Coaching beyond Success

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
Intro-question **on making subordinates autonomous**: *"Is there anyone of you who does not wish your subordinates to be more autonomous?"* If no-one raises hand, go on with *"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…"*		Focus of session is enhancing subordinates' autonomy	1 mn

Tel: 0879 960 679
www.1-2-WIN.net
info@1-2-win.net

PCC
Professional Certified Coach
International Coach Federation

77/4 Soi Sukhumvit 22
Klongtoey
Bangkok 10110

Motivational and loyalty drivers: "*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*"	Individual reflection		2 mn
Round-table to gather answers; "*Please share your top-3 factors of motivation and loyalty; we will then gather together the factors that you, Directors, can fully leverage*"	Group discussion		12mn
Write answers on 2 flip-charts, one flip-chart for actionable factors for Directors, the other one for other factors	Work on flip-charts	List of <u>actionable</u> factors of motivation and loyalty available for Directors; amongst them, several related to people-development	
Highlight factors linked to People Development "*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…*"			
Compared ROI of people-development means "*What people development means are you currently using?*" Write them on 1 flip-chart with 3 columns (means / effectiveness / cost)	Group discussion	Linking people-development and actions for progress is critical for good ROI	15 mn
"*Let's award stars for effectiveness of each means; ☆☆☆: excellent; ☆☆ stars: worthwhile; ☆ star: questionable*" "*Let's rate the costs involved, excluding internal costs; $$$ very high cost; $$ high cost; $ not low cost*"	Work on flip-charts Work on flip-charts		
NB: add one-on-one mentoring / coaching by boss on the list if ever no one would name this "*Let's discuss what offers best-returns, and why it works so well*"			

Tel: 0879 960 679
www.1-2-WIN.net
info@1-2-win.net

77/4 Soi Sukhumvit 22
Klongtoey
Bangkok 10110

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.			
Benefits of "questioning" vs "telling" *"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."* *"For what reasons do you think Ray's Mother has behaved like she did?* *What are the benefits for her and Ray?* *What's the link between this video and you and your subordinates?"* *"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"* Summarize the main points of the discussion	Show movie excerpt from "Ray", start at "1:41mn" Group discussion Group discussion	Telling people what to do keeps them dependent on you; questioning them so they find solutions themselves enhances their autonomy	2mn 5mn 8mn

…

Break			10mn

Summary of 1st part *Before we start the 2nd 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…* *Discuss potential drawbacks perceived.*	Round table	Anchor learning + identify and handle potential objections to rolling-out coaching sessions	5mn

Tel: 0879 960 679
www.1-2-WIN.net
info@1-2-win.net

PCC
Professional Certified Coach
International Coach Federation

77/4 Soi Sukhumvit 22
Klongtoey
Bangkok 10110

Role-play 1		Practice and learn	25mn
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. Then you will (1) rate yourself along the "10 golden rules of an effective coach", and (2) ask your "coachee"-neighbor what was helpful and what was not. Then we will share learning. And list the useful skills for coaching. And then we will role-play again, the other way-around. You have 3 choices for the role play: 1. the coachee chooses his subject himself 2. you use the simple tool I presented to you 3. you use a role-play I have prepared You have 5 minutes to choose and prepare, 15mn to play and 3mn to debrief 2 by 2	Role-play Debrief		

Tel: 0879 960 679
www.1-2-WIN.net
info@1-2-win.net

77/4 Soi Sukhumvit 22
Klongtoey
Bangkok 10110

Role- Debrief on role play 1	Use flip-chart with:	Identify proper skills Anchor learning	15mn
1. Can the coaches of this 1st role-play gauge themselves against these skills? And take notes of what they want to improve? • asks open-questions instead of providing solutions • does not judge the executive • holds the executive responsible (even on choice of topic to work on) • proposes several perspectives to investigate an issue • inspires with stories or reading-advice • encourages executive to think issues all the way through • ensures the executive acknowledge his/her progress (asks for recap/summary) • requests actions	• asks open-questions instead of providing solutions • does not judge the executive • holds the executive responsible (even on choice of topic to work on) • proposes several perspectives to investigate an issue • inspires with stories or reading-advice • encourages executive to think issues all the way through • ensures the executive acknowledge his/her progress (asks for recap/summary) • requests actions		

Tel: 0879 960 679
www.1-2-WIN.net
info@1-2-win.net

PCC
Professional Certified Coach
International Coach Federation

77/4 Soi Sukhumvit 22
Klongtoey
Bangkok 10110

2. Can the coaches share what they would do better if they started again?	Roundtable discussion		
3. Can we enrich our list of useful skills? • Build rapport and trust • Treat coachee as a peer, not as a subordinate • Listen with empathy • Bring unconditional support (don't judge) • Come-up with right questions, not right answers • Observe, watch for non-verbal messages • Provide honest feedback when required • Give autonomy, allow to fail and help to rebound successfully • Recognize achievements, small and big • Encourage, build-up self-confidence *Please take 2mn to write down your notes on what you are taking away-from this discussion*	Roundtable discussion List on flip chart		

…
…
…

Coaching as a management style 1. *You remember our pyramid, from identity to behavior (through experience, beliefs and skills)? Where does coaching help? How?*	Group discussion	Integrate coaching in management style will boost autonomy of subordinates, thus creating more value for the Organization.	10mn

Tel: 0879 960 679
www.1-2-WIN.net
info@1-2-win.net

PCC
Professional Certified Coach
International Coach Federation

77/4 Soi Sukhumvit 22
Klongtoey
Bangkok 10110

2. You remember our other pyramid from strong leadership to "support risk-taking" and "100% inclusion and involvement"? Where does coaching help? How?	Group discussion	It is most useful to help people change some limiting beliefs, and then develop skills and adjust behaviors. It is motivating for subordinates and raises their loyalty. The boss has then more time for high-level tasks. Coaching as a management style creates a virtuous circle of people and performance development.	
3. How can you practically integrate coaching more in your management style? For what benefits?	Group discussion		
4. What could hold you back? Ensure participants understand they can adopt a coaching style in some of the meetings they chair. *Please take 2mn to write down your notes on what you are taking away-from this discussion*			
Actions *Please use the next 5mn to write-down what actions you want to conduct in the wake of this workshop. Ensure you clarify responsibilities, time-lines, and possibly progress-indicators and milestones. A highly advisable action is to simply start coaching one or two of your subordinate(s).*	Individual exercise	Build action plan	5mn
Conclusion *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.*	Roundtable	Anchor learning and make action public (to enhance commitment)	15mn
Appraisal of workshop	Individual appraisal		5mn
End			

Tel: 0879 960 679
www.1-2-WIN.net
info@1-2-win.net

77/4 Soi Sukhumvit 22
Klongtoey
Bangkok 10110