

# Coaching and Mentoring Skills

This is a 2-day programme for experienced or specialist staff at all levels, including managers.

## Programme Overview

The development and “bringing on” of others has always been an integral and critical part of the manager's role and many organisations have successfully developed coaching roles for experienced peers. Day to day coaching within teams in the workplace complement previous structured learning, the continuing and future success of any organisation depends on its managers' abilities to grow the next generation and never more than in today's FRS.

Coaching and Mentoring forms the two ends of a continuum of skill-sets, from the directive “let me show you how to...” to the non-directive response which guides a learner at his/her own request to explore and resolve issues using personal initiative.

## Objectives

Participants will learn to:

- Distinguish between the skill-sets of Coaching and Mentoring and recognise when each is appropriate to apply
- Describe the steps of the Development Cycle and develop tools and recipes for each stage
- Recognise, pin-point and formulate a development need, using both directive and non-directive approaches
- Use a step-by-step, practical tool to clarify development outcomes and write a development plan
- Apply one or more Coaching formats, G.R.O.W, S.T.E.E.R etc, as a structure for the coaching session
- Develop key questions to stimulate learner's thinking and self direction
- Give constructive feedback to further enhance learning development
- Apply key skill-sets in a highly non-directive approach to Mentoring
- Use deep-level questioning (Metamodels, Metaprogramms) to establish verbal and non-verbal rapport and learner understanding
- Use backtrack listening techniques



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### Content

- Instruction, Training, Coaching, Mentoring? What's the difference? Which is best for the learner? What's the role of the Manager? What skills do I need?
- The Development Cycle. From Business Need to Achieving Development Outcomes, Feedback and Assessment. The logical sequence, the learning pathway. Choosing approaches and methodologies at each stage to suit the budget, time pressures and learning preferences. Where do Coaching and Mentoring score as learning methodologies?
- How to formulate a Development Need using:
  - a Directive and      b non-directive approaches
- How to clarify and write meaningful Development Outcomes (learning objectives); how to construct a Development Plan (or support the learner to do so)
- Coaching formats to structure your coaching meeting – a framework to follow
- Key questioning – moving from “telling” to eliciting learning using the learners own resources; questions – a critical skill for the coach
- Giving feedback designed to enhance performance and generate learning; meaningful positive feedback; constructive critical feedback
- Mentoring: the mentor as guiding hand; allowing and encouraging the learner to lead and initiate, moving from Coaching to Mentoring – when and how
- Verbal and non-verbal learner rapport: “emotional dialects” and how they promote learning and understanding, deep level questioning techniques
- Enhanced acuity in listening; backtrack skills

