### **1 Coaching to support change**

- The myths of change implementation
- The emotions of change; the change curve
- William Bridges' three-stage model of organisational change and the appropriate coaching interventions to help staff
- Using a coaching style as a basis for enabling others to:
  - Implement solutions

- Overcome resistance to change
- Work innovatively during transitions
- Embed new ways of doing things

## **2 Developing your personal resilience**

- What is resilience?
- I-resilience questionnaire – feedback and action planning
- Implications for coaching staff

## **3 Consolidation**

- Learning review and action planning
- Workplace applications

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**.