

Coaching Skills for Managers

Intended Learning Outcomes

- Describe the key principles of a coaching approach
- Describe how a coaching approach can help motivate people
- Understand when a coaching approach is most useful
- Practice using core coaching skills
- Practice using the GROW coaching model
- Reflect on your experience
- Create an action plan to put learning into practice

Working together

Interactive

Confidential

Presence

Breaks

Feedback

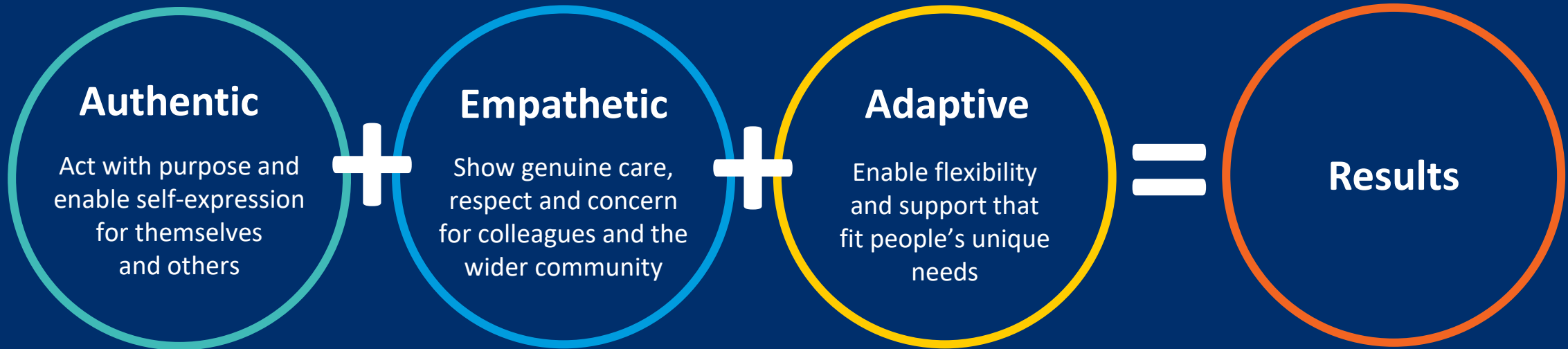


Introductions:

What do you want to get out of today's session?

Generous Leadership

To deliver results, we need our leaders to give generously of their time and resources, enabling people to do their best work and to thrive. To do this, our leaders are:



Based on Gartner's Human Leadership Model

Authentic

Knows their own values, strengths and weaknesses.

Communicates openly and with vulnerability and encourages others to do the same.

Demonstrates openness to ideas and actively seeks feedback.

Empathetic

Puts time and effort into knowing people and building strong relationships and open dialogues.

Demonstrates care and concern for people's wellbeing.

Steps into challenging conversations calmly and with confidence.

Adaptive

Recognises people as individuals, treats them according to need, actively facilitates opportunities, and coaches them to perform their best.

Use their professional judgement to make decisions in complex situations.

Understands the ever-changing nature of the University and fosters ambition to help people and teams rise to that challenge.



In pairs/threes:

1. Person A: What brings you joy? (2 mins)
2. Person B: Hold silence and listen
3. Swap roles

What is coaching?

‘Coaching is unlocking people’s potential to maximise their own performance. It is helping them to learn rather than teaching them’

John Whitmore

‘A professionally guided process that encourages clients to maximize their personal and professional potential’

European Mentoring and Coaching Council

‘Workplace coaching is a one-to-one custom-tailored, learning and development intervention that uses a collaborative, reflective, goal-focused relationship to achieve professional outcomes that are valued by the coachee’

Smither, 2011

Principles of coaching (Rogers)



The client is resourceful



The client sets the agenda



The coach builds
resourcefulness through
questions, challenge and
support



The coach and client are
equals



Coaching addresses the whole
person



Coaching is about change
and action

Coaching is....



goal focused



autonomy supportive



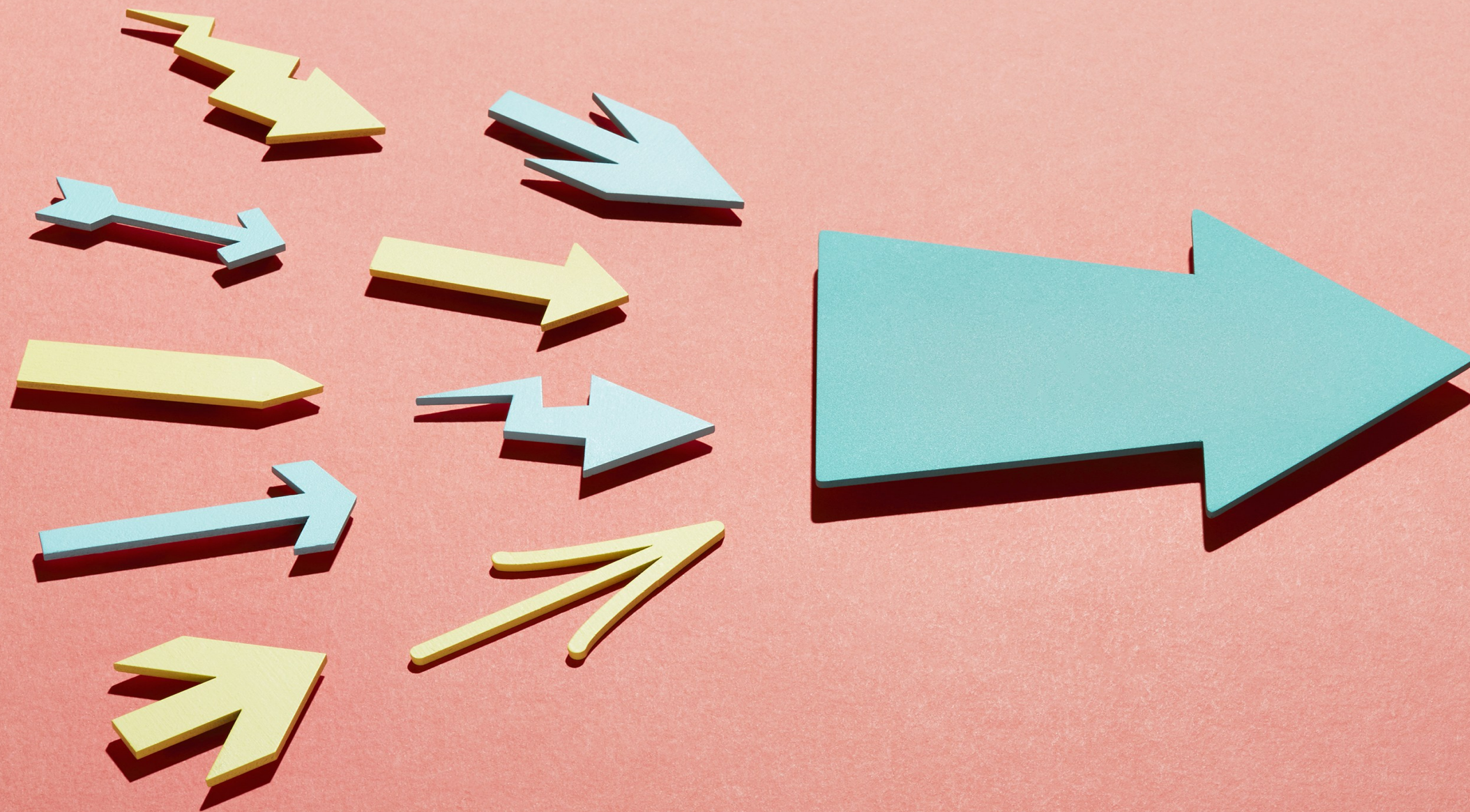
reflective



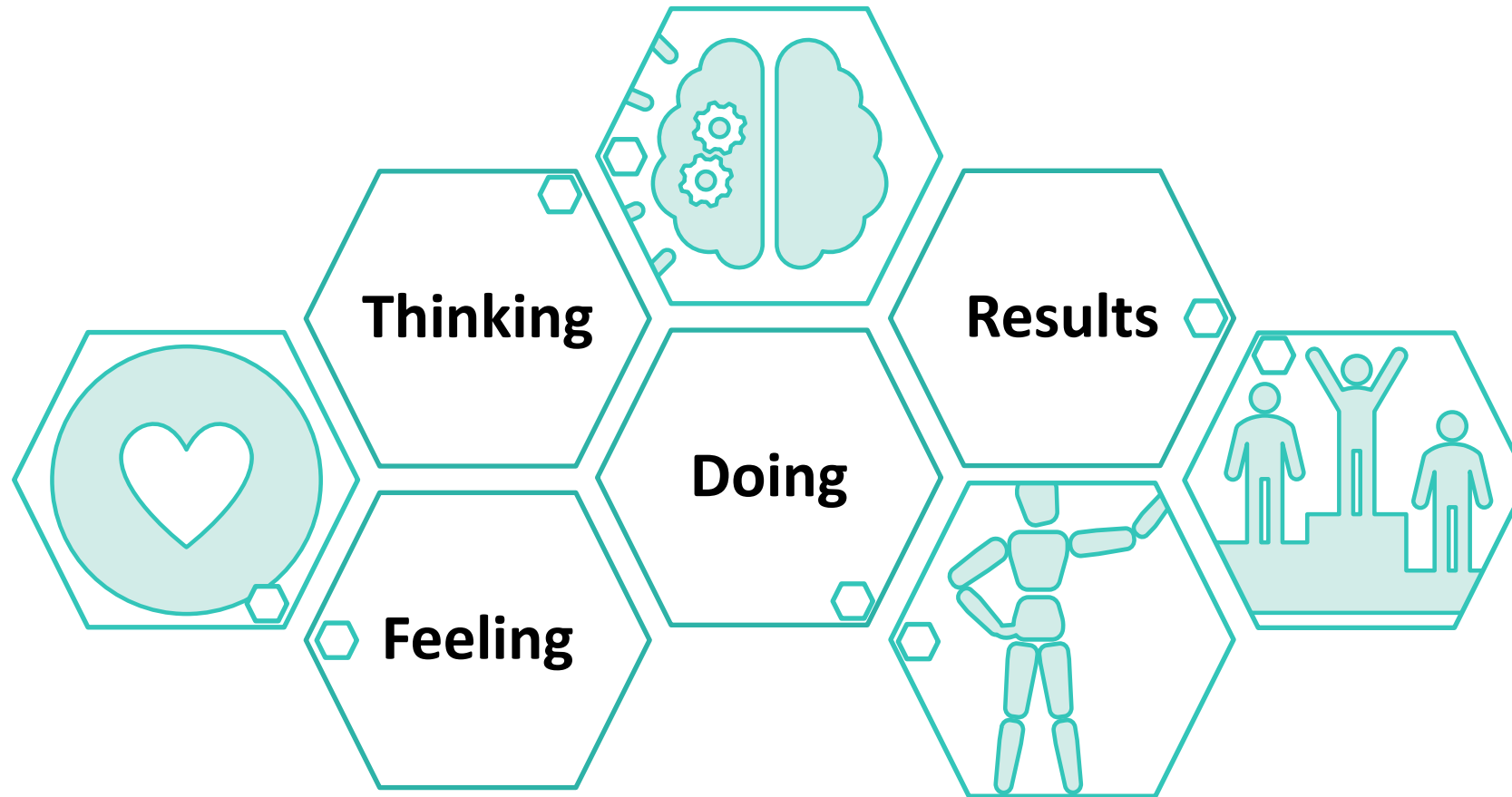
challenging



a safe space



The case for coaching



The case for coaching as a manager

Outcome	Description
Empowerment	<i>'Employees feel very empowered when they identify solutions and achieve goals. They also have greater ownership and commitment to actions that they have identified they need to take'</i>
Engagement & performance	<i>'A lift in team productivity, commitment and engagement as employees see their achievements acknowledged, views respected and listened to and involvement rewarded'</i>
Engaging with change	<i>'Creates a competitive edge of learning agility and enthusiasm to approach new challenges rather than seek a stable low risk existence'</i>

Unlocking potential: Basic Psychological Needs



Autonomy:

To feel in control of our own lives



Competence:

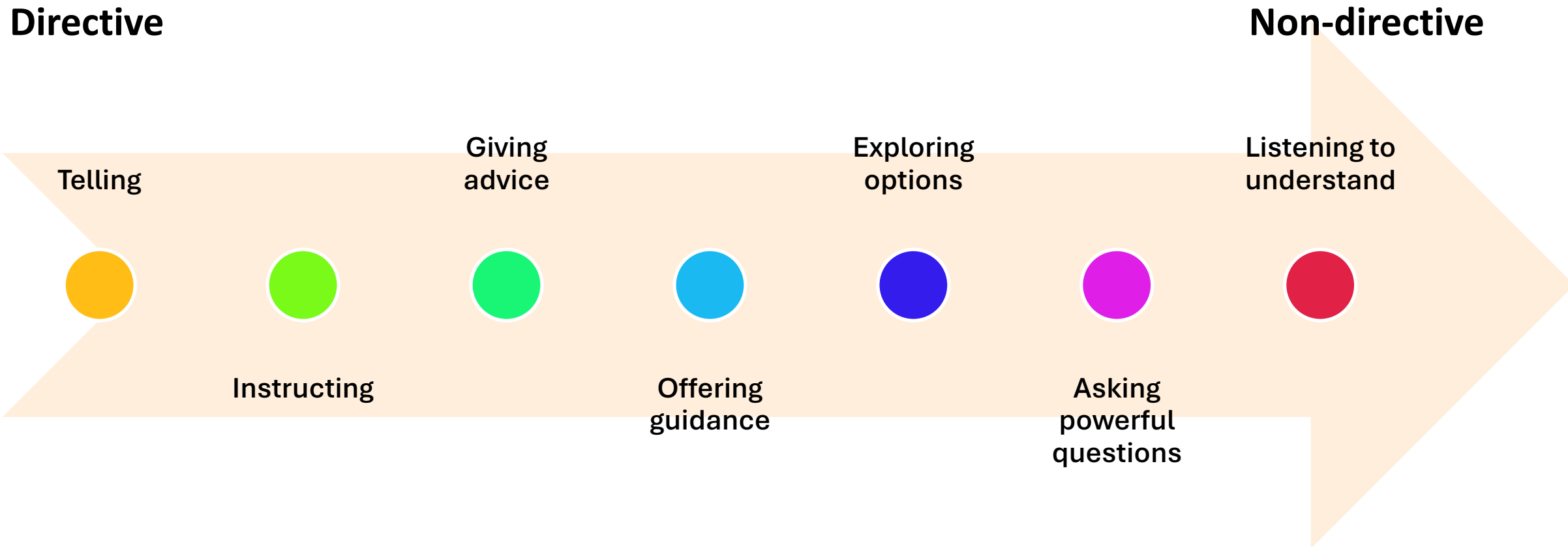
To feel effective and capable



Relatedness:

To feel connected to others

The push/pull continuum





On tables (15 mins)

In your role:

Q: When would it be useful to take a coaching approach?

Q: When would it be less useful?

Core skills



Building rapport



Listening



Powerful questions

Building rapport

“the ability to connect with others in a way that creates a climate of trust and understanding” (Zakaria & Musta’amal, 2014, p. 2)

Calm

Vulnerability

Empathy

Small talk

Honesty

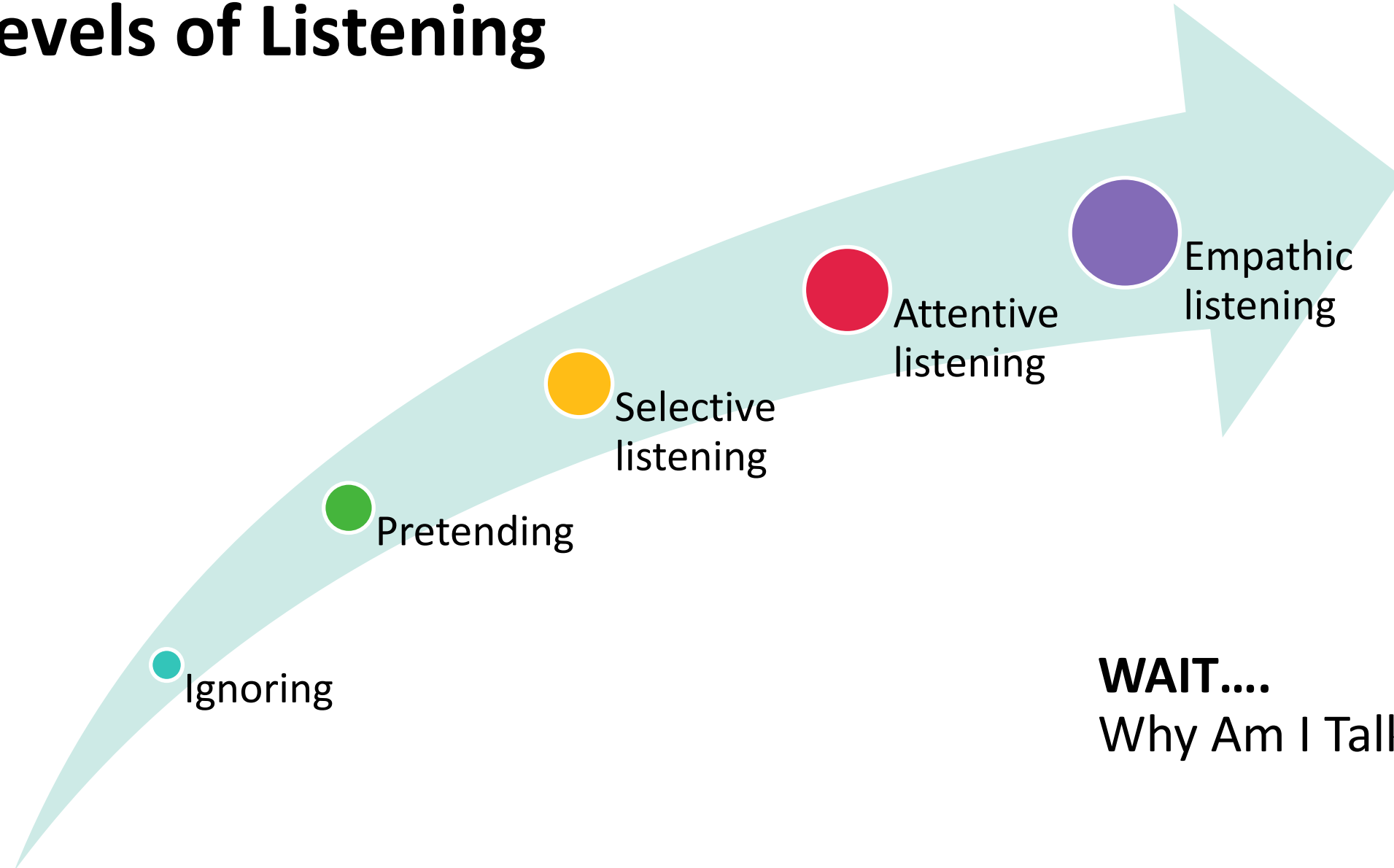
Humour

Affirmations

Eye contact

Body language

5 Levels of Listening



WAIT....
Why Am I Talking?

Powerful questions

What's the real challenge here for you?

What are your concerns?

How do you feel about that?

What's preventing you from moving forward?

How can I help? OR What would help?

If you're saying yes to this, what are you saying no to?

What have you tried already? What options have you considered?

What do you need?

What was most useful for you?

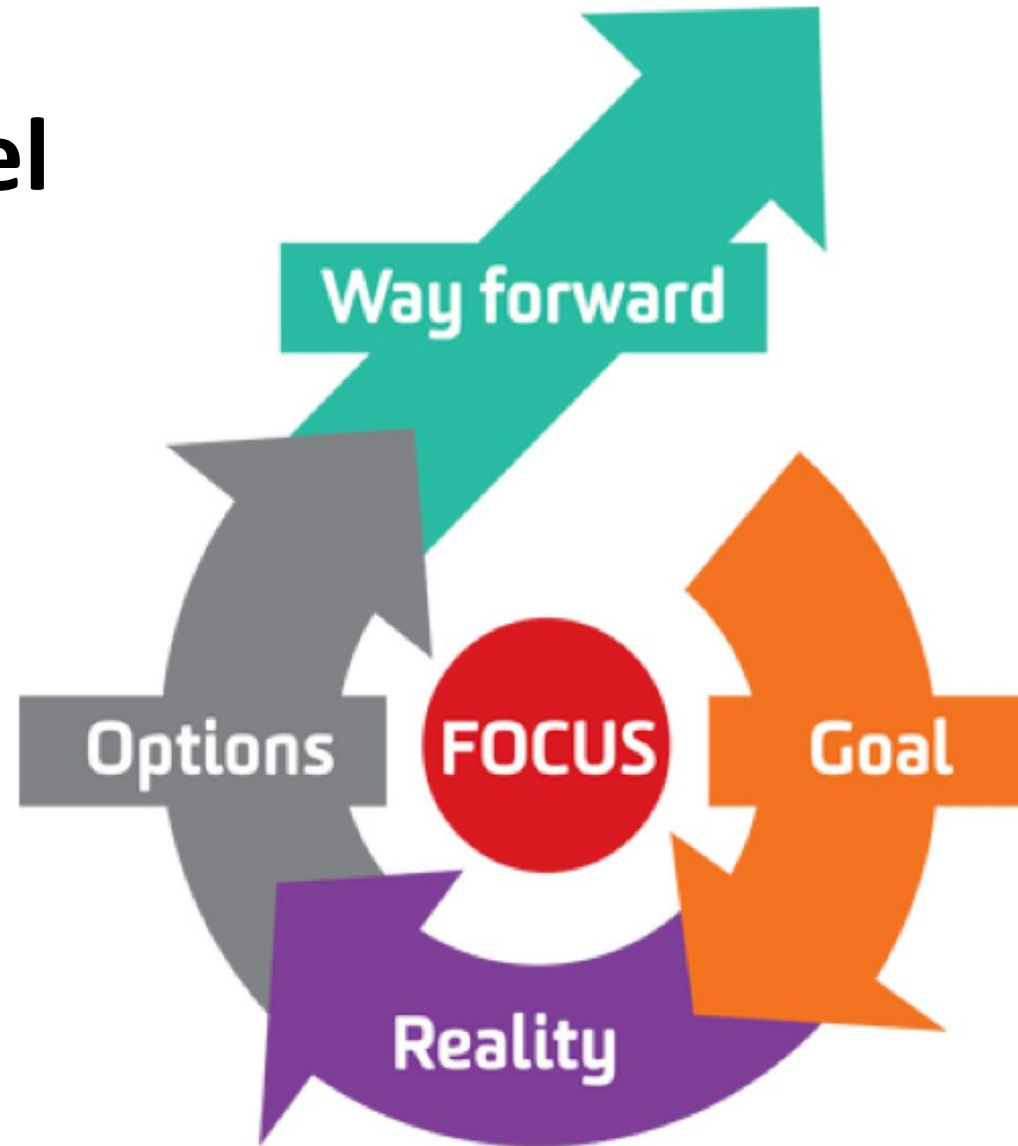


In pairs/threes (15 mins)

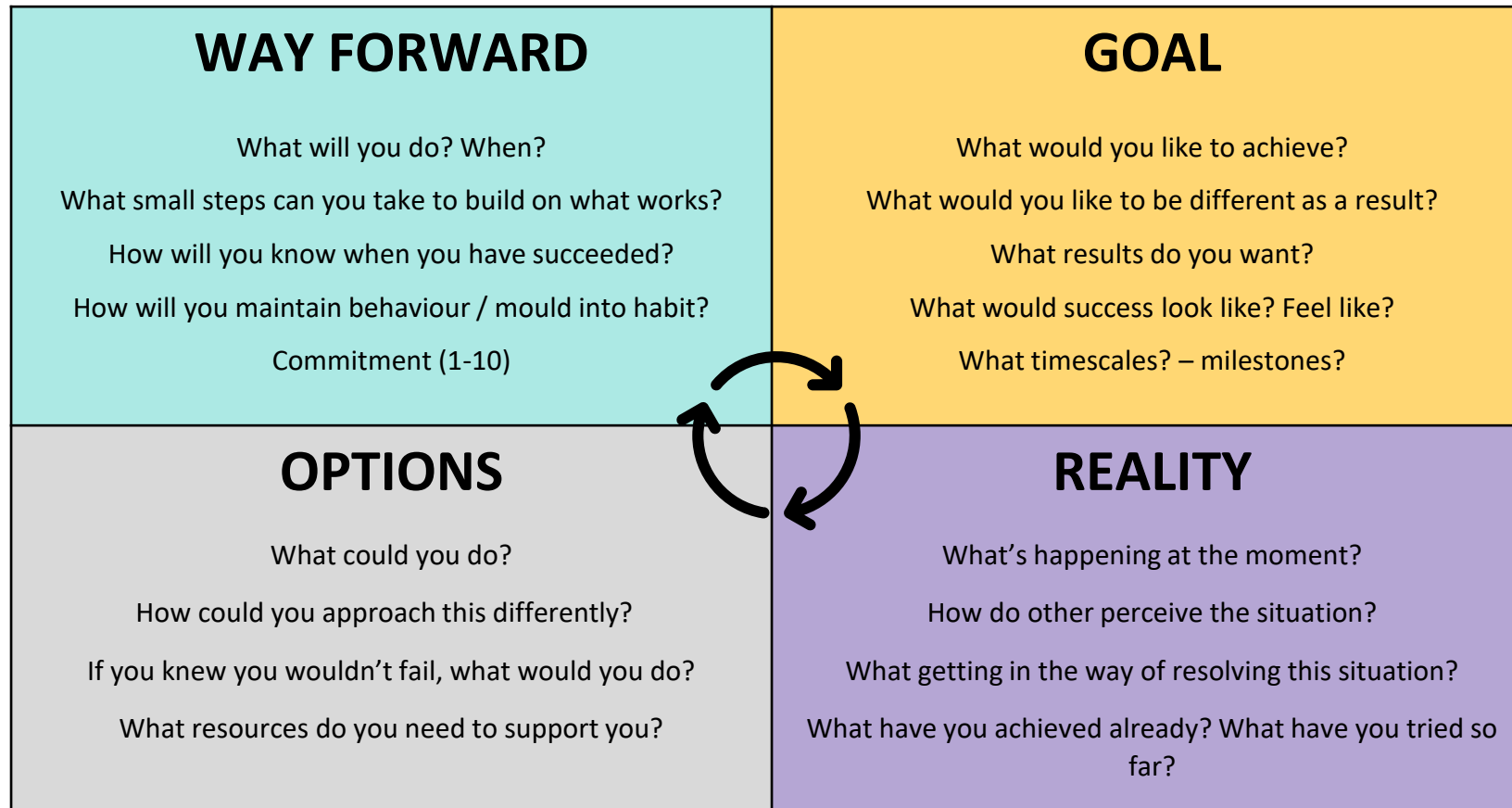
1. Person A: Describe something you are proud of
2. Person B: Use core skills to understand and explore
3. Person C: Observe
4. Swap roles

| Break

GROW model



GROW model



Role play observation (8 minutes)

INDIVIDUALLY:

1. Observe
2. Notice what works (and what doesn't)
3. What would you use and what would you do differently?







In pairs/threes (15 mins)

1. Person A: Coach
2. Person B: Coachee
3. Person C: Observer

Use the GROW model to explore a real scenario (10 mins)

Feedback from observer, then coachee, then coach (5 mins):
What worked well, what would make it even better

Towards a 'coaching culture'

Safe, goal focused, reflective, challenging, autonomy supportive

- What can you do to encourage your team to really listen to each other?
- What can you do to encourage a higher level of 'partnership' between team members and you?
- What actions do you take to encourage strong bonds between team members?
- What could you do to emphasise the confidence you have in your team members' ability?
- What do you do to recognise the contributions of your team members?

[Building a coaching culture - skill bite](#)

Reflection and group coaching space

Q: What have you learned?

Q: What questions do you still have?

Q: What will you do?



Next steps

1. Give us feedback!
2. Use AI as a learning partner
3. Put learning into action (IRL)
4. Meet in your group, reflect on what you have learned and how you would like to develop further (use your skills to coach each other).

Your Feedback

QR Code



Further resources

- [Generous Leadership](#)
- [People Management Curriculum](#)
- [University of Bath Development Toolkit | Coaching and Mentoring](#)
- [Van Nieuwerburgh, An Introduction to Coaching Skills](#)
- [Whitmore, Coaching for Performance](#)
- [The University of Bath coaching service for staff](#)
- [Jones, Coaching with Research in Mind](#)
- [Self-Determination Theory: How It Explains Motivation](#)
- [David Grove's Clean Language - Communicate Clearly and Make Stronger Connections](#)

| Thank you