

Coaching skills for managers

Full Day



Coaching is about helping people learn through experience. The coaching facilitates discussion to ensure lessons are learned and understood. Coaches may also play the role of mentor.

This workshop uses case studies, discussions and activities to ensure the practical skills can be applied back in the workplace.

What is coaching?

- How does coaching differ from training?
- Which tasks are ideal as coaching activities?
- How to incorporate coaching into day-to-day activities
- Why do people resist coaching others?

What is mentoring?

- How does the role of mentor differ from that of a coach?
- How to start a relationship as a mentor
- The most common mistakes made by mentors, and how to avoid them

Agreeing goals

- How to set SMART personal goals *with* the person being coached
- The 3 biggest mistakes when setting goals
- How to ensure ownership for the project belongs to the person being coached

Preparing a plan

- How to convert broad goals into specific plans
- Identifying milestones and contingency plans
- How to monitor progress

Setting the parameters

- How to set parameters that allow people to make small mistakes but stop them making costly ones
- Providing the formal authority people need to undertake tasks
- Clarifying the difference between *accountability* and *responsibility* and for activities
- Providing the resources need to implement plans



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Promoting exploration

In this section we outline 3 steps that coaches employ to help people explore activities and situations.

1. Reviewing the progress
 - Asking questions that encourage people to discuss their experiences
 - Listening actively
 - Acknowledging and paraphrasing
 - Providing positive reinforcement and encouragement
 - How to guide the discussion without taking control
2. Drawing out consequences
 - Encouraging people to ask 'Why?' and 'Why not?'
 - How to help people explore the consequences of specific actions
 - Skills for working through 'cause and effect' scenarios
 - How to *generalise* lessons learned, by applying what is learned in one situation to different situations
 - How to make reasonable deductions from limited information
3. Sharing your experiences
 - Learn how coaches build trust and respect by disclosing *their own* mistakes and difficulties
 - How to use relevant anecdotes and stories to illustrate points
 - How to use analogies to explain complex ideas in a simple way

Facilitating discussions

It is often difficult for a person being coached to express their thoughts or feelings. They may find it difficult to articulate their ideas or they may feel embarrassed or guilty. This section provides skills for uncovering hidden views, without interrogating the person.

- How to separate *facts* from *feelings*
- What is the problem with only hearing the facts?
- How to acknowledge the stated message, while also clarifying the unspoken message
- How to disagree with a person's point of view in a way that encourages them to explore alternative options

Helping hand – video

An excellent video that highlights the steps in the coaching process.



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Giving praise and criticism

- How to turn judgmental phrases into constructive feedback
- How to give meaningful praise
- How to give constructive criticism
- How to give criticism to people who tend to become 'defensive'

Concluding a coaching session

Coaching sessions should be wide ranging. It is therefore important to summarise what has been discussed and agree what will happen next.

- How to keep track of the issues discussed in a session
- How to link what has been achieved and learned to future milestones

Putting it into practice

Throughout the day participants apply the skills to actual coaching situations they will undertake in the future, or have previously been involved in. Case studies are used to identify the common pitfalls in coaching and strategies to avoid them.

The program allows plenty of time for discussion of specific problems and the sharing of ideas from people with coaching experience.

