



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
- Give you an opportunity to develop an action plan to take your coaching to the next level

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

Expert trainer

The workshop is presented by Elizabeth Crosse, Maximum Coaching's Practice Director. She is one of the 1% of coaches in the world to have attained the coveted International Coach Federation (ICF) Master Certified Coach credential. She has over 25 years of expertise in coaching and development in the UK and abroad and was a pioneer in introducing internal coaching to the Civil Service. Elizabeth's coaching practice encompasses working with individuals and teams to drive business performance. As a trainer and facilitator Elizabeth partners with organisations to develop organisational coaching capability, including training managers to build coaching skills and developing internal coaches for accreditation. In addition, she offers coach mentoring and individual and group supervision for coaches.



Elizabeth is a Fellow of the CIPD and holds an MEd in Education and an MSc in counselling psychology. She is a qualified NLP Certified Coach and Master Practitioner. Her extensive coach training includes coaching supervision and mentoring. She is an accredited supervisor and an ICF registered coach mentor. This background enables her to work holistically using intellectual rigour in a way that is structured and flexible in responding to the specific requirements of each client.

Coaching skills for line managers – 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.