

The Helping Hand

Coaching Skills for Managers

Group Training Workbook

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OBJECTIVES and PROGRAM

Objectives

Those who work their way through the ‘The Helping Hand’ training program will be able to:

- Understand the purpose of coaching and how it differs from training.
- Recognize and answer common misconceptions about coaching.
- Apply a systematic, five step approach to coaching:
 - Set the goals
 - Promote discovery
 - Set the parameters
 - Authorise and empower
 - Recap
- Devise an action plan to improve their coaching skills.

Program

Session No.	Session content	Approx. timing
Session 1:	Introduction <ul style="list-style-type: none"> • welcome and housekeeping • objectives • the structure of the course 	10 mins
Session 2:	Coaching: purpose and misconceptions <ul style="list-style-type: none"> • small group discussion • video ‘The Helping Hand’ • discussion 	60 mins
Session 3:	Setting goals; promoting discovery <ul style="list-style-type: none"> • video ‘The Helping Hand’ • discussion • exercises 	90 mins
Break		
Session 4:	Setting parameters; authorizing and empowering; recapping <ul style="list-style-type: none"> • video ‘The Helping Hand’ • discussion • exercises 	50 mins
Session 5:	Action Plan and Close <ul style="list-style-type: none"> • video ‘The Helping Hand’ • discussion 	15 mins
Total		4 hours (including break)

EXERCISES and PARTICIPANTS' NOTES

SESSION 1: Introduction

Please record what you particularly want to get out of this coaching skills course.

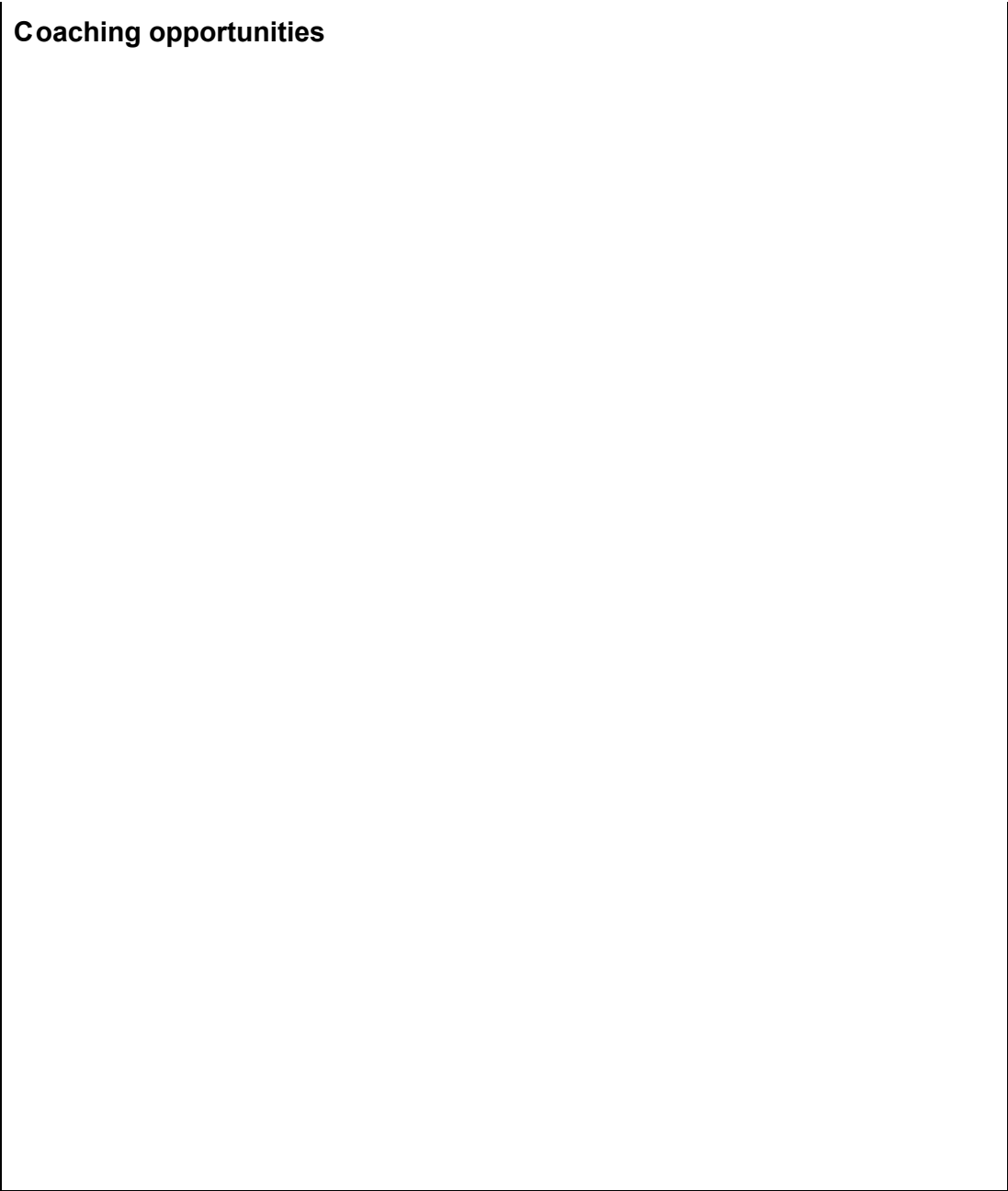
My objectives



SESSION 2: Coaching opportunities

Please identify specific subjects in which you intend coaching your staff.

Coaching opportunities



SESSION 3: Identify goals; Promote discovery

Use the space below to record what you observed from this section of ‘The Helping Hand’ which covers Identifying Goals and Promoting Discovery.

<p>Identifying Goals</p>
<p>Promoting Discovery</p>

SESSION 3: Identifying goals

Select one of the coaching opportunities which you identified at the end of Session 2. Break the coaching process down into stages and write down goals for each stage. Make sure that these are expressed in terms of what the person being coached will have achieved.

Coaching subject	
Coaching stages	Goals

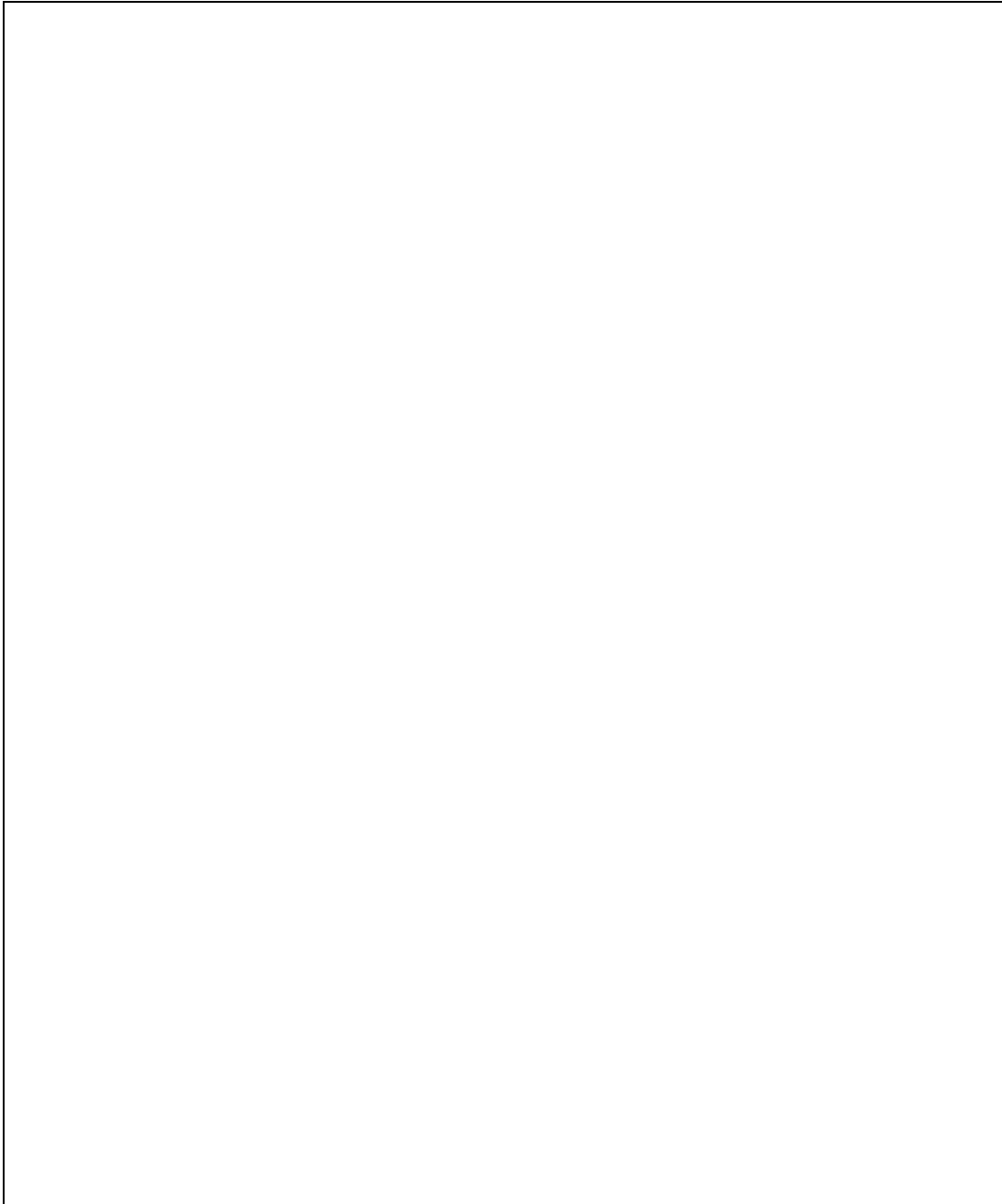
SESSION 4: Setting parameters; Authorizing and empowering; Recapping

Use the space below to record what you observed from this section of ‘The Helping Hand’ which covers Setting Parameters, Authorising and Empowering and Recapping.

Setting Parameters
Authorising and Empowering
Recapping

ACTION PLAN

Please record the steps you intend to take to improve your coaching skills.

A large, empty rectangular box with a thin black border, intended for the user to write their action plan. The box is centered on the page and occupies most of the lower half of the page.

SUMMARY POINTS from THE HELPING HAND

What 'coaching' is

- Helping people to learn by discovery.
- Guided discussion.
- Hands-on experience.

Common misconceptions about coaching

- No time.
- Is this part of a manager's job?
- Standards will fall because of subordinate's inexperience.
- Staff will be poached by others.
- Managers will coach themselves out of a job.

Identify goals

- Goals for the task.
- Goals for the coaching meetings.
- Goals belong to the person being coached.

Promote discovery

- Listen actively.
- Draw out the consequences.
- Share your experiences.

Set the parameters

- Defining limits of authority acts as a safety device
- Interim meetings help define stages in the project.

Authorise and empower

- Communicate with others.
- Provide resources.

Recap

- Look backwards to summarise the meeting.
- Look forwards to summarise goals for the next stage.