

# COACHING SKILLS FOR LINE MANAGERS

*Practical tips for everyday coaching 'in the moment'*



## OVERVIEW

Performance coaching develops people's capabilities, improves effectiveness and enhances productivity. It also encourages ownership and

responsibility, leading to staff being happier and more motivated.

Managers will leave this programme with lots of tools

and techniques they can use immediately – together with increased confidence in their ability to develop people effectively.

## WHAT'S IN IT FOR YOU?

- Understand what coaching is and isn't
- Recognise the value of using a coaching style on a daily basis
- Enhance your questioning and listening skills
- Practise giving and receiving feedback using coaching
- Know how to adapt your coaching style to match individual needs
- Learn how to use the GROW model of coaching
- Using structures to create new habits or behaviours
- Boost your confidence in using your coaching skills as a manager

# WORKSHOP OUTLINE

(Full-day version, 9.30 – 5.00)

## 1 What is performance coaching?

- An essential management skill
- Coaching, mentoring, training and counselling – what's the difference?
- Benefits of coaching

## 2 When to coach, when not to coach

- Recognising 'coachable moments'
- The challenges of 'top-down' change
- Using coaching when someone has a problem or question

## 3 Key coaching skills – and when to use them

- Effective questioning
  - The NLP model of communication
  - Questioning exercise
- Effective listening
  - Listening exercise
- Giving feedback using coaching
  - The See / Saw model
- Motivation using coaching

## 4 Structuring a coaching session

- Focus
- Outcomes
- Beginning > middle > end
  - Coaching for motivation exercise

## 5 Using the GROW model

- Sir John Whitmore's model
  - Goal
  - Reality
  - Options
  - Way forward
- 'Homework'
- Adapting GROW to 'coachable moments'

## 6 Making coaching sustainable

- Using 'structures' to create habits
- The power of habit: cue > routine > reward
- Increasing choice
- Using coaching 'experiments' to deal with the 'fear of failure'
- Creating a coaching culture

## 7 Actions and next steps

- Review
- Personal action planning
- Next steps

<b>WHAT DO YOU GET?</b>	<b>One-day workshop</b>	<b>Half-day workshop</b>	<b>Bite-sized workshop</b>	<b>Webinar</b>
Your choice from 30+ trainers across the UK and 140+ internationally	✓	✓	✓	✓
Online pre-course survey	✓	✓	✓	✓
A5 printed workbook	✓	✓	✓	
PDF handout				✓
Further reading / resources	✓	✓	✓	✓
Managers' guide	✓	✓	✓	✓
Online evaluation survey	✓	✓	✓	✓
Mindmarker 'top-up' toolkit app	✓	✓		
Two-month follow-up survey	✓	✓	✓	✓
Certificate of attendance (download)	✓	✓	✓	✓
Maximum group size	12	8 <i>(up to 12 subject to supplement)</i>	8 <i>(recommended)</i>	20 <i>(recommended)</i>
Timings	9.30-5.00	3 hours	90 minutes	45 minutes
<b>Programme outline</b>				
What is performance coaching?	✓	✓	✓	✓
When to coach, when not to coach	✓	✓		
Asking questions	✓	✓	✓	✓
Effective listening	✓	✓	✓	✓
Giving feedback using coaching	✓	✓		
The GROW model	✓	✓	✓	✓
Adapting GROW for coachable moments	✓	✓	✓	
Using structure to create habits	✓			
Increasing choice	✓			
Experiments and failure	✓			
Creating a coaching culture	✓			
Action planning	✓	✓	✓	✓