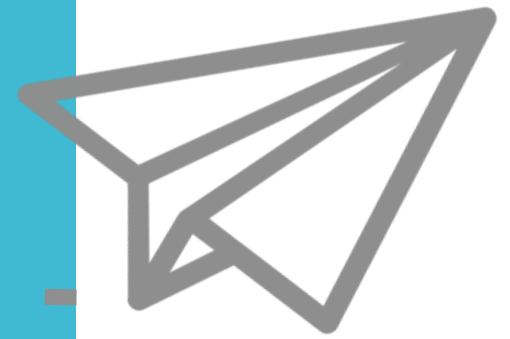




Coaching in the workplace



Hannah White

Why Coach?



High-performing companies were shown to provide 15% to 20% more coaching than their underperforming counterparts.

<https://www.managers.org.uk/insights/news/2014/september/why-it-is-vital-for-managers-to-get-involved-with-coaching>

- Increased autonomy for staff
- Improve Delegation (reduce managers time)
- Increase Creativity options
- Culture of Learning
- Time-efficient for managers

Coaching Skills Overview



LISTENING

Non Judgemental; 2:1 ratio

- *Tell me more about that*



Feedback

Raise Awareness by observing

- *I noticed you hesitated, lets talk through how you feel about it*
- *You haven't done your tasks again this week- can we talk through what happened?*



Questioning

Open Q: How? What? Rather than do (closed =Y/N)

Non Judgemental- we don't ask "why"

Assumptive- we assume experience

- *When have you been successful at this before?*



Reflective Learning

The point of coaching is constant learning, so we encourage this at every stage

- *What did you learn from that experience?*
- *What have you learnt today?*
- *What was particularly useful from our conversation?*



Summarising Paraphrasing

Talk back in the clients own language.

- *Let me just run that past you to check my understanding.*
- *You mention XXX, how does that play into your decision?*



Purposeful Challenge

Why are you saying the next thing?

How does it help the other person?

- *Last time we spoke you said X was the most important- what made you change your mind?*
- *Just to interrupt you, but I want to make sure you get the most value from this conversation. How does what we are talking about , affect the current problem?*



Relationships: RAPPORT and TRUST

Listening Skills



Paying Attention



- https://www.youtube.com/watch?time_continue=94&v=IGQmdoK_ZfY

Coaching



GROW Coaching in the workplace (in 5 mins)



Goal

Clarify the goal and why it's important to create motivation

- What are you looking to achieve?
- How will you know you have succeeded?
- What is the first step towards that bigger goal?



Reality

Current situation informs decision making

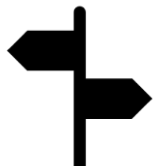
- What have you done so far?
- What has stopped you making progress so far?
- How have you overcome this before now?



Options

Creative options give better decisions

- How could you achieve this goal?
- How could I (as your manager) help?
- In this situation, what would the best solution be (Quickest/ Easiest/ Most likely to succeed/ least risk?)



Way forward

Help client establish and action plan

- What are you going to do and When?
- What resources do you need to do this?

GOAL

What do you want to achieve?
What is the next stage in completing your projects?
What would a successful outcome look like?
What is most important to you in this work?
How will this benefit to you in doing this?
What will look like/feel like/sound like when you are there?
What would be the half way point?
What would the next step be?
How will you know you have achieved this?
When do you want to achieve this by?

REALITY

What do you know already?
What have you already done?
What can you learn from that?
When have you already achieved something similar?
What skills do you have to help you achieve this goal?
What has stopped you making progress on this before?
- Have you been successful round this before?
What is holding you back?
What have you done before that is good experience for this?
What information do you need?
What resources do you need?
What compromises are you not willing to make?

OPTIONS

What could you do to achieve this? What else?
How will you decide between this you goal?
What could you do if you had more time?
How would your role model/ nemesis help you?
How would your friend do this?
How would you advice a team made to do this?
What would you do if you know it wouldn't work?
If you had a complete fresh start- how would you do it?
If you had total autonomy/ money?
Which option is quickest/easiest/ most impactful?
Which option would mean you learn?
Which option can you commit to?

WAY FORWARD








Exactly what are you going to do?
How will this move you closer to your larger goal?
What could get in the way? How will you deal with this?
How will you go about this?
When will you do it?
Who do you need to talk to?
What resources do you need to do these tasks?
How will you know when its done?
How will you celebrate?
How motivates/ enthusiasm/committed are you?

Coaching as a Manager



Coaching & Management

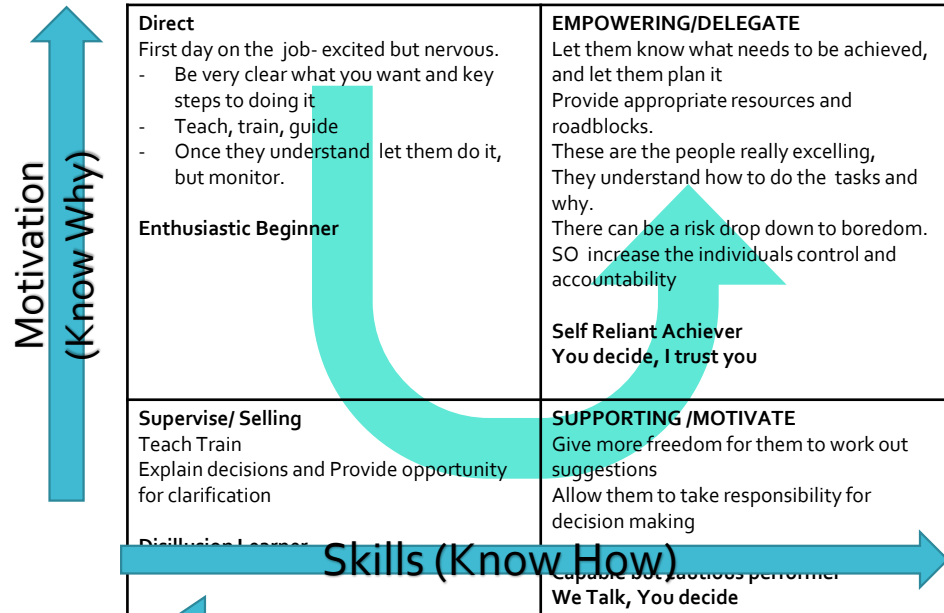


	Pure Coaching	Management
	Client sets direction	Manager/Organisation (usually) sets direction
	Coach doesn't set judges goals	Manager may explicitly set goals
	Coach is no expert and doesn't advise	Manager may offer advice/opinions
	Responsibility for success with client	Responsibility shared with manager
	Client allowed to fail	Failure not always an option
	Client makes all decisions	Decisions lie with Manager (veto power)
	Client defines success	Manager defines success

Management different roles

*Situational Leadership Theory
1969 Hershey & Blanchard*

FLOW



Management need to increase direction if skills low

Coaching in Management

Coach First, Advise Second: Ask Questions!

- Give people time and space to come up with their own solutions
- Give people time and space to experiment and learn
- Experimentation requires allowing for failure
- Remember that coaching is development of staff at the same time as business

Ask yourself, what is the purpose of giving the advice?

- To make yourself feel better? We all love to problem solve- give that opportunity to a team member
- Or to give your team info they don't have? Could you coach them to get the information for themselves.

If you need to give info/ advice, and return to coaching a.s.a.p.:

- “I'm not sure you will have been told but this situation links to XXX. And so a solution is needed ASAP. How would that affect your options?”
- **There are times when Advising/Directing maybe helpful/appropriate.**
 - High risk and high impact;
 - Staff don't yet have the appropriate skills/knowledge
 - Failure would be a major problem.

Then you may choose to be more directive/ advisory. If you have to advise, contract and explain why:

- “I'm going to take a lead here, because it's high risk and sensitive and we'll need to come up with a solution quickly. So it's appropriate I take responsibility as a manager. As soon as we've resolved the immediate issue- I'll take a step back and coach the team collaboratively on the long-term solution.”
- “It's your first week, so I'm going to go into more detail about how to do the work. But as soon as you are settled – I'll give you more space to decide with support from me. We'll discuss along the way – when you feel ready to do this.”

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Feel free to contact me. I'm new to the North/West so
come say Hi!

