

## The Art of Coaching



“Coaching is the art of facilitating the development, learning and enhanced performance of another.”

Peter Hill  
Concepts of Coaching

### Overview

This programme supports Team Leaders and Managers in proactively developing their organisations and facilitating change by nurturing talent, enabling learning and development, and encouraging personal growth. For change and/or development to be of value, managers must be able to utilise a range of coaching and facilitating methods and techniques to bring the best out of their people. It also provides the foundation for those who plan to advance to either the ilm Level 3 Unit Qualification in Understanding Good Practice in Workplace Coaching, or the ilm Level 5 Unit Qualification in Understanding the Skills, Principles and Practice of Effective Management Coaching and Mentoring.



### Understanding best practice in workplace coaching

Participants explore the role of the workplace coach. Participants assess their own ability to use a variety of interpersonal communication skills when giving effective feedback to learners.

### Practice a range of coaching styles

Participants look at a range of different learning resources to support safe and effective coaching, alongside practical skills in how to monitor and record learner progress.



### Implementing best practice back in the workplace

Participants plan and organise workplace coaching sessions, undertaking coaching and then monitoring/reviewing their own workplace coaching performance.

**Key areas covered on this programme are:**

**Asking effective questions**

Learn and practice asking questions that put the ball firmly back in the other person's court and get them to take responsibility for their own actions.

**Insightful listening**

Learn to read and interpret the clues in people's answers that help you work out what they really mean and break down people's resistance to your requests.

**Managing coaching conversations**

Use a simple and powerful technique that moves people quickly from their present problem to a positive action plan which they are personally committed to.

**Real skills through real practise**

Throughout the programme you will practice real coaching skills on real people, not through artificial role playing exercises. Your personal confidence grows with each workshop.

**Flexibility and adaptability**

Coaching encompasses a spectrum of skills, many of which you already have. We help you enhance these and develop others to enable you to manage a greater range of situations.

**Programme Objectives**

- Apply best practice principles of coaching - GROW & OSCAR.
- Recognise personality and learning styles, and how to adapt yours.
- Define SMART objectives to structure individuals' development to meet organisational/team performance requirements.
- Build rapport/empathy through effective questioning and listening skills.
- Provide and receive positive and constructive feedback.
- Identify personal development opportunities.
- Use non-verbal communication to enhance your coaching style.
- Enhance personal confidence to coach others.

**Delivery**

The programme is delivered through two full day interactive workshops approximately 14 to 21 days apart. Between workshops, delegates will have the opportunity to implement the coaching tools and techniques back in the work environment, reflect on their experiences and therefore share experiences with their peer group at Workshop 2. A Coaching Diary will be provided during Workshop 1 for this purpose.

For those delegates completing the ilm Level 5 Unit Qualification there is a third full day interactive workshop.

### Investment

Total investment for this programme is £280 per person for the two day Level 3 based programme, or £420 for the three day Level 5 based programme.

### ilm Accreditation (optional)

For an additional investment of £219.00 per person, delegates have the option to achieve the ilm Level 3 Unit Qualification or ilm Level 5 Unit Qualification by submitting the relevant Coaching Assignment (see below). This additional fee includes membership to the Institute of Leadership & Management for the duration of the programme, allowing you access to their on-line resource library.

Learning Outcomes	Assessment Criteria
<p>1. Understand the context for effective workplace coaching</p>	<p>1.1 Describe and define the purpose of workplace coaching.            1.2 Explain the role and responsibilities of an effective workplace coach.            1.3 Describe the behaviours and characteristics of an effective workplace coach.            1.4 Explain how coaches should contract and manage confidentiality to coach ethically.</p>
<p>2. Understand the process and content of effective workplace coaching</p>	<p>2.1 Explain how to manage a coaching process, agreeing goals and following a simple coaching model.            2.2 Explain the range of tools and techniques (including diagnostic tools and those exploring learning preferences) that can be used to support effective coaching.            2.3 Explain why it is important to maintain basic records of coaching activity and what these should contain.            2.4 Recognise any potential barriers to coaching in the workplace and explain suitable strategies to overcome these barriers.</p>

**ilm Level 5 Understanding the Skills, Principles and Practice of Effective Management Coaching and Mentoring Unit Assignment**

Learning Outcomes	Assessment Criteria
1. Understand the purpose of coaching and mentoring within an organisational context	1.1 Define what coaching and mentoring is within the context of an organisation and explain the similarities and differences between coaching and mentoring. 1.2 Identify potential individual, operational and organisational barriers to using coaching and mentoring and develop appropriate strategies for minimising and overcoming these. 1.3 Present the case for using coaching or mentoring to benefit individuals and organisation performance.
2. Understand the skills, behaviours, attitudes, benefits and values of an effective coach or mentor.	2.1 Critically explore the knowledge, skills, and behaviour of an effective coach or mentor. 2.2 Analyse why coaches or mentors require effective communication skills. 2.3 Review the responsibilities of the coach or mentor to manage relationships and remain ethical and non-judgemental.
3. Understand the role of contracting and the process to effectively coach and mentor	3.1 Review a model or process which should be followed when formally coaching or mentoring. 3.2 Analyse the rationale for and the characteristics of effective contracting within coaching or mentoring. 3.3 Explain the necessity of exploring the expectations and boundaries of a coaching or mentoring programme with all stakeholders. 3.4 Justify the rationale for supervision of coaches and mentors in practice.
4. Understand the principles of effective coaching or mentoring in practice and how to evaluate benefits	4.1 Critically review the elements required for effective and integrated coaching or mentoring. 4.2 Analyse how the benefits of coaching or mentoring should be evaluated.

Our next cohort is due to commence;

Workshop 1 - 25th September 2018

Workshop 2 - 9th October 2018

Workshop 3 - 23rd October 2018 (ilm Level 5 Delegates only).