

THE FUNDAMENTALS OF COACHING

A foundation programme for forward thinking organisations

Coaching has now become a key tool, both in developing talent *and* achieving culture change, particularly at the top of organisations. It is arguably the primary method for enhancing management skills and remedying deficiencies in management style. The coaching process is seen to produce a specific value-added. People acquire new skills, abilities and perspectives that allow them to accomplish things after coaching that they could not do before, nor dreamt that they might be able to.

A recent study has demonstrated that participants on coaching programmes perceived positive performance changes, 37% stated they were coaching others, all indicated their personal life had been influenced by the coaching process and all agreed they had learned more about themselves. This would support social learning theory that self efficacy is what sustains behavioural change.

COURSE OBJECTIVES

To enable you to:

1. Understand and differentiate between coaching, mentoring and counselling
2. Identify your own learning styles, and recognise the importance of allowing for learning styles when coaching
3. Select different intervention styles appropriate to the needs of the coachee and the coaching scenario
4. Describe the difference between coaching and purely giving feedback
5. Understand and demonstrate the skills, knowledge and attitudes of an effective coach
6. Recognise how your personal and your coachee's psychology impacts the outcomes of coaching
7. Follow a clear coaching process
8. Identify your coaching strengths and areas for development
9. Make effective use of tools, techniques and frameworks that underpin effective coaching
10. Understand how to deal with poor performance and how to motivate people
11. Experience coaching - being coached, coaching others and observing your colleagues' coaching
12. Receive feedback on your coaching skills, and develop your skills in providing feedback to your colleagues
13. Identify your ongoing development needs and plan how these will be addressed.

COURSE FORMAT

The course is designed as 3 modules – 2 days training, a 4 – 6 week break, another 1 day followed by another 4 – 6 week break and the final day. Supervision is available for the participants after the course is completed, if required.

The course is highly practical. Participants work in trios to put their learning into immediate practice, both on the course and coaching employees and/or colleagues back in their workplace between each module. The programme allows for them to bring their concerns, issues and successes back to the course forum for discussion with their fellow participants and the facilitators.

COURSE CONTENT

MODULE ONE

Day 1

- Introduction, objectives and course content
- What is coaching, and how does it differ from mentoring and counselling?
- An introduction to Learning Styles and their significance when coaching
- Introduction to a coaching framework - CHOICES
- Connecting with your coachee and building trust
- Contracting – how to contract with your coachees and what to contract about
- Objective setting, an introduction to objective setting tools such as GROW, GAPS and SMART
- Coaching practice in trios

Day 2

- An introduction to the 6 John Heron interventions for effective coaching
- Coaching skills, such as active listening, basic questioning and powerful questions, exploring and probing coachee's issues
- Giving feedback effectively
- Coaching practice
- Intermodular briefing and module 1 review

MODULE TWO

- Introduction, objectives and course content
- Re-connecting with your coachees
- Coaching surgery - discussion on the concerns and issues from the coaching practice back in the workplace

- Introduction to a number of coaching models including transaction analysis, comfort zones, change curves and the change equation
- Coaching practice
- Intermodular briefing and module 2 review

MODULE THREE

- Introduction, objectives, content and ice breaker
- Coaching surgery - discussion on the concerns and issues from the coaching practice back in the workplace
- Working with your coachee to support them in making Choices and Engage with the changes they are making
- How to sustain individual behavioural change
- Coaching practice
- Identification of ongoing development needs and how to address these
- Module 3 and overall programme review

AUDIENCE

Leaders, managers, team leaders or people within the organisation who have a responsibility for developing others.

COURSE EVALUATION

Data taken from previous course evaluations states that confidence in coaching increased from an average score of **1.79** before the course started (on a 1 – 6 scale) to **4.43** at the end of the four days. The Sticky Change trainers were given an average rating of **5.43**, and the course was described as ‘stimulating’, ‘challenging’, ‘enlightening’ and ‘valuable’. Some of the participants’ comments are given below:

- *Well run, enjoyable, thought provoking course. Like several other individuals I feel I have gained confidence from the process. I look forward to continuing with both my coach and coachee sessions.*
- *Found it hard work at the start, a complete change from previous culture. Now finding great personal benefits.*
- *Been a journey of self awareness for me as an individual.*
- *Each module was better than the last. Thank you so much for the experience.*
- *I found this course to be stimulating, challenging, enlightening and immensely valuable.*
- *Superb, loved it, benefitted greatly. Thank you.*