

COACHING SKILLS

Adopt a coaching mindset for better leadership.

◆ ABOUT THE COURSE

Traditional command-and-control leadership styles no longer drive the innovation and problem-solving today's teams require. This session presents a coaching-led approach to management: an accessible, high-impact style that helps managers unlock greater independence and productivity in their teams.

You'll explore what coaching as a manager looks like in action; the communication skills required to be an effective coach; and a framework for any coaching conversation. You'll learn to manage in a way that saves you time and gets better results.

◆ SESSION AGENDA

- 01 The Case for Coaching**
Understand why coaching-led management outperforms traditional command-and-control styles, and what makes it a distinct approach to developing people.
- 02 Opportunities for Coaching**
Identify the three moments to bring coaching into your management: in-the-moment conversations, informal discussions and planned reviews.
- 03 In-The-Moment Coaching**
Learn to spot and use everyday opportunities to coach rather than jumping straight to advice.
- 04 The Coaching Conversation**
Apply a simple three-stage framework to structure any coaching conversation, from goal to action.
- 05 The Coaching Conversation Skills**
Recognise the core skills, especially listening and questioning, that underpin an effective coaching conversation.
- 06 Listening**
Build the attentive listening habits that make coaching conversations work.
- 07 Questioning**
Ask better open and closed questions that spark insight, ownership and commitment.

FACILITATED SESSION

This is a coach-led session. Managers work on real situations from their teams, reflect on their behaviour, and practise applying the tools - leaving with actions, not just ideas.

◆ INTERACTIVE EXERCISES

Coaching Word Association

In pairs or small groups, brainstorm what coaching means to you, covering its types, benefits and behaviours, before comparing your answers with the working definition.

Traditional vs Coaching-Led Responses

In pairs or breakout groups, compare how a traditional manager and a coaching-led manager would respond to the same problem, then discuss how coaching differs from mentoring and counselling.

Questions Instead of Answers

In pairs or breakout groups, write a list of questions you would ask a team member asking if they're ready for promotion, instead of giving them your opinion.

Listening Under Pressure

Individually, answer three trick questions after hearing them only once, then discuss why we tend to listen for what we expect to hear.

Your Listening Pitfalls

Individually, work through a checklist of common listening pitfalls and mark which ones you need to work on.

Reworking Closed Questions

Individually, rework three closed or leading questions into more open, coaching-style alternatives.

Overcoming Coaching Obstacles

In small groups of two to three, identify the obstacles you expect when adopting a coaching-led style and devise strategies to overcome them.

◆ LEARNING OUTCOMES

- ◆ Achieve greater impact with less effort through a coaching mindset.
- ◆ Build stronger, more open communication with teams.
- ◆ Foster independence as individuals bring solutions, not just problems.
- ◆ Guide, motivate and inspire others with confidence.