



COACHING

OBJECTIVES

You will

- Understand what coaching is and how it supports team member development
- Explore the skills of being a great coach – questioning and answering
- Introduce the GROW coaching model
- Action planning for coaching with your team



WHAT IS COACHING?

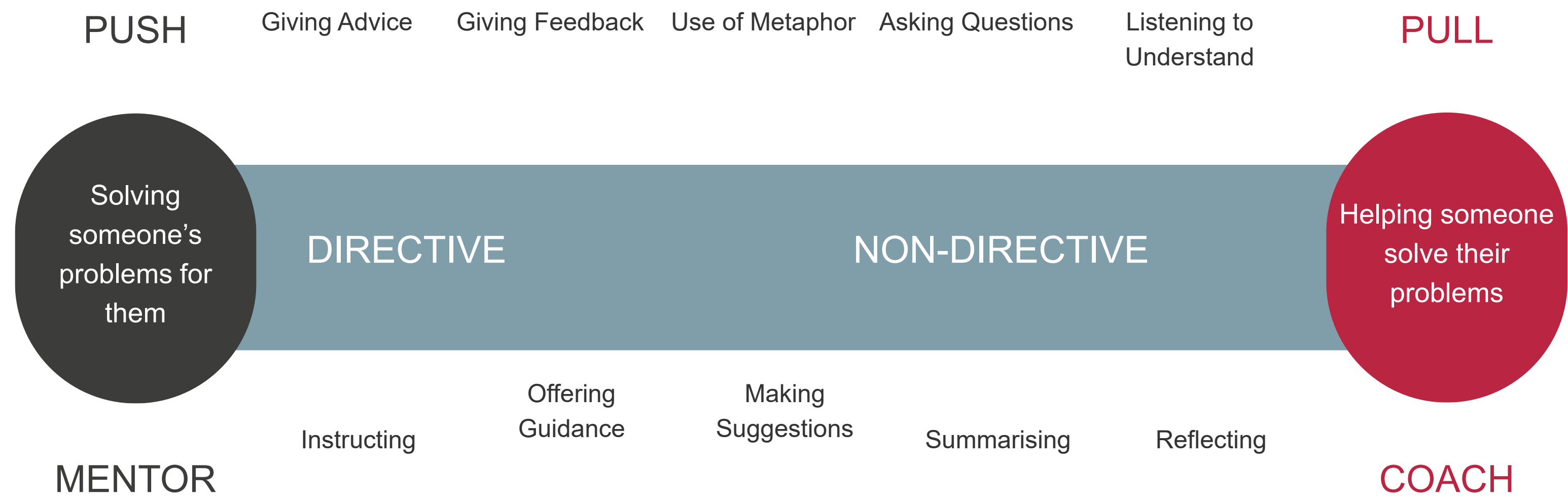
**WHAT IS YOUR
EXPERIENCE OF
COACHING TO DATE?**

PAIRS DISCUSSION



COACHING CONTINUUM

Effective coaching means knowing when to push (give direction, advice, or feedback) and when to pull (ask questions, reflect, and help others solve their own problems). The sweet spot is flexing your approach to meet the needs of your team member.



COACHING CONTINUUM

1 Coaching is a form of **continuous performance feedback** and employee development in which a leader supports an employee in **achieving a specific professional goal** (what or how).

2 The coaching might be initiated through a topic or concern raised by the employee (**supportive**) or it might be initiated by the manager through providing the employee with feedback about a behavior or situation (**directive**).

3 In either approach, the manager facilitates the conversation through **questions** asked of the employee to create **awareness**, co-create possible **actions** and to help the employee remain **accountable** to achieving the specific professional goal.

QUESTIONING SKILLS

ACTIVITY 2 OPEN QUESTIONS

**WORK IN GROUPS OF 3 TO TURN
TYPICAL COACHING QUESTIONS
INTO THEIR MORE OPEN-ENDED
COUNTERPARTS**

DEBRIEF

**HOW EXPLORATORY OR LEADING WERE YOUR NEW
QUESTIONS?**



LISTENING SKILLS

ACTIVITY 3 LISTENING EFFECTIVELY

Partner A talks about a recent challenge or decision (work-related or personal).

Partner B only listens and responds with reflection/clarification (no solutions).

Example techniques:

“So what I’m hearing is...”

“It sounds like you’re concerned about...”

“Tell me more about what that meant for you.”

PAIRED PRACTICE
3MINS THEN SWAP ROLES



LET'S MAKE IT REAL

ACTIVITY 4 - TRIOS SKILLS PRACTICE

Let's bring this to life and take some time to practice hosting an anticipating needs conversation with a variety of clients

3 Rounds

5 mins prep

5 mins practice, 2mins observer feedback then swap

- Yourself
- Client 1,2 or 3
- Observer



GROW COACHING

“AGREE A WAY FORWARD”

- Which option will you choose to implement?
- What specific action will you commit to taking first?
- When will you start?
- Who can help?

“EXPLORE THE OPTIONS”

- What are all the possible ways you could move closer to your goal?
- If there were no limits, what would you do?
- Who could help you with this?
- What support do you need?



“DISCUSS THE GOAL”

- When you think about your career over the next 1-2 years, what does success look like to you?
- What opportunities are there in your area of expertise or specialism?
- What is the picture in the technology/finance sector?

“EXAMINE THE CURRENT REALITY”

- What are the skills you would need for that goal?
- What have you tried so far and what progress have you made?
- What are your current strengths that will help you achieve your goal?
- What challenges are you experiencing?

COACHING FRAMEWORK

Career Conversations



Aligned

Actionable

Ongoing

A photograph of two women sitting at a table in a meeting. The woman on the left has blonde hair and is smiling. The woman on the right has dark curly hair and is looking towards the right. There are laptops, a tablet, and a white mug on the table.

GROW COACHING

LET'S MAKE IT REAL

ACTIVITY 5 - SKILLS PRACTICE

Let's bring this to life and take some time to practice GROW coaching

3 Rounds

8 mins practice, 2mins observer feedback then swap

- Team member
- Leader as a Coach
- Observer



RESISTANCE TO READINESS

**WHAT PART OF TODAY'S
SESSION SHIFTED HOW
YOU THINK ABOUT
COACHING?**

**WHAT WILL YOU DO TO
APPLY THAT FRESH
THINKING IN YOUR ROLE?**
