

## **"Master-Classes" in Management Development**



### **COACHING SKILLS** A Two-Day Programme

#### **Programme Objectives**

One of the key management tasks is that of coaching staff for improved performance.

By the end of this programme delegates will be able to:

- Understand the coaching process and the application of coaching skills in a variety of different working situations.
- Using a model - plan, prepare and structure a coaching session that will best fit the culture and interpersonal styles of those to be coached.
- Bring about the best in others by developing your skills to transform a good performance into a winning achievement.
- Improve your ability to give feedback to encourage individuals to embrace your attempts at performance improvement.
- Confidently identify coaching and development needs and implement appropriate solutions.
- Measure the effectiveness and impact of your coaching.

#### **Who is the programme for?**

This programme is for Managers, Supervisors and Team Leaders who want to improve the performance of their staff. Training Personnel may also find the programme of benefit in terms of "coaching managers" to develop their people.

#### **Programme Contents**

##### Performance Improvement Through Coaching.

- Coaching concepts and definitions
- Coaching as a powerful management tool
- Identifying situations where coaching is appropriate
- Coaching With Structure
  - Defining the needs
  - The coaching plan – what you must include
  - Individual and team scoring of performance goals
  - Controlling and optimising expectations
  - Enhancing you plan for future sessions
- Adapting Your Coaching Style – Communication Skills
  - Learning styles – how to adapt accurately and effectively
  - Building rapport, trust and confidence
  - Maintaining commitment through difficult periods.
  - Conveying and selling ideas
  - Motivation – a needs analysis
  - Creating ambience and dynamism

- . Programmed learning – step-by-step task learning
- . Feedback techniques for programmed learning.
- . Hearing and effective 'listening'
- . Constructive criticism
- . Objective criticism
- . Coaching Difficult People in Difficult Situations
  - . Identify silent conflict and promote open spaces
  - . Handling objections and obstacles
  - . Persuasive and assertive body language to promote learning
  - . Fine-tuning feedback functions using empathy and responsive assertion techniques
  - . Overcoming negative attitudes with creative solutions
- . Making Skilled Intervention
  - . Selective perception – developing objective observation skills
  - . Improving the learner's problem solving skills to encourage self-management
  - . Identifying 'hands-off/on' management opportunities.
  - . Risk analysis – when and when not to intervene
- . Reviewing and Measuring the Success of Your Coaching
  - . Monitoring the success of your coaching
  - . Remaining objective through periods of excitement and doubt
  - . Evaluating and exploiting the impact of coaching on actual performance.
- . Personal Development
  - . Action plans for on-going development

