

COMMUNICATE

COACHING SKILLS

Lead more effectively with a coaching mindset

RUN SHEET | UP TO 20 MANAGERS

IN-PERSON DELIVERY: 1 x 2.5 HOURS | VIRTUAL DELIVERY: 2 x 90 MINUTES

WARM UP	<ul style="list-style-type: none">• Facilitator intro.• A discussion takes place around 'coaching' as a buzzword.• Activity:<ul style="list-style-type: none">• Participants all define coaching in 3 words and post them on a (virtual) board.• The post-it notes are then grouped to help people understand the different types of coaching.• Formal coaching definitions are shared - to set expectations of the session e.g. 'Coaching is unlocking people's potential to maximise their own performance' - John Whitmore.
INTROS	<ul style="list-style-type: none">• Session overview.• Agenda and objectives share.• 'Round the room' intros.
THE CASE FOR COACHING	<ul style="list-style-type: none">• Insight is shared around why coaching is the management style of the future.• Activity:<ul style="list-style-type: none">• In break-out groups, people work through different statements and mark them as either a 'traditional management style' or a 'coaching management style'.• From this, people understand how they need to adapt their management style to be more effective - particularly in this modern Covid-19 workplace.
OPPORTUNITIES FOR COACHING	<ul style="list-style-type: none">• The group openly brainstorm when they could use coaching in their roles.• 3 areas are outlined:<ul style="list-style-type: none">• 'In the moment' coaching• 'Informal chats'• 'Planned coaching conversations'.

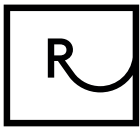


<p>OPPORTUNITIES FOR COACHING > IN THE MOMENT COACHING</p>	<ul style="list-style-type: none"> • An explanation is given around 'In the moment coaching' - and how it can benefit you and your employees i.e. it stops self-reliant problem-solving. • Activity: <ul style="list-style-type: none"> • Different scenarios are shared and people are asked to share how they would respond to the requests without giving the answer e.g. 'How do I request a holiday on the system, I've forgotten?' • Top Tip: We focus on a number of top tips as easy reminders and pertinent take-aways for the group. This first one emphasises that 'You do not need to know the answers'.
<p>OPPORTUNITIES FOR COACHING > INFORMAL CHATS</p>	<ul style="list-style-type: none"> • This section is set up around discussing times we miss out on opportunities for coaching. • An explanation is shared around the importance of a 'Kickstarter Question.' • Activity 1: <ul style="list-style-type: none"> • Everyone brainstorms kickstarter question ideas e.g. What's on your mind? • Activity 2: <ul style="list-style-type: none"> • We look at coaching blockers. Individually people tick off what blockers they have to coaching and what gets in their way. • Activity 3: <ul style="list-style-type: none"> • An opportunity to practise coaching. In breakout pairs, people listen to and ask each other questions about their coaching blockers. • People then reflect on the coaching behaviours they are using as part of these conversations.
<p>OPPORTUNITIES FOR COACHING > PLANNED COACHING CONVERSATIONS</p>	<ul style="list-style-type: none"> • Briefly discussed are situations for when individuals are sitting down with an intention for a coaching conversation e.g. appraisals, feedback re underperformance...

Break (in-person training) / Session 2 (virtual training):

Quick recap on the previous session

<p>COACHING BEHAVIOURS: LISTENING</p>	<ul style="list-style-type: none"> • People test their present listening skills with a fun ice breaker exercise. • Listening is then further explored with x2 activities. <ul style="list-style-type: none"> • This helps people understand the importance of listening - and what it feels like to really listen to someone and be listened to. They also discover their own listening pitfalls as a result. • Top Tip: 'The power of silence'.
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<p>COACHING BEHAVIOURS: QUESTIONING</p>	<ul style="list-style-type: none">• Fascinating insight is shared around the importance of questioning in this modern 'search engine' age.• The group then deep-dive into 3 different questioning areas:<ol style="list-style-type: none">1. Questioning to establish goals<ul style="list-style-type: none">• Activity:<ul style="list-style-type: none">• In pairs, everyone has a go at coaching using relevant questions. Everyone reflects on their conversations.• Top Tip - Be wary of why.2. Questioning to explore options<ul style="list-style-type: none">• Activity:<ul style="list-style-type: none">• We provide a number of questions that fit this category - everyone then brainstorms additional questions you could use in a similar way.• Top Tip - Less useful questions.3. Questioning to build commitment<ul style="list-style-type: none">• Everyone reflects on different questions they could use to build commitment. Everyone shares back a question that they will try e.g. What are the first steps?• Top Tip: 'Limiting beliefs'.• 'The Learning Question' - Participants reflect on what they have learnt using this construct.
<p>DEVELOPING A COACHING HABIT</p>	<ul style="list-style-type: none">• The importance of making coaching a daily habit is explained.• Our habit generating formula is shared.• Activity:<ul style="list-style-type: none">• Participants work through a habit building plan individually and then discuss their plans in pairs.• The idea of forming a buddy coaching system in the time ahead is recommended.
<p>RECAP + THANK YOU</p>	<ul style="list-style-type: none">• Recap.• Further resources are shared - including key coaching frameworks.

<p>100 DAY FOLLOW UP</p>	<ul style="list-style-type: none">• We send a different plan each month focused on one aspect of coaching.<ul style="list-style-type: none">• Other than some brief time for self-reflection, all of these activities can be done in the course of each person's work.
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