

Advanced Coaching Skills for Managers



As more organisations opt for non-hierarchical structures staff are becoming more empowered - which means they're more responsible and more accountable. The onus for enabling staff in this way rests with the manager. Their role is changing from task-oriented controller to leader, coach and mentor, bringing with it new responsibilities and skills. Effective coaching is a learned skill. Coaches need to be able to inspire and empower others to develop goals and achieve their personal and organisational objectives. Coaching includes motivating team players, transferring knowledge, inspiring co-operation, and shaping behaviour. In this interactive and practical workshop, you will learn to:

- Change from a task oriented controller to people oriented coach
- Improve and manage staff development and performance
- Identify opportunities for coaching
- Be aware of your own behavioural style and how this affects others
- The barriers to effective coaching
- Understanding the "Coachee"
- Planning and follow up strategies – tools and techniques for the effective coaching

Who Will Benefit?

Managers who are committed to improving the performance of others

Course Outline

Day One

Introduction

- Reviewing course objectives
- Exploring and defining the coaching concept
- What it does and doesn't mean
- Management update: why there's a move from control to coaching

Skills and Competencies

- Coaching skills as a tool for empowerment and career development
- The 'coaching skills inventory' (self-test)
- Understanding the 'Coachee'
- Understanding cultural differences and expectations
- Planning and follow up strategies: tools and techniques

Learning styles

- How learning styles impact on coaching
- Understanding your own learning style (Honey and Mumford)
- Overcoming the effect of learning and resistance to coaching

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Coaching Dynamics

- Listening and feedback skills: the basis of coaching
- Coaching behaviours: enabling and disabling approaches
- Introducing the coaching skills model (a practical hands on session working in pairs) Steps: 1 Current position, 2 Desired outcome, 3 Options and barriers, 4 select option and 5 Action plan and follow up
- Building rapport
- Performance coaching
- Developmental coaching / talent management (career perspective)

Day Two

Hands-on Workshop

- Practicing coaching technique and skills
- Role-play and case studies combined into practical workshop

Dealing with Difficult People

- Assertiveness: expressing constructive feedback, how to respond to negative feedback
- Measuring effectiveness against a behavioural model
- Playback and feedback
- Non-verbal communication

Self-assessment and Self-audit

- Planning for improvement

Duration

2 Days

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