

Effective Coaching for Managers

Duration: 2 days

Overview:

The 'human capital' of an organisation is one of its greatest assets. No matter how good a product is, the human component can 'make or break' a business. The transfer of knowledge and skill within organisations is a crucial part of this process and has implications on productivity, customer satisfaction and staff retention to name but a few.

Whether you are a long time or recently appointed manager, getting the best from your direct-reports by raising the impact of your management effectiveness and coaching efforts is a vital element of ensuring a motivated and ever improving workforce. New Horizons' 'Effective Coaching for Managers' course introduces the essentials that will allow your business leaders to take the organisation to another level.

Structure makes a difference in the effectiveness of the process. Knowing where the candidate is and having a structure and strategy to help them grow is crucial for the candidate. It also makes it easier to manage both the knowledge/skills transfer and how the candidate is applying it in the workplace.

The ability to communicate, relate, goal set, motivate and feedback all involve an understanding of people, their differences and how to get the best out of them. Effective Coaching for Managers helps you to do that more effectively.

The challenge for all managers is how to get staff to operate at a consistently high level. The answer lies in the manager's ability to transfer skills and knowledge (acting as coach) and get the coachee engaged in the process. The coach acts as a catalyst to create positive, progressive changes in the coachee.

PART 1: PRE-COURSE FEEDBACK

180° Feedback Mechanism

- One month prior the training
- Participants will be provided with 6 web links for the 110-question Coaching survey
- New Horizons will compile the data in readiness for the Coach training programme
- Participants use one link to complete the questionnaire and then distribute the other 5 links to current and/or previous coachees via a template 'Invitation' allowing 5-Days for completion
- Up-dates will be provided by New Horizons so reminders can be issued if necessary

PART 2: INTRODUCTION

Introduction and Course Overview

- Learning Objectives

Defining Coaching

- Gain clarity about what coaching is and what it is not
- Understand the producer role of the coach
- Identify the qualities of an effective coach

Profile of a Coach

- Understand the elements of the Profile Tool
- Know how to interpret your Feedback results
- Know how to plot your results
- Analyse the gaps in self assessment versus coachee assessment

Effective Coaching

- Understand the 3 core Communication Skills
 - Questioning Techniques
 - Active Listening
 - Reflecting (Empathising)
- Practice the 3 core Communication Skills in Role-play
- Plot Communication Skills feedback on Profiling Tool
- Review results and capture reflections
- Analyse actions needed for improvement in Cumulative Action Plan

Interpersonal Communication Skills

- What are Communication Skills?
- Five Fundamentals

PART 3: FOUNDATION SKILLS

Active Listening

- Listening exercise
- Paraphrasing/Sharing a Meaning
- Encouraging two-way listening

Questions and Directives

- Importance to coaching
- Open vs closed
- Finessing Questions

Empathy

- Importance to coaching
- Using it to disarm
- Words to avoid when empathising
- Plot Foundation Skills feedback on Profiling Tool
- Review results and capture reflections
- Analyse actions needed for Foundation Skills improvement in Cumulative Action Plan

PART 4: RELATIONSHIP SKILLS

Respect

- Ethics
- Qualities of respect
- Fostering Mutual Respect

Non-Verbal Communication

- Reading body language and tone
- Using body language and tone with intent
- Building rapport

Self-Disclosure

- Johari Window
- How far do we go
- Plot Relationship Skills feedback on Profiling Tool
- Review results and capture reflections
- Analyse actions needed for Relationship Skills improvement in Cumulative Action Plan

PART 5: GOAL-SETTING SKILLS

Goal Setting Skills

- How and Why Goals Work
- The Concept of Efficacy
- How to Raise a Coachee's Efficacy
- How to set a High-Quality goal
- Plot Goal-Setting Skills feedback on Profiling Tool
- Review results and capture reflections
- Analyse actions needed for improvement in Cumulative Action Plan

Target Audience:

This course will benefit anyone who is in a position that needs to bring out full potential and high performance in staff or those in value-added provider relationships. It is particularly useful and relevant for Middle Management, Supervisors, Team Leaders and Product Trainers.

At Course Completion:

Participants will leave the course with a certificate of attendance and an individualised action plan to help support next steps on return to the workplace. More importantly you will have developed skills and knowledge to become:

- More productive
- More confident in the coaching process
- More able to get the best out of people
- Adept at eliciting and using coachee information
- A skilled communicator

PART 6: FEEDBACK

Giving Feedback

- Understand the importance of feedback
 - Positive Feedback
 - Negative Feedback
- Understand why feedback is a critical component of Goal Achievement and Managing Workplace Behaviour
- Be able to ensure productive response outcome from giving feedback
- Plot Feedback Skills feedback on Profiling Tool
- Review results and capture reflections
- Analyse actions needed for improvement in Cumulative Action Plan

PART 7: COACHING STRATEGY

Coaching Strategy

- Performance vs. Behaviour
- Development vs. Discipline
- Add some PEP
 - Planning, Environment, Proficiency
- Plot Coaching Strategy feedback on Profiling Tool
- Review results and capture reflections
- Analyse actions needed for improvement in Cumulative Action Plan

The Coaching Model

- Understand the G.R.O.W. Coaching Process and its logic:
 - G – Goal
 - R – Reality (Current)
 - O – Options to bridge the gap
 - W – Who does What by When
- Understand how to bridge VISION/ REALITY gap
- Understand 'Effective Decision' facilitation process and practice in Role-Play
- Plot Coaching Skills feedback on Profiling Tool
- Review results and capture reflections
- Analyse actions needed for improvement in Cumulative Action Plan

Skills Involved in Coaching

- Use G.R.O.W. to deal with 2 common Business Applications via Role-plays:
 - Problem Solving
 - Addressing Poor Performance/Behaviour

Coaching Problems

- Common resistance issues
- Tactics for resistance issues

Wrap and Re-CAP

- Compile Resultant Action Plan to create a goal and action plan for coaching improvement – not negotiable!

PART 8: POST-COURSE FEEDBACK

360° Feedback Re-Test (Optional)

- 90-100 days post-training
- Participants will be provided with 6 new web links to repeat the process for the 110-question Coaching survey
- A further half day review of results and tweaking skills can be facilitated or...
- An interpretation booklet will accompany results for self analysis by coaches
- This component creates motivation for participants to hone their skills
- It also gives vital feedback to the organisation on future steps