LEADERSHIP AND MANAGEMENT SKILLS

Award in Coaching Skills for the Workplace - MQF Level 5

DURATION AND COMMITMENT:

3 full days plus self-study of session notes and recommended reading provided.

TOTAL LEARNING HOURS

- Contact Hours: 24
- Self-Study Hours:26
  Total: 50 hours

NUMBER OF ECTS ON COURSE COMPLETION?

2

WHO IS THIS PROGRAMME FOR?

This programme is targeted towards managers, executives, team leaders and anybody wishing to create a supportive environment in their teams though coaching.

ENTRY REQUIREMENTS

Learners must possess a basic knowledge of reading, writing and speaking in English.

OVERALL COURSE OBJECTIVES

By the end of the programme the learners will be able to:
- Provide learners with an understanding of the purpose, value and nature of coaching at the workplace
- Enable learners to explore the role of the coach and the nature of the coaching relationship
- Introduce the core principles of coaching for performance and to develop key skills and competencies
- Maximize team-member performance through encouraging improvements and leading others through positive change
- Motivate the people they coach to actively seek out opportunities to contribute more to the organization and enhance employee engagement and commitment to the business
- Resolve differences, handle team-member resistance, and confront excuses in a constructive manner

- Help people accept, adjust to, and acquire personal ownership of organizational change
- Conduct developmental and non-performance-related coaching sessions
- Build positive and supportive relationships with team members
- Coach in formal situations as well as during informal, on-the-spot opportunities

Introduction to Coaching

This section will introduce learners to the concept of coaching at the workplace. It will briefly look of the development of coaching through the years as well as distinguish it from other forms of developmental tools. It will then look at how coaching can be useful to lead and manage teams. Finally we will look at the core qualities of an effective coach and discuss their implications.

Topics:
- What is coaching and how does it differ from mentoring, training and counselling
- The team leader's role as a coach
- Opportunities to coach at the workplace
- Core qualities of an effective coach.

Essential Coaching Skills

This section of the programme will cover 12 essential skills for anyone wishing to utilise coaching in a workplace setting to lead a team effectively. Each skill will be explained in depth with examples and followed by group exercises that allow the learners to practice the individual skills.

Topics:
- Setting clear expectations
- Monitoring team members' performance
- Building trust through rapport
- Active listening
- Effective questioning
- Identifying limiting beliefs
- Challenging and confronting
- Motivating your team members
- Expressing empathy
- Goal setting
- Action planning
- Following-up

Coaching Models

This section will introduce the learners to 2 of the most widely used models for coaching (the G.R.O.W. model and the O.S.K.A.R. model). They will be shown the benefits of using each model and how they can be applied to various workplace scenarios.

Topics:
- The G.R.O.W. model
- The O.S.K.A.R. model

Coaching for Performance Management

This section will focus on how team leaders can use the coaching approach as part of their regular interactions with team members on issues of poor performance. Learners will be shown how feedback can be delivered effectively and how to avoid triggering a defensive reaction from their team members. Learners will also learn simple ways in which they can use a coaching approach in everyday, brief and informal catch-ups with their team members whether individually or as a group.

Topics:
- Managing performance through feedback
- Informal coaching techniques

Group Practice Session

The final section of the programme will be dedicated to practicing the skills and techniques learnt during the programme. Each learner will have the opportunity to pair up with a partner to practice using a variety of typical work-place scenarios.