

The **Manager** as Coach

Enabling managers to have effective conversations to engage staff, solve problems and face challenges



Managers have many competing priorities. Motivating and engaging staff is a key priority that has such a significant impact on overall performance of a team, but it's importance can sometimes be overlooked.

Many managers are promoted because of their technical good and not because they understand how people work or what makes them 'tick', which can unfortunately leave individuals and managers frustrated that things aren't going as well as they had planned. In addition, in a virtual world some of the traditional ways to engage people no longer apply.

Leaders and managers have the biggest impact on engagement in an organisation, and if you can engage teams - that can deliver up to a 30% improvement on performance. Why are we telling you this? Because further research by Gallup found that the most beneficial leadership and management style that fosters engagement is a coaching style.

The benefits of using a coaching approach

Learning to use coaching skills requires a bit of practice but even in the short term will produce excellent results. The tools and techniques learned will be useful for managers in many ways:

- Conducting performance conversations i.e. appraisals, supervision and one to ones
- Helping and supporting someone who is struggling or having a difficult time
- Ensuring goals are met
- Encouraging greater understanding and ownership
- Asking someone to take on a new task
- Handling conflict between colleagues or between yourself and someone else
- Following up when someone hasn't done what you've asked
- Encouraging innovation

Purpose of the programme

This programme will provide managers with some fundamental coaching tools, ideas, techniques, and perspectives. It explores how through your actions and behaviours as a manager you can model, influence and strengthen the people you work with and help to embed a coaching culture within your organisation.

This Programme will cover:

- Fundamental skills of coaching
- A simple framework to structure coaching conversations
- Use of coaching skills in different contexts
- Recognising and moving out of work drama
- Feedback and challenge
- Embedding staff wellbeing and resilience conversations

Learning outcomes

- Understand and practice the fundamental skills of coaching
- Be more confident in applying these coaching skills in different management contexts e.g. team meetings, formal 1 to 1 meetings, corridor conversations
- Be more confident in giving and receiving constructive feedback
- Increase personal and interpersonal effectiveness as a manager and the ability to influence and strengthen the coaching culture



Duration

Week 1		
45 minutes		
Pre-work Growth Mindset Module and pre-reading	<p>Individual delegate preparation time including:</p> <ul style="list-style-type: none"> • Pre-reading • Access to the online Coaching Culture Growth Mindset Module • Preparation questions 	<p>To introduce some of the benefits of coaching as a management style.</p> <p>The online Growth Mindset Module will identify the types of mindset and the micro-coaching exercises and challenges have been specifically designed to raise awareness of the importance of the growth mindset and challenge individuals to think differently to achieve more.</p> <p>Preparation questions will ensure everyone is ready to receive coaching as part of the practice sessions on the training.</p>
Week 2		
2x 3 hour virtual sessions on consecutive days		
Manager as Coach Training	Up to 12 delegates	Acquire the skills of coaching whilst in the role of a manager.
Week 3-6		
Ongoing practice as part of day to day management role and 20 minutes to complete module		
Practicing Skills and Emotional Intelligence Mindset Module	<ul style="list-style-type: none"> • Test out your coaching skills in every day conversations • Access online module via Coaching Culture 	<p>Reflect on the successes and challenges faced when applying coaching skills, to share with group at the Live Learning Lab.</p> <p>The online EI module will help better understand and develop self-regulation, empathy, motivation and social skills which are valuable for coaching.</p>
Week 6		
3 hour session in small groups		
Live Learning Lab	In 2 groups of up to 6 delegates	Reinforcement of the learning and share practice
Week 7		
Access to an additional online from a recommended list	Access via Coaching Culture Mindset Modules	To further develop coaching skills and awareness





Delivery Approach

Delivered through a mixture of slides, discussion, group work and practice sessions, that will start to develop the essential coaching skills to impact personal and interpersonal effectiveness as a manager.

Through focussing on key topics that are important for good coaching, the completion of Mindset modules before and between sessions aims to enhance managers awareness of their areas for development to coach effectively. The online Mindsets Modules include a self-assessment, a personalised profile, coaching questions based on the profile to raise self-awareness and commitment to action. This approach allows them to both experience coaching whilst learning about aspects of themselves that will help improve their ability to coach in their role.

Learning new skills is only helpful if they are applied back in the work place, therefore we encourage participants to go away and practice their new skills. The Live Learning Lab is a follow up session designed to provide participants with the opportunity to reflect on their learning and further develop their skills by drawing on each other's experiences and that of the facilitator. It is carried out in smaller groups to maximise learning.

Audience

Aimed at managers and leaders who want to incorporate coaching skills and techniques into their role. No prior understanding or experience of coaching is required.

Investment required

WME Member Rate:

£2,100 + VAT

Non-Member Rate:

£2,520 + VAT

Subscribing Members of the West Midlands Coaching and Mentoring Pool get an additional 5% off.

If you are already a subscriber of the Mindsets Modules we can reduce the fee for inhouse programmes.

For more information and to book, please contact the WME team via info@wmemployers.org.uk

Coaching Development opportunities

WME have a suite of coaching development offers from introductions to coaching for individuals not in management positions or who are completely new to coaching, to advanced CPD and Supervision for experienced professional coaches. Please get in touch to find out how we can meet your needs.