

Coaching skills for senior leaders

**A one-day face-to-face workshop
(with a half-day virtual follow-up workshop)**

Overview

Great conversations and trusted relationships empower others, and being able to use coaching skills effectively plays a hugely significant role in making this happen.

To use the wise words of Susan Scott, ‘the conversation is the relationship’ and, consequently, ‘every conversation counts’ with those we lead and manage. Equally, it counts the same when we hold an important conversation with others with whom we need to build strong, trusting relationships, such as key stakeholders and partners inside or outside our organisation.

What we say, how we say it, and, more so, who we are when we are present in these important conversations provides the opportunity to use a skillful coaching approach.

More and more our organisations expect their leaders and managers to be using a coaching style, whether in formal review meetings or ‘in the moment’.

This programme of development will help you learn and develop an effective approach to all these situations. It aims to build confidence in using a coaching approach to support your team members with composure and insight.

Learning objectives

- To be able to hold coaching conversations that empower others and build collaborative and trusting relationships.
- To be able to remain flexible and responsive in important conversations so that you can build and sustain relationships internally and externally.
- To be able to use appropriate models of coaching that meet diverse support needs, and which transform relationships, and build personal accountability and problem solving by team members.
- To understand and use the skills and attributes needed to apply coaching skills effectively and consistently.
- To review and critically reflect how to develop coaching skills further through a personal action plan.

By the end of the half-day follow-up virtual workshop, you will:

- Know when to be directive and when to be non-directive
- Be able to capitalise more specifically on the core skills needed for a successful outcome
- Have practised using coaching skills in a safe and supportive environment
- Be more confident in using your coaching skills as a manager
- Have reviewed and critically reflected on your coaching approach and how you will develop your coaching skills further

You will leave the programme:

- with some techniques you can use immediately, including a coaching model to use in 1-2-1s
- with increased confidence in your ability to engage with people effectively
- with a clearer understanding of how you use coaching and some further techniques you can use with greater confidence
- having gained more experience of coaching with your peers.

Audience

This session is appropriate for senior leaders.

Format

The focus is on active learning through experiential exercises and activities, skills practice, and feedback and group discussion.

You will receive workbooks and learning guides to support both workshops and access to a virtual learning space, Padlet, containing materials, resources and further ideas and support.

The expert trainer

Amanda Dudman is an extremely popular trainer, facilitator, coach, mentor and consultant. Co-author, with Ruth Lowbridge, of three books on mentoring, *An Introduction to Enterprise Mentoring* (with additional co-author Peter Stevens), *Get Mentoring*, and the *Get Mentoring Pocket Book*, Amanda leads our coaching and mentoring practice.

Workshop outline

THE ONE-DAY FACE-TO-FACE WORKSHOP

Please bring any challenges and relevant scenarios that you would like to have coaching about that can be used during the training for practice purposes.

1 Welcome, aims and introductions

- ✓ Welcome, introduction, takeaways
- ✓ Your intended outcomes

2 Understanding coaching and its application

- ✓ Describing coaching and what underpins a good coaching approach
- ✓ The boundaries of the role
- ✓ Profiling the key skills and qualities: exercise and review

3 A coaching approach

- ✓ What do we mean by a coaching approach
- ✓ Differentiating it from other types of conversations you hold
- ✓ Exploring the variety of opportunities to use a coaching approach: group activity

4 Coaching skills development

- ✓ developing the core skills of relational listening, powerful questioning, interpersonal and non-verbal communication.
- ✓ Activities and exercises.

5 Coaching frameworks

- ✓ Introducing some coaching models that enable you to build trust and empower others - GROW, STRONG, PULL/PUSH, OSCAR
- ✓ Activities and peer reviewing.

6 Coaching frameworks and having a process

- ✓ Structure and process
- ✓ The value of using a non-directive approach
- ✓ Short demonstration by the trainer
- ✓ **Application:** skills practice together

7 Conclusion

- ✓ Review of key learnings and takeaways
- ✓ Some guidance on using a coaching approach, including tips and ideas
- ✓ Commitments to action

THE HALF-DAY FOLLOW-UP VIRTUAL WORKSHOP

This is a follow-up workshop to the full day of training. It will be an opportunity to reflect on how you have been able to apply your coaching skills and approaches and also have more practice time.

Please bring any challenges and relevant scenarios that you would like to have coaching about that can be used during the training for practice purposes.

1 Catch-up

- ✓ Welcome, introduction, takeaways
- ✓ Where are you now?
- ✓ A reviewing activity: what has gone well since the training workshop; has anything not gone so well?
- ✓ Peer group coaching activity: reflecting on how you are applying coaching in practice in your role using your real-life scenarios and situations
- ✓ We will refresh on a model of your choice
- ✓ Review and feedback

2 Developing skills and approaches that support effective coaching

- ✓ Coaching practice:
 - Practising, followed by a review and feedback
- ✓ What next?
 - developing your coaching skills and experience onwards
 - Being clear about your next steps
 - Personal action planning and further practice support

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