



## Coaching skills for Managers

*Excerpts from the facilitator's guide*

Before beginning of session:

1. Check that the room is large enough to allow participants to coach each other simultaneously, sitting face-to-face
2. Organize U-shaped table and 2 flip-charts
3. Check that computer, LCD projector and sound-system allow movie projection
4. Prepare to post “boards” on walls
5. Prepare hands-out for distribution, in order of distribution

Exercises	Support	Take-away	timing
<p><b>Intro-question on making subordinates autonomous:</b>  <i>“Is there anyone of you who does not wish your subordinates to be more autonomous?”</i>            If no-one raises hand, go on with <i>“then it’s really appropriate that you are here now, because this workshop is all about making your subordinates more autonomous. You will walk-out with a practical way to do so. But first let’s brainstorm...”</i></p>		Focus of session is enhancing subordinates’ autonomy	1 mn

<p><b>Motivational and loyalty drivers:</b>  <i>“Please take 2 minutes to reflect on what makes you and people you know motivated at work and loyal to the employer. Then I will ask you to share with the groups the 2 or 3 most important factors”</i></p> <p>Round-table to gather answers;  <i>“Please share your top-3 factors of motivation and loyalty; we will then gather together the factors that you, Directors, can fully leverage”</i></p> <p>Write answers on 2 flip-charts, one flip-chart for actionable factors for Directors, the other one for other factors</p> <p>Highlight factors linked to People Development  <i>“Since you have pointed to the importance of people-development as a motivation and loyalty tool, let’s discuss what means offer the best return on investment...”</i></p>	<p>Individual reflection</p> <p>Group discussion</p> <p>Work on flip-charts</p>	<p>List of <u>actionable</u> factors of motivation and loyalty available for Directors; amongst them, several related to people-development</p>	<p>2 mn</p> <p>12mn</p>
<p><b>Compared ROI of people-development means</b>  <i>“What people development means are you currently using?”</i>  Write them on 1 flip-chart with 3 columns (means / effectiveness / cost)  <i>“Let’s award stars for effectiveness of each means; ☆☆☆: excellent; ☆☆☆ stars: worthwhile; ☆ star: questionable”</i>  <i>“Let’s rate the costs involved, excluding internal costs; \$\$\$ very high cost; \$\$ high cost; \$ not low cost”</i>  NB: add one-on-one mentoring / coaching by boss on the list if ever no one would name this  <i>“Let’s discuss what offers best-returns, and why it works so well”</i></p>	<p>Group discussion</p> <p>Work on flip-charts</p> <p>Work on flip-charts</p>	<p>Linking people-development and actions for progress is critical for good ROI</p>	<p>15 mn</p>

<p>NB: add “people-development linked to actions people take afterwards” as a key success-factor if no one mentions it Summarize the main points of the discussion and show the “top 22 Best Practices” for talent-management processes, where Coaching comes first with 48% rating.</p>			
<p><b>Benefits of “questioning” vs “telling”</b>  <i>“How about we see a movie? Excerpt from “Ray”. It’s the moment when Ray is 7 years old and starts to lose eye-sight; please pay attention to his Mother’s approach to the situation.”</i>  <i>“For what reasons do you think Ray’s Mother has behaved like she did?”</i>  <i>What are the benefits for her and Ray?</i>  <i>What’s the link between this video and you and your subordinates?”</i>  <i>“Now let’s discuss the pros and cons of “telling your subordinates what to do” and “questioning them so they find out the solution to their issues”</i>  Summarize the main points of the discussion</p>	<p>Show movie excerpt from “Ray”, start at “1:41mn” Group discussion</p> <p>Group discussion</p>	<p>Telling people what to do keeps them dependent on you; questioning them so they find solutions themselves enhances their autonomy</p>	<p>2mn 5mn 8mn</p>

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<p>Break</p>			<p>10mn</p>
<p><b>Summary of 1<sup>st</sup> part</b>  <i>Before we start the 2<sup>nd</sup> part of this workshop, let’s share what each one of you has found important in the first part, and what benefits/drawbacks you see in coaching your subordinates...</i>  <i>Discuss potential drawbacks perceived.</i></p>	<p>Round table</p>	<p>Anchor learning + identify and handle potential objections to rolling-out coaching sessions</p>	<p>5mn</p>

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<p><b>Role-play 1</b></p> <p>Now we are going to play roles 2 by 2 simultaneously. Half of you will coach your neighbor for 15 minutes on a topic of his choice.</p> <p>Then you will</p> <ul style="list-style-type: none"> <li>(1) rate yourself along the “10 golden rules of an effective coach”, and</li> <li>(2) ask your “coachee”-neighbor what was helpful and what was not.</li> </ul> <p>Then we will share learning. And list the useful skills for coaching. And then we will role-play again, the other way-around.</p> <p>You have 3 choices for the role play:</p> <ul style="list-style-type: none"> <li>1. the coachee chooses his subject himself</li> <li>2. you use the simple tool I presented to you</li> <li>3. you use a role-play I have prepared</li> </ul> <p>You have 5 minutes to choose and prepare, 15mn to play and 3mn to debrief 2 by 2</p>	<p>Role-play Debrief</p>	<p>Practice and learn</p>	<p>25mn</p>
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<p><b>Role- Debrief on role play 1</b></p> <p>1. Can the coaches of this 1<sup>st</sup> role-play gauge themselves against these skills? And take notes of what they want to improve?</p> <ul style="list-style-type: none"> <li>• asks open-questions instead of providing solutions</li> <li>• does not judge the executive</li> <li>• holds the executive responsible (even on choice of topic to work on)</li> <li>• proposes several perspectives to investigate an issue</li> <li>• inspires with stories or reading-advice</li> <li>• encourages executive to think issues all the way through</li> <li>• ensures the executive acknowledge his/her progress (asks for recap/summary)</li> <li>• requests actions</li> </ul>	<p>Use flip-chart with:</p> <ul style="list-style-type: none"> <li>• asks open-questions instead of providing solutions</li> <li>• does not judge the executive</li> <li>• holds the executive responsible (even on choice of topic to work on)</li> <li>• proposes several perspectives to investigate an issue</li> <li>• inspires with stories or reading-advice</li> <li>• encourages executive to think issues all the way through</li> <li>• ensures the executive acknowledge his/her progress (asks for recap/summary)</li> <li>• requests actions</li> </ul>	<p>Identify proper skills Anchor learning</p>	<p>15mn</p>
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<p>2. Can the coaches share what they would do better if they started again?</p> <p>3. Can we enrich our list of useful skills?</p> <ul style="list-style-type: none"> <li>• Build rapport and trust</li> <li>• Treat coachee as a peer, not as a subordinate</li> <li>• Listen with empathy</li> <li>• Bring unconditional support (don't judge)</li> <li>• Come-up with right questions, not right answers</li> <li>• Observe, watch for non-verbal messages</li> <li>• Provide honest feedback when required</li> <li>• Give autonomy, allow to fail and help to rebound successfully</li> <li>• Recognize achievements, small and big</li> <li>• Encourage, build-up self-confidence</li> </ul> <p><i>Please take 2mn to write down your notes on what you are taking away-from this discussion</i></p>	<p>Roundtable discussion</p> <p>Roundtable discussion List on flip chart</p>		
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<p><b>Coaching as a management style</b></p> <p>1. You remember our pyramid, from identity to behavior (through experience, beliefs and skills)? Where does coaching help? How?</p>	<p>Group discussion</p>	<p>Integrate coaching in management style will boost autonomy of subordinates, thus creating more value for the Organization.</p>	<p>10mn</p>
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<p>2. You remember our other pyramid from strong leadership to “support risk-taking” and “100% inclusion and involvement”? Where does coaching help? How?</p> <p>3. How can you practically integrate coaching more in your management style? For what benefits?</p> <p>4. What could hold you back?</p> <p>Ensure participants understand they can adopt a coaching style in some of the meetings they chair.</p> <p>Please take 2mn to write down your notes on what you are taking away-from this discussion</p>	<p>Group discussion</p> <p>Group discussion</p>	<p>It is most useful to help people change some limiting beliefs, and then develop skills and adjust behaviors.</p> <p>It is motivating for subordinates and raises their loyalty.</p> <p>The boss has then more time for high-level tasks.</p> <p>Coaching as a management style creates a virtuous circle of people and performance development.</p>	
<p><b>Actions</b></p> <p>Please use the next 5mn to write-down what actions you want to conduct in the wake of this workshop.</p> <p>Ensure you clarify responsibilities, time-lines, and possibly progress-indicators and milestones.</p> <p>A highly advisable action is to simply start coaching one or two of your subordinate(s).</p>	<p>Individual exercise</p>	<p>Build action plan</p>	<p>5mn</p>
<p><b>Conclusion</b></p> <p>In a coaching-style, you will conclude this workshop! I invite each of you to share the main take-away and/or action you are taking home from today.</p>	<p>Roundtable</p>	<p>Anchor learning and make action public (to enhance commitment)</p>	<p>15mn</p>
<p><b>Appraisal of workshop</b></p>	<p>Individual appraisal</p>		<p>5mn</p>
<p>End</p>			