

Coaching as a Leadership Style (2 days)

Programme Objectives:

- *To provide a clear understanding of what coaching is and isn't, and the benefits it can bring to leaders, in particular helping them to work strategically at the level required and to help them find the time to do so.*
- *To understand how coaching compares to other development methods and when to use this style for greatest impact. (and when not to!)*
- *To develop the skills and confidence to coach in an informal manner as opportunities arise, in order to get the best out of both team members and colleagues.*
- *To help encourage leaders at all levels to take responsibility for their own performance and that of their teams using a balance of support and challenge.*
- *To start to gain the skills to develop both people with high potential and also, to confidently face up to those who aren't performing as well as is required.*
- *To practice coaching peers on real situations of concern to them.*



Coaching as a Leadership Style - Indicative Content:

- Pre work – self assessment of your coaching skills, leadership styles article plus video re advice in coaching.
- Coaching as compared to training, mentoring and counselling.
- Coaching as one of 6 leadership styles and when to use each.
- How workplace coaching compares to sports coaching.
- Generating self-awareness and responsibility in others.
- The core skills to being an effective coach.
- Using coaching when people request help/with high potentials but also how to introduce it for underperformance.



Indicative Content: (Contd)

- Agreeing realistic goals.
- Building appropriate rapport.
- Developing powerful questioning skills.
- Authentic listening.
- Giving honest feedback when necessary.
- Getting comfortable with the GROW model.
- What's it like to be coached?
- Demonstrations of realistic coaching scenarios.
- Real coaching practice with one another. (Observed by the facilitators)

