

# COACHING SKILLS FOR MANAGERS

*Creating a coaching culture within your organisation*



## OVERVIEW

The increasing complexity of the work environment means that the old ways of managing no longer work. The “nature of the game” has changed and more is expected of managers and leaders, especially in relation to the performance of their people. Particularly important is the requirement of managers to expand their communication repertoire so that they can enhance the performance of others by being positively influential. Coaching is about having effective conversations that generate desired outcomes, which means having a communication style that is a catalyst for people developing themselves. The integration of a coaching approach into management and leadership ensures that managers apply the key principles and skills of coaching into their communication without needing to formally coach.

## BENEFITS OF THE PROGRAM – it will:

- Enable more open, robust and constructive conversations about key issues
- Develop more resourceful ways of looking at issues and circumstances
- Improve the quality of thinking and decision-making
- Enhance leadership capability and the ability to empower others
- Improve communication and the ability to be positively influential, especially in dealing with challenging circumstances and people
- Lead to a substantial improvement in well-being and reduction of stress

## WHO WILL BENEFIT FROM THE PROGRAM

- Leaders and managers who are actively committed to integrating a coaching approach into their leadership style
- Specialist positions (eg: HR and OH&S Managers) who would benefit from developing a coaching approach to their roles
- Professionals operating in highly people-focused environments
- Technical specialists in transition to managerial roles
- Coaches internal to the organisation who wish to enhance their coaching competence

## LEARNING OUTCOMES

On completion of the program, participants will be able to:

- Understand when to coach and when not to coach
- Apply a deeper practical understanding of listening as the critical factor in communication and coaching
- Effectively clarify the key issues to be explored
- Ask powerful questions that shift habitual thought patterns
- Make effective requests, negotiate commitments and give constructive feedback
- Utilise different conversational strategies for dealing with change
- Understand and apply knowledge of how moods enhance and detract from performance
- Support people to take responsibility for their improvement and expand their resourcefulness and resilience

## PROGRAM STRUCTURE

A customised program is designed to best meet the needs of your organisation.

We recommend an introductory two hour session, followed by a two-day workshop, with a follow-up two hour session approximately one month after the workshop. Coaching sessions for participants are also highly beneficial to fine-tune the application of coaching principles and skills for specific circumstances.

## OUR APPROACH

Significant participant involvement is a hallmark of the Newfield approach. In addition to the introduction of powerful practical concepts, we ensure extensive use of coaching practice involving real issues and self-reflection to ensure participants are readily able to apply workshop learning in workplace settings.