



Manager As Coach

The first four words
you see describe you.

Today's Expected Outcomes

Explore and understand the similarities & differences between coaching & mentoring

Be introduced to essential coaching skills

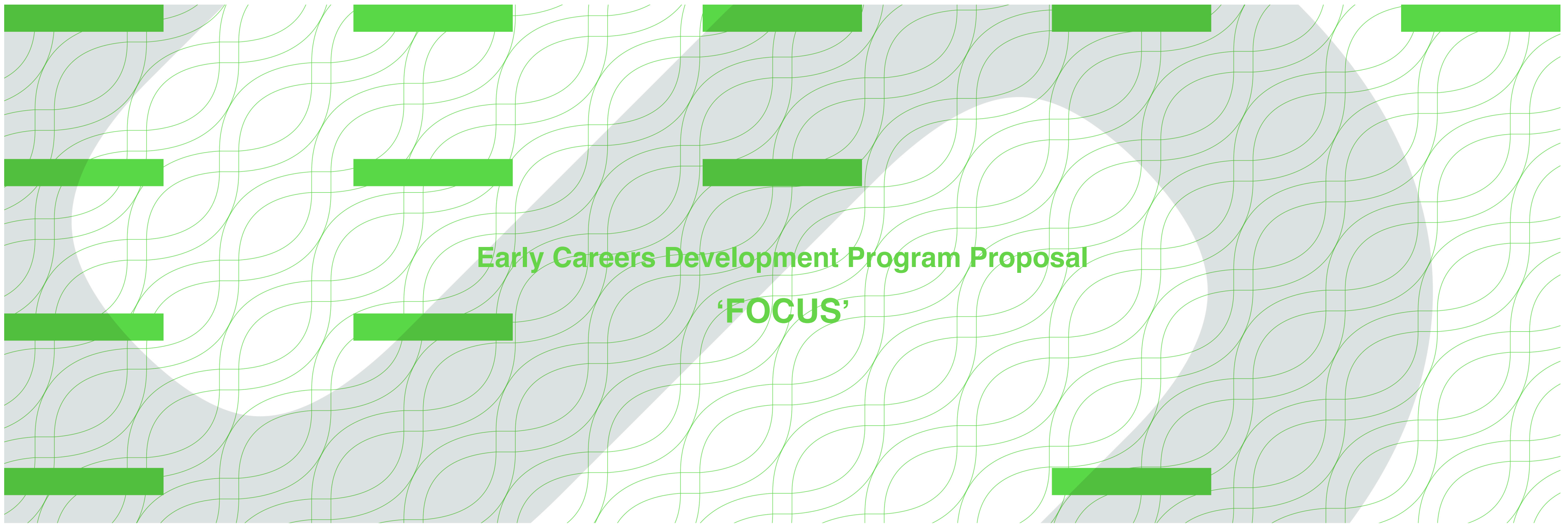
Be introduced to the GROW coaching model and use it in practice

Develop sensory acuity & rapport building Skills

Understand the concept of parent, adult and child egos and how they relate to coaching

Set the scene for coaching circles





MTQ 48 Report

Habits

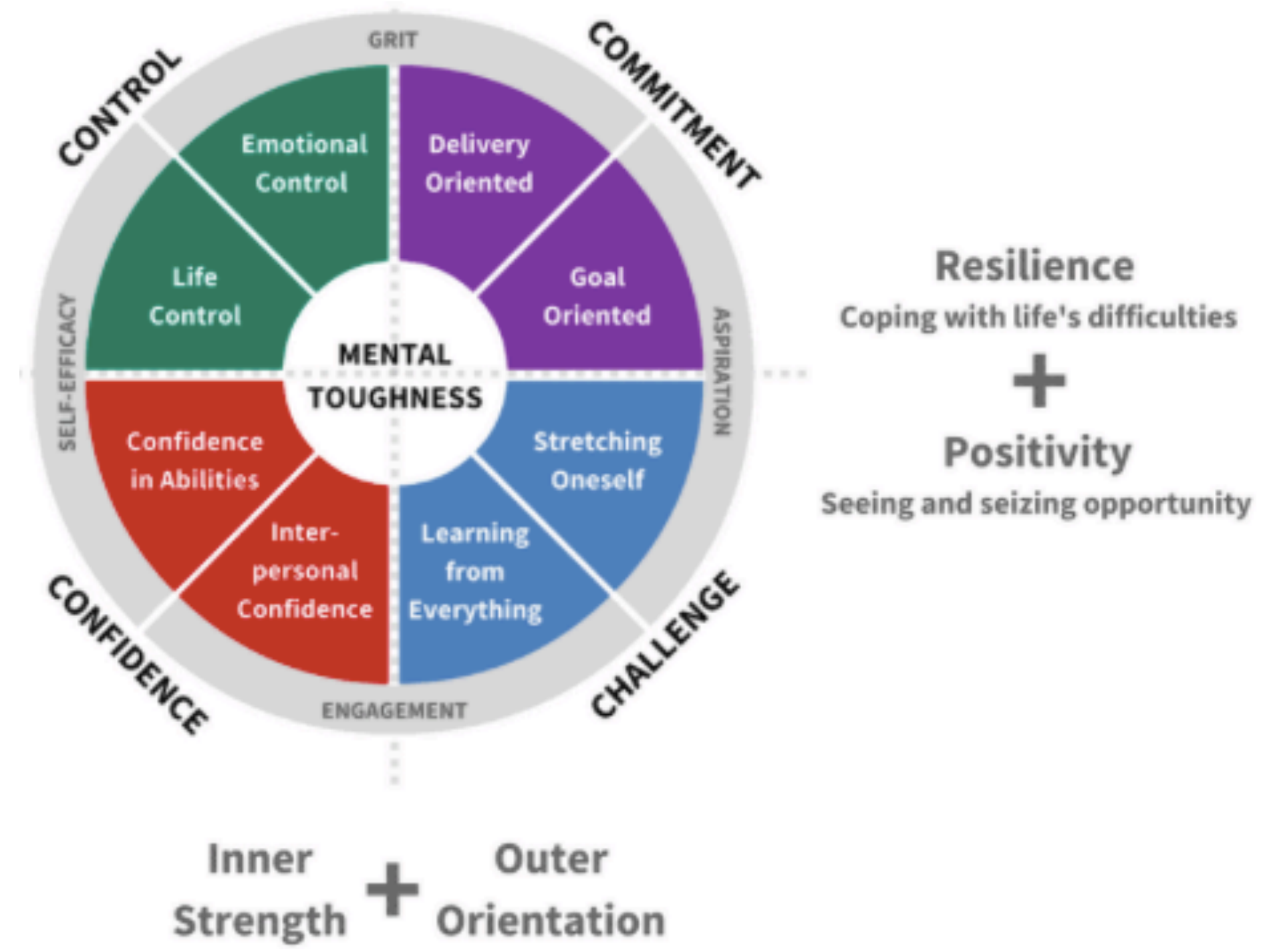
Priorities

Solutions

Relationships

Communication





Mental Toughness Scale	What this means ... what does MTQ48 assess
CONTROL	<i>Life Control</i> – I really believe I can do it <i>Emotional Control</i> – I can manage my emotions and the emotions of others
COMMITMENT	<i>Goal Setting</i> – I promise to do it – I like working to goals <i>Achieving</i> – I'll do what it takes to keep my promises and achieve my goals
CHALLENGE	<i>Risk Taking</i> – I will push myself – I am driven to succeed <i>Learning from Experience</i> – even setbacks are opportunities for learning
CONFIDENCE	<i>In Abilities</i> – I believe I have the ability to do it – or can acquire the ability <i>Interpersonal Confidence</i> – I can influence others – I can stand my ground if needed.



Resources
Digital Campus
Manager As Coach

flight



BRC21

21 YEARS OF UNLOCKING
LEADERSHIP POTENTIAL
2002-2023

BELONG | REALISE | CREATE

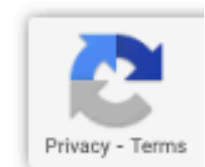
Providing leadership development and coaching solutions to organisations in Northern Ireland and around the world

Be yourself with great skill

BRC spans two decades, with its origins going back to early 2002. It has evolved through a number of key phases over the past 20 years, embracing new ideas, new methodologies, expanding knowledge and experience and the energy and synergy of a group highly talented people.

We are based in County Antrim (Northern Ireland) with a significant global reach.

By working alongside you and your business, BRC provides training and coaching solutions designed to cultivate a culture where people can





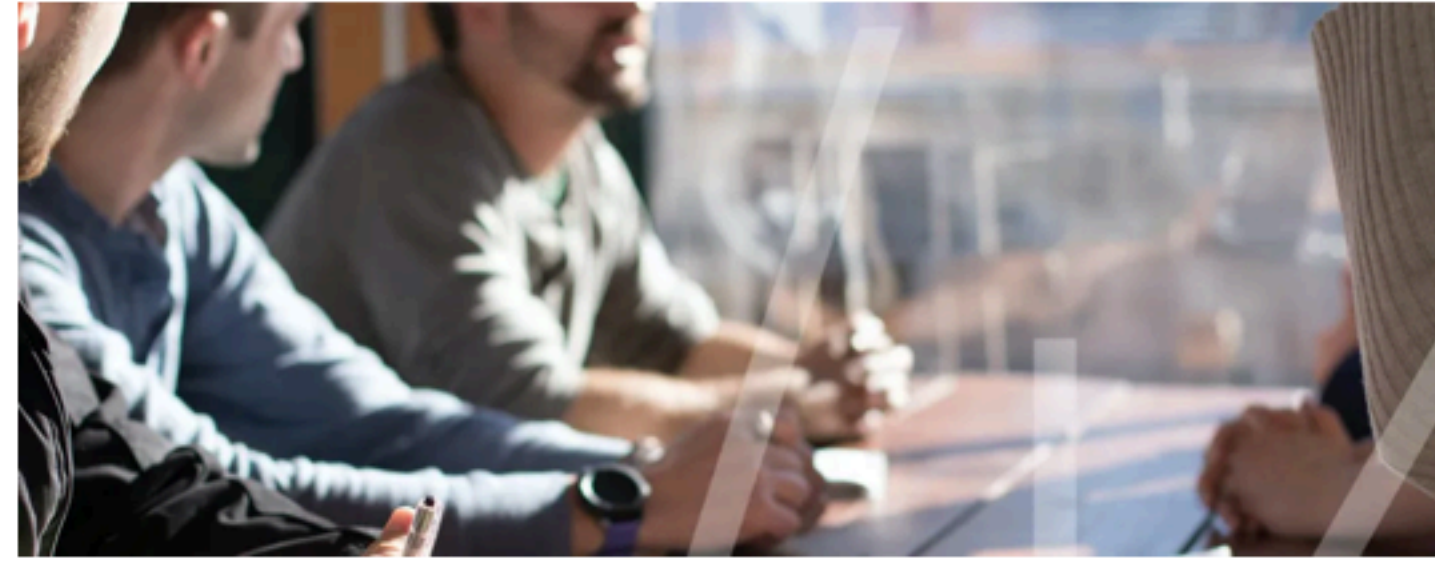
Sensata PMA Bulgaria



Collins ECDP



Eurotech



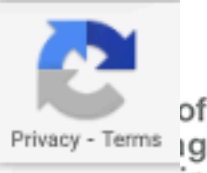
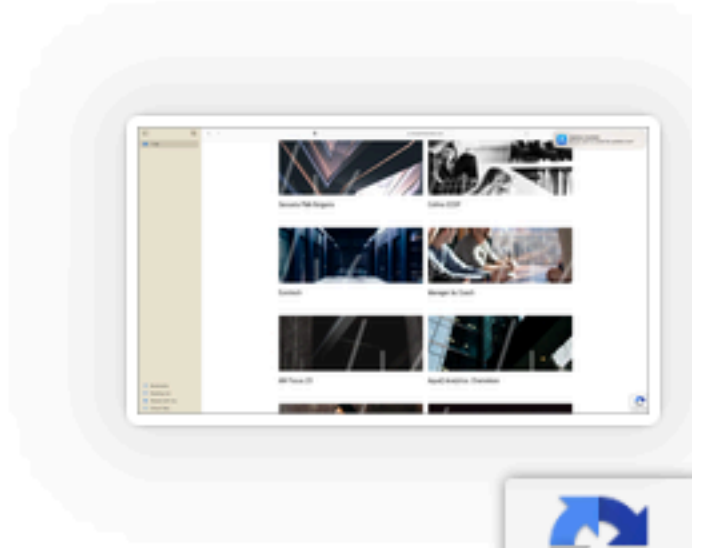
Manager As Coach



ANI Focus 23



AquaQ Analytics: Chameleon



MANAGER AS COACH

MANAGER AS COACH
SLIDES
COACHING FOR PERFORMANCE - BOOK
GROW QUESTIONS
GUIDELINES FOR REPORTS
LEADERSHIP STYLES QUESTIONNAIRE
MANAGER 1-1 FRAMEWORK
THE KEYSTONES OF EFFECTIVE COACHING
THE SIX SOCRATIC QUESTIONS
SEVEN HABITS

LEADERSHIP STYLES

Daniel Goleman

DEMOCRATIC

PACE SETTING

AUTHORITATIVE

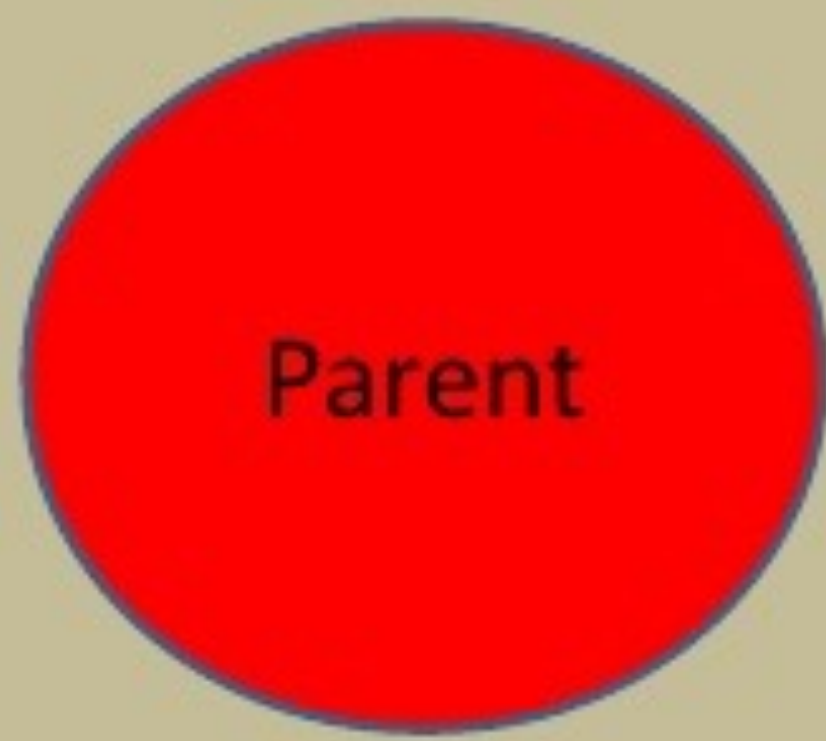
COERCIVE

AFFILIATIVE

COACHING



Transactional Analysis



Parent Ego State

Behaviours, thoughts and feelings copied from parents and parent figures.



Adult Ego State

Behaviours, thoughts and feelings are direct responses to here and now.



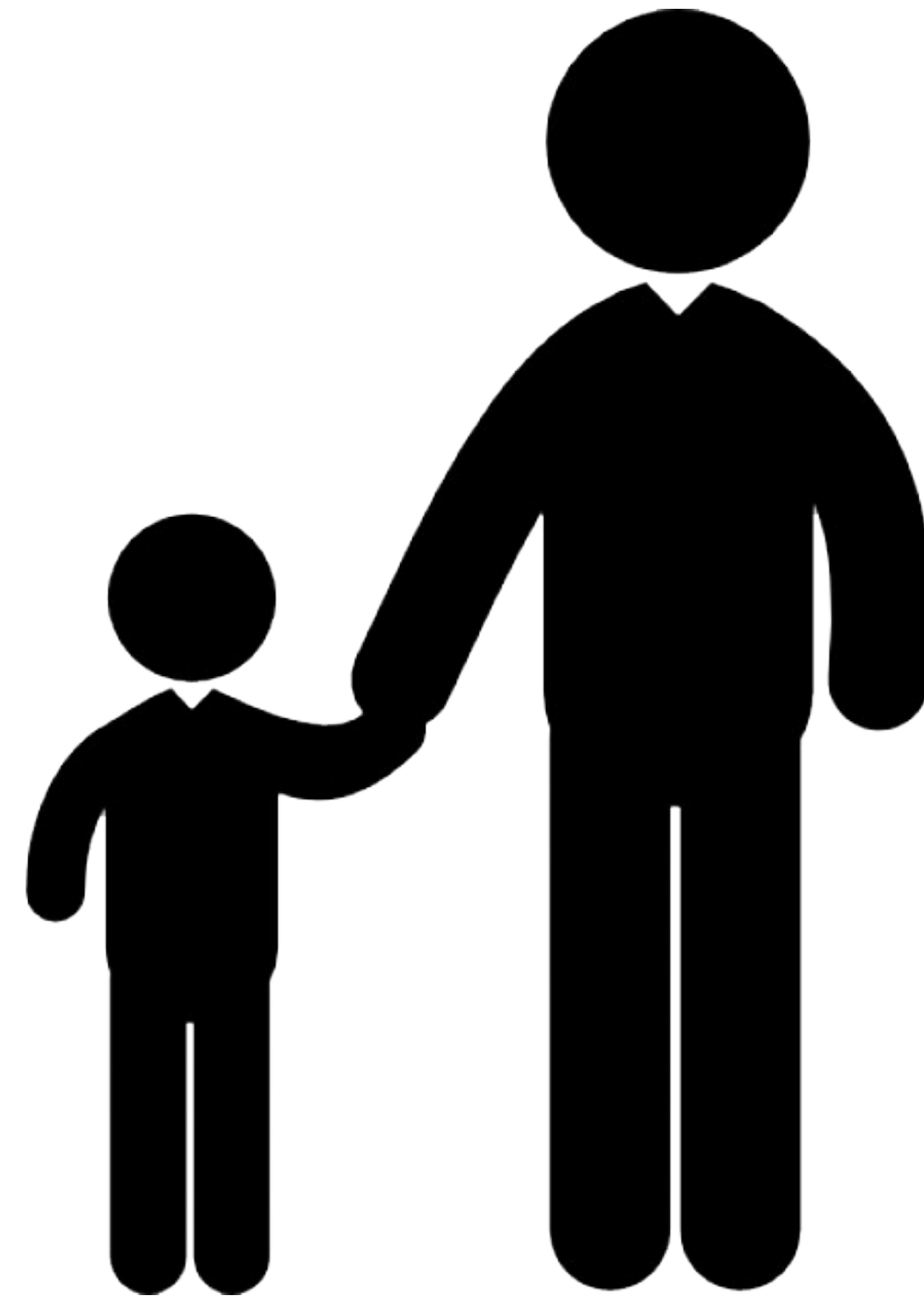
Child Ego State

Behaviours, thoughts and feelings are replayed from childhood.

Parent

controlling or nurturing

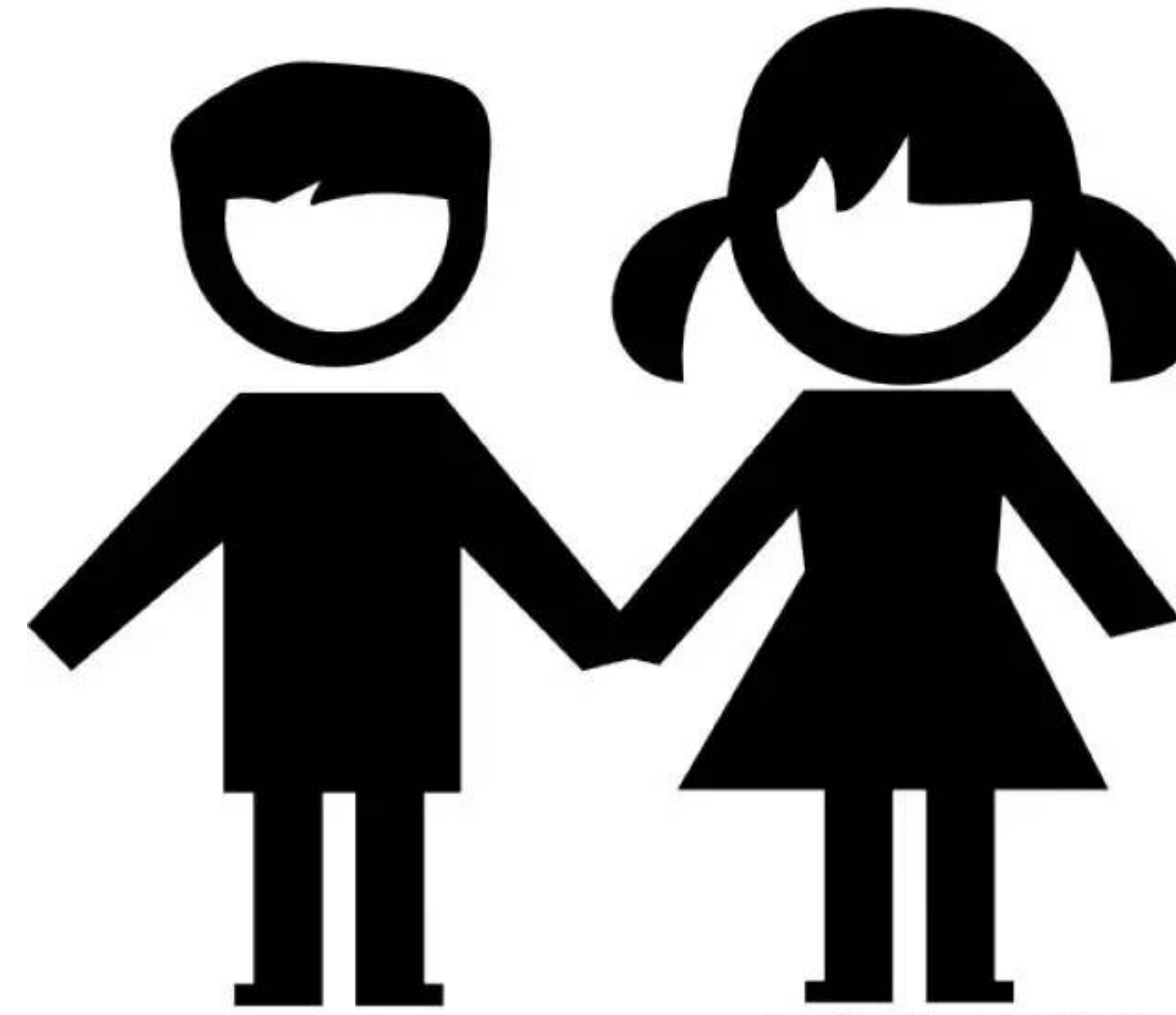
- sets limits
- disciplines
- judges
- criticises
- keeps traditions
- makes rules
- reassures
- cares for



Child

natural/free or adapted

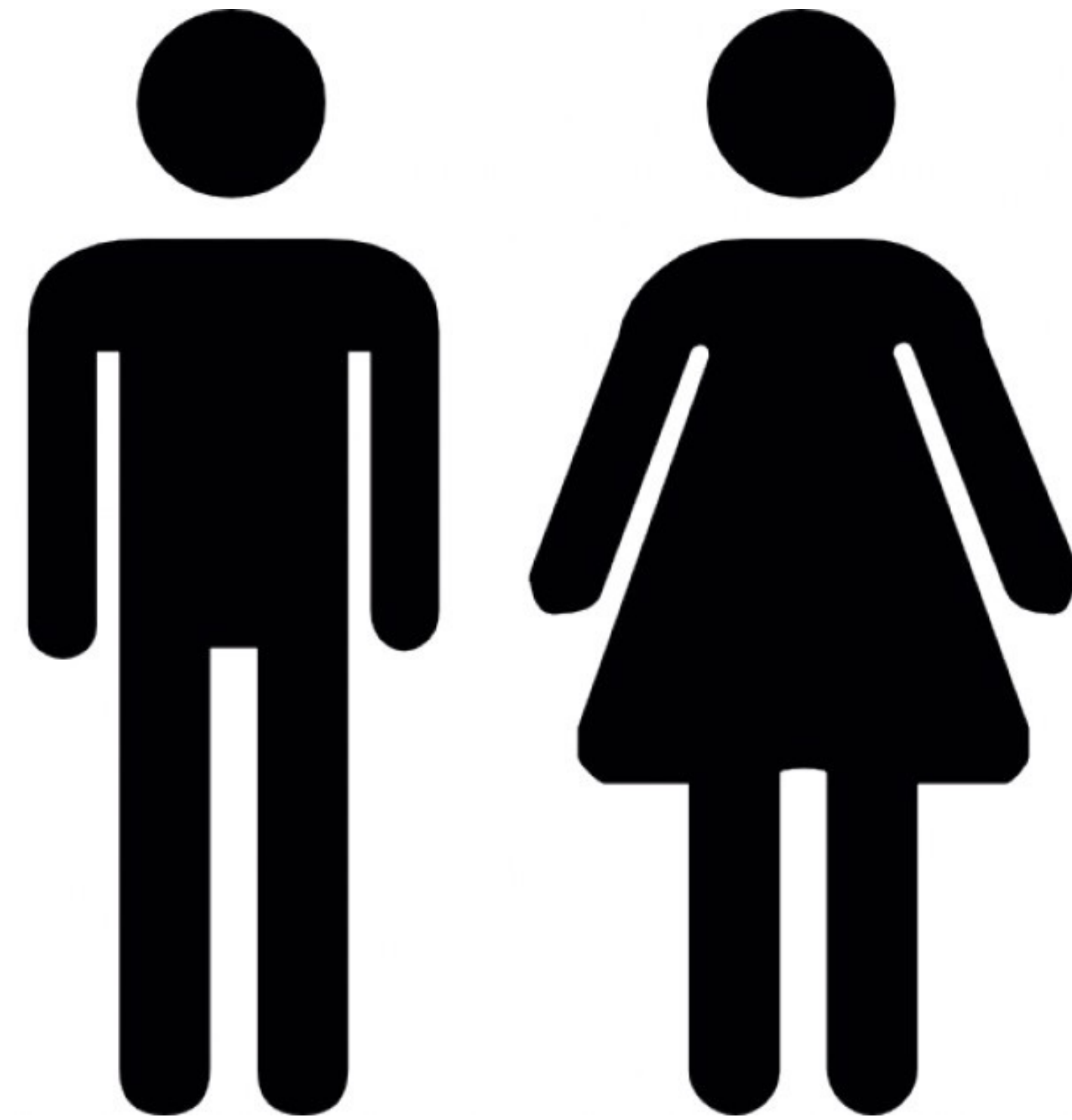
- loves/hates
- has fun
- is trusting
- asks for help
- sulks
- withdraws
- manipulates others
- explores/curious



Adult

logical & reasoned

- gathers information
- sets out alternatives
- organises and plans
- interested and confident
- estimates probabilities
- anticipates consequences
- thinks before acting
- makes evaluated decisions

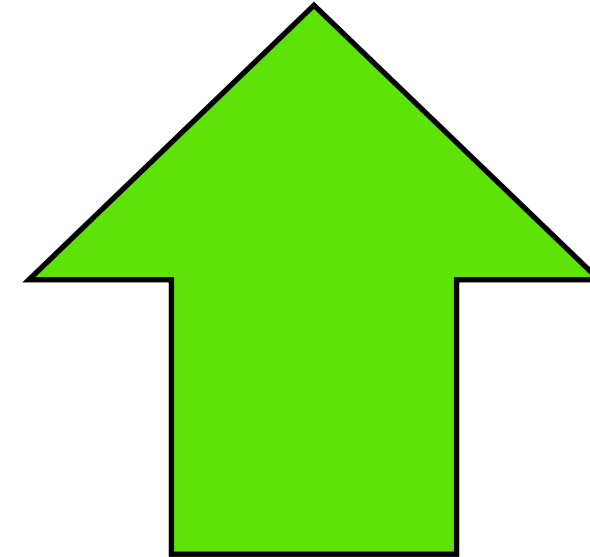


Coaching v Mentoring

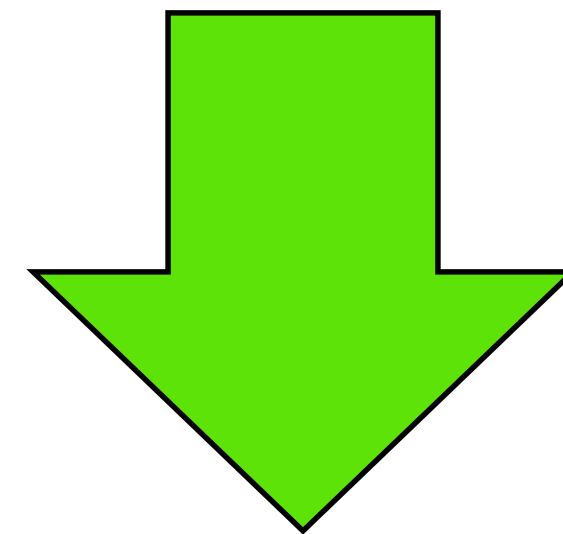


ASK

non-directive



the coaching – mentoring – managing continuum



directive

TELL

TELL



ASK



Coaching Values

1. People are capable of change
2. You make a difference to how people do their work
3. Coaching is a conversation which can be part of everyday interactions

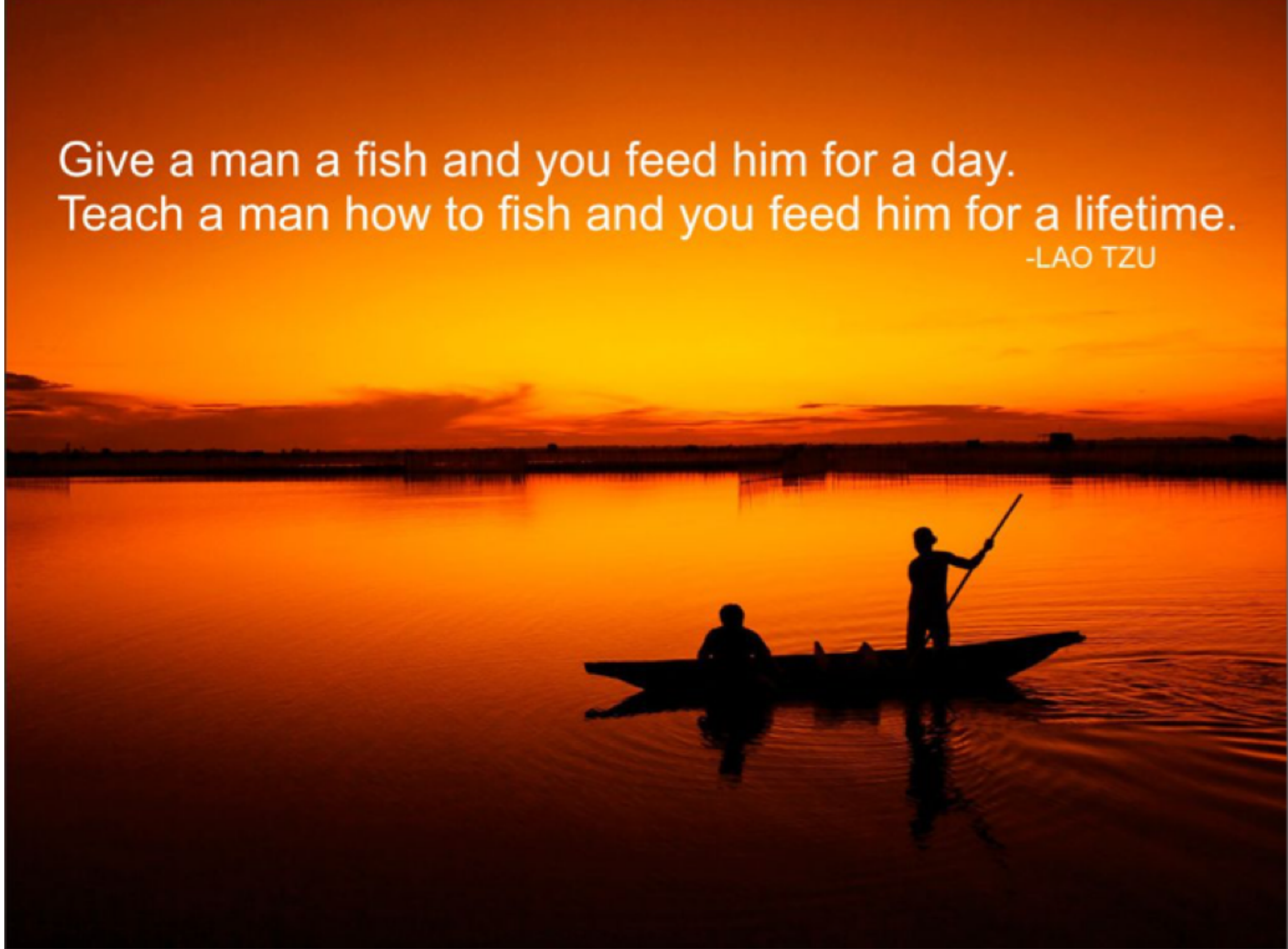


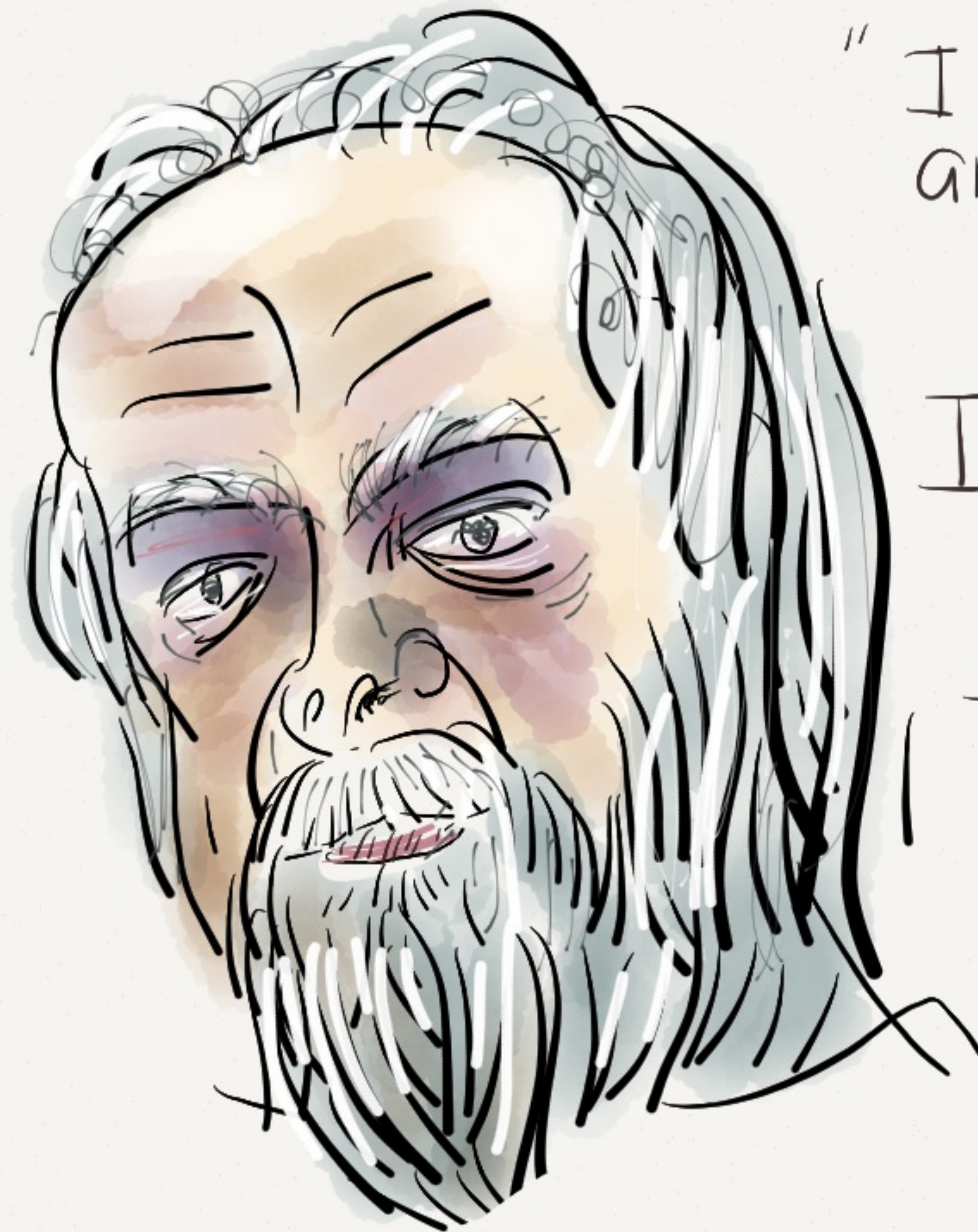
Coaching is unlocking a person's potential to maximise their own performance. It is **helping** them to learn rather than teach them.

(John Whitmore)

Give a man a fish and you feed him for a day.
Teach a man how to fish and you feed him for a lifetime.

-LAO TZU





"I cannot teach
anyone
anything
I can only
make them
think."

Socrates

JH

**What skills and qualities are
needed for coaching?**

summarising/paraphrasing

**emotional
awareness**

observation

reframing



feedback

listening

questioning

using silence





Coaching : Two key pillars



Cause or Effect

Taking Responsibility



Effect

- Externalise Blame
- Lack of ownership
- Develop a culture of blame
- Path of least resistance
- Low Emotional Intelligence

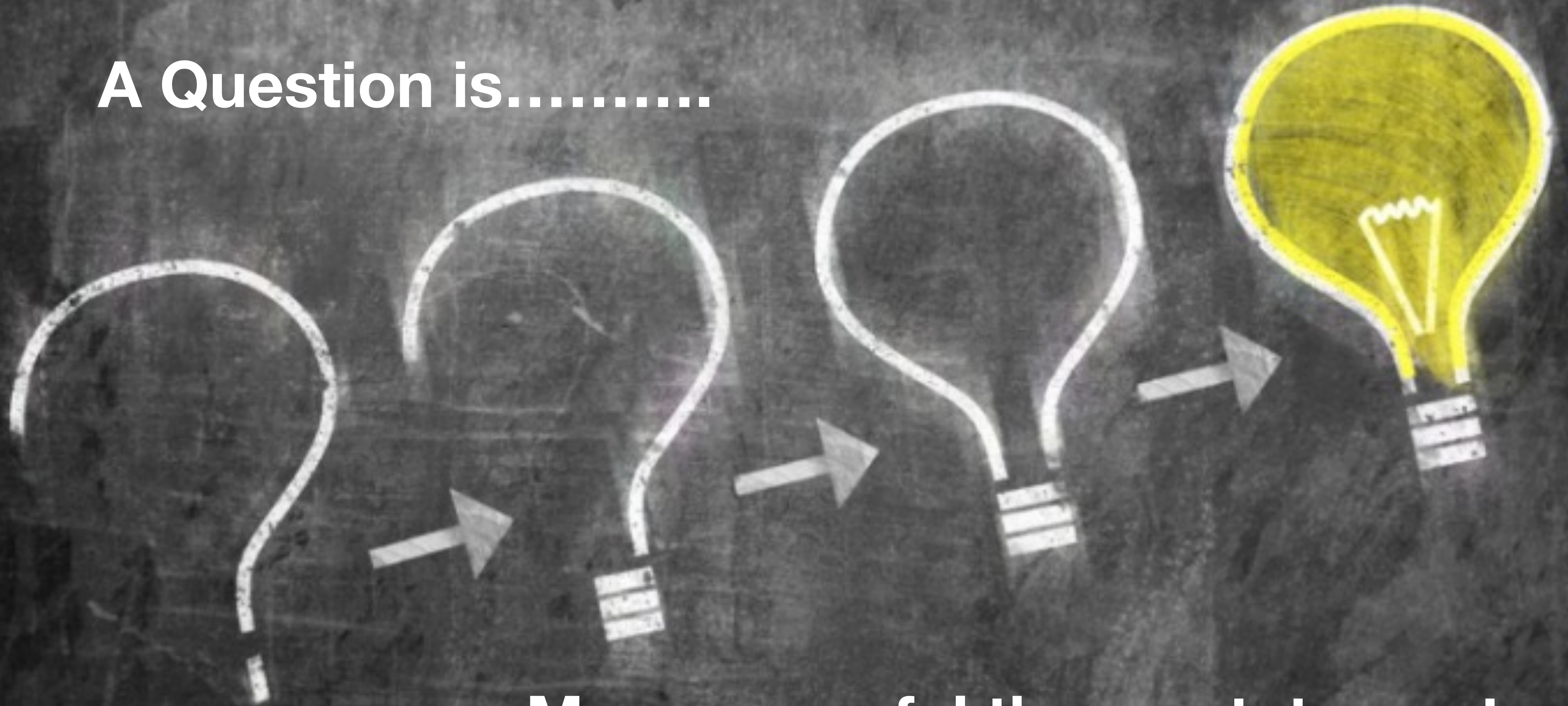
Cause

- Take on responsibility
- Have a sense of commitment
- Show courage
- Able to receive feedback
- High Emotional Intelligence

QUESTIONING



A Question is.....



More powerful than a statement



WHERE

WHEN

HOW

WHO

WHY

WHAT



Tell.....

Explain.....

Describe.....

Six Socratic Questions

Questions for clarification

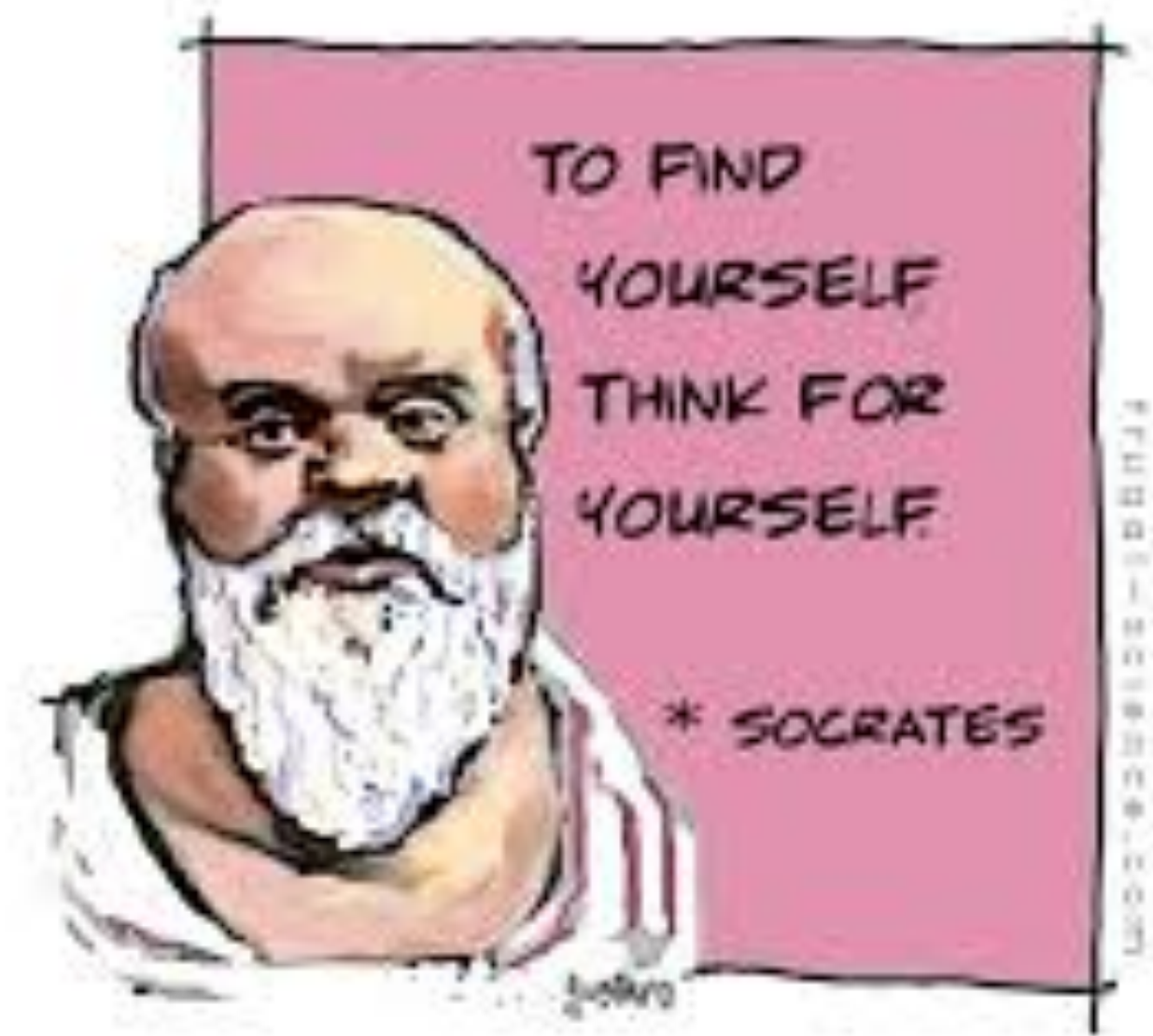
Questions that probe assumptions

Questions that probe reasons and evidence

Questions about viewpoints and perspectives

Questions that probe implications & consequences

Questions about the question



**What will success
look like?**

**What would be a
successful outcome
for you?**





Vodafone IN 44%

7:51
Monday, 5 November

Why?

Press

MTQ 48 Report

Habits

Priorities

Solutions

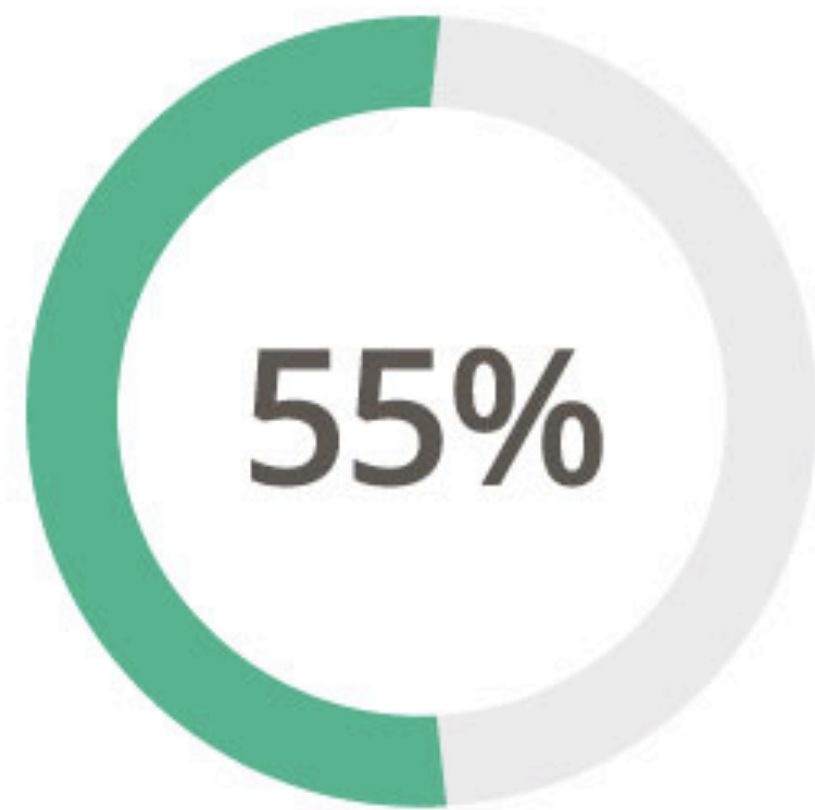
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Communication

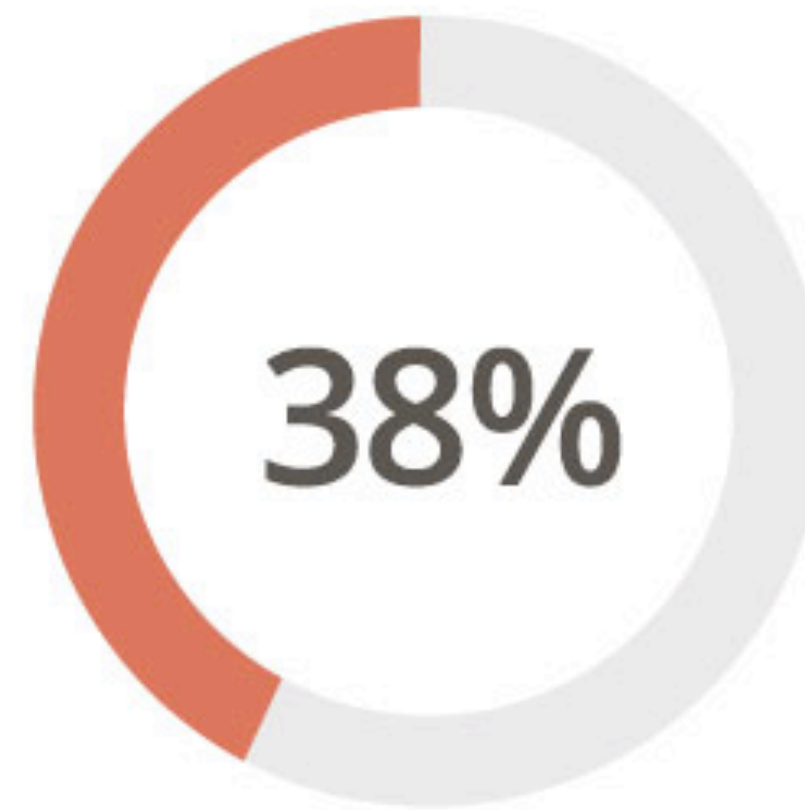
Communication & Coaching



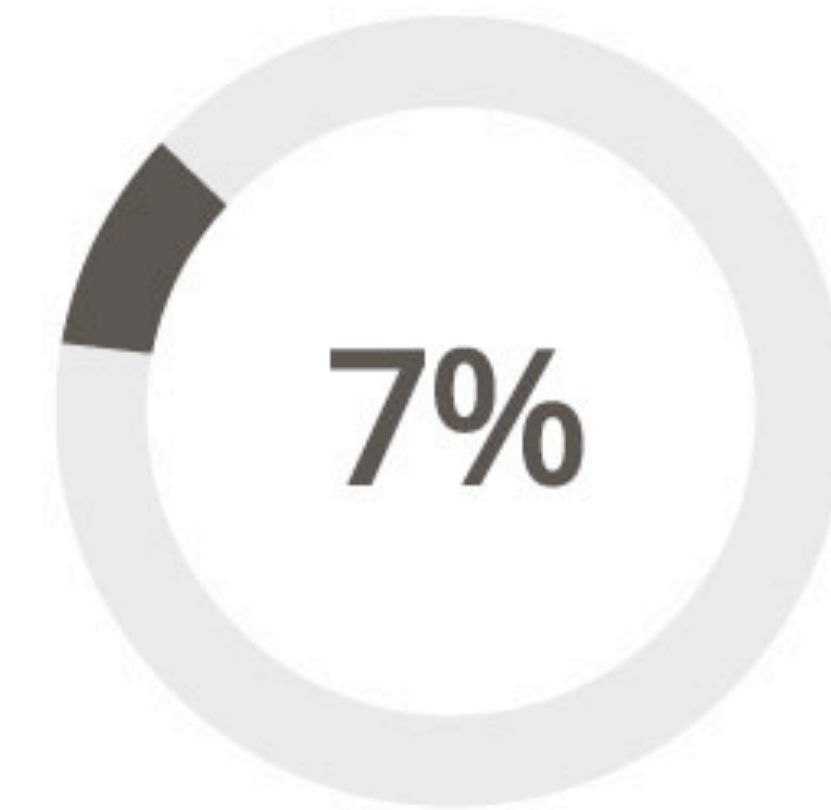
Communication Model



Body language



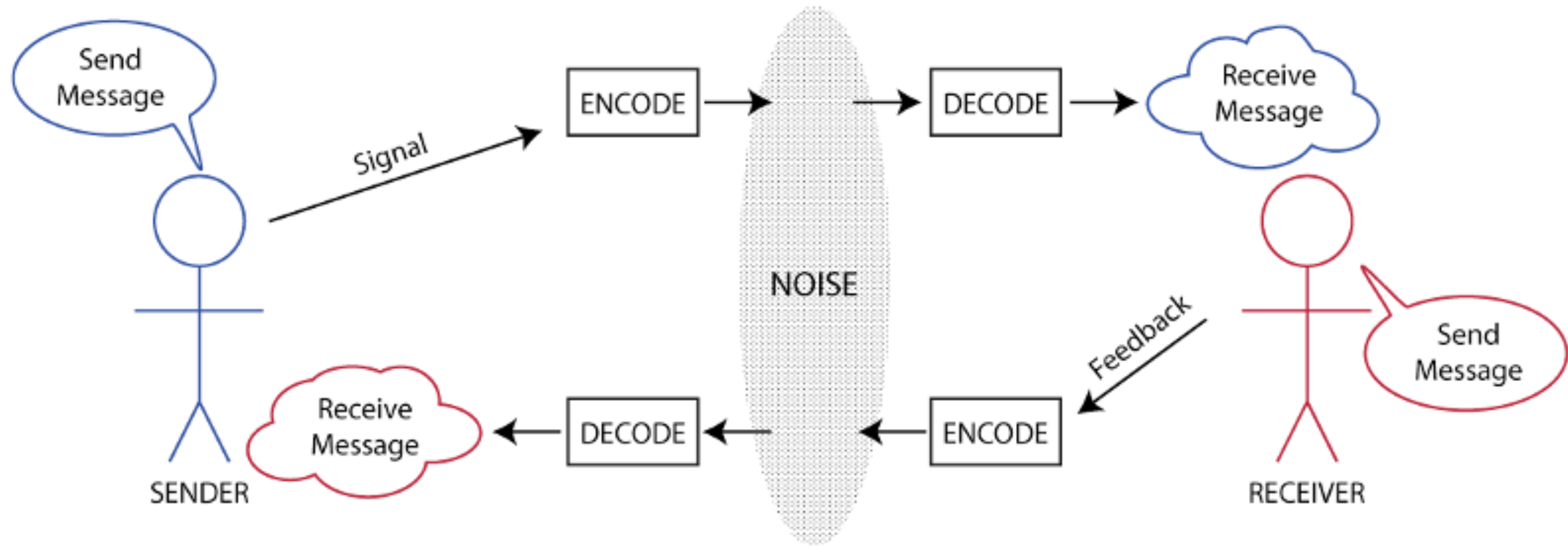
Tone of voice



Words

Professor Albert Mehrabian : Professor Emeritus UCLA







**FINISHED FILES ARE THE
RESULT OF YEARS OF SCIENTIFIC
STUDY COMBINED WITH THE
EXPERIENCE OF MANY YEARS**



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EXPERIENCE OF MANY YEARS.**







EEC Model

- Example
- Effect
- Continue/
Change





COACHING
1:1s

1:1 Framework for managers (target 30 minutes for each 1:1 on average)

REVIEW

- How has the last month been?
- Successes, achievements, missed opportunities, challenges faced & overcome
- Acknowledge, recognise, 'celebrate' (Catch people doing the right things')
- Actions, objectives from the last 1:1 to be revisited – what is their status?
- What mistakes were made, what was overlooked, what got in the way, where are the gaps?
- What issues arose that were 'self-inflicted' or a result of internal/external factors
- How can we improve? What could be done differently/more effectively/more efficiently?

PREVIEW

- What are you looking forward to in the next month?
- Are there any potential blockers/obstacles anticipated?
- What needs to be carried forward from the previous month?
- As a manager, what do you need to reinforce and/or what needs to be done differently
- Discuss and agree priorities for the forthcoming month
- What initiative can be taken?
- How can you be more proactive? (What's stopping you?)

ACTIONS | OBJECTIVES :

- Clearly identify what actions are going to be taken (and agree them)
- Consider setting SMART objectives where appropriate
- What changes are needed?
- What support is needed in order to be successful?
- Keep pushing for increased awareness and the willingness to take responsibility for their actions
- Clarify expectations – ensure there is no ambiguity

GOAL TRACKING

Professional

How is the person tracking against the goals already set at the start of the year? Do they need adjusted. Three broad categories: BEHIND | ON TRACK | AHEAD

Personal

This may also be included in the goals already set but is an opportunity to highlight other development areas.

REVIEW

You are expected to take time, in advance of your 1:1 to think about a range of issues arising from the (2-4) weeks that have passed. These might include (but not exclusively)

- How has the last 2 weeks/month been?
- What went well? What were the highlights?
- What could have gone better?
- What might you have done differently?
- What mistakes were made?
- Did anything happen or Not happen that made your job more challenging/difficult?

PREVIEW

- What are you looking forward to in the next 2 weeks/month?
- Are there any potential blockers/obstacles anticipated as you look ahead?
- What needs to be carried forward from the previous month?
- What might you find more motivating in the next month?
- Be ready to discuss and agree priorities for the forthcoming month with your manager
- What initiative can you take?
- How can you be more proactive? (What's stopping you?)

ACTIONS | OBJECTIVES :

- Clearly identify what actions you are prepared to commit to/need to commit to
- Be prepared to think SMART in terms of objectives ; Specific | Measurable | Achievable | Realistic | Timebound
- What support do you need from your manager in order to be successful?
- Think about and clarify how you might take responsibility for your actions
- Be clear about your expectations – ensure there is no ambiguity

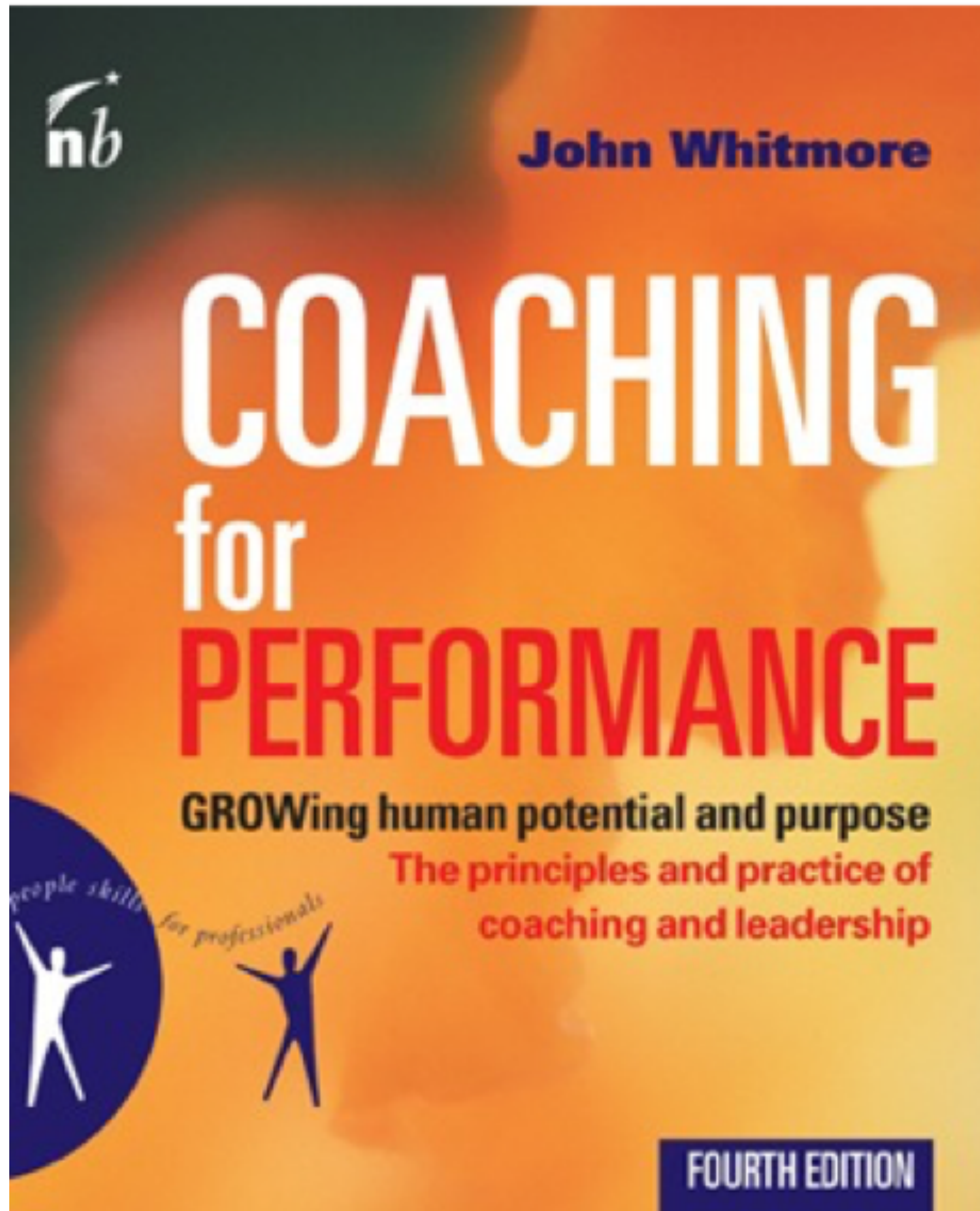
GOAL TRACKING

Professional

How do you believe you are tracking against the goals already set at the start of the year? Do they need adjusted? Three broad categories to think about, are they.....: BEHIND | ON TRACK | AHEAD

Personal

This may also be included in the goals already set but is an opportunity to highlight other development areas. Apart from growing your functional expertise, in what other ways would you like to develop. EG Decision making, influencing, presentation, team leadership etc.



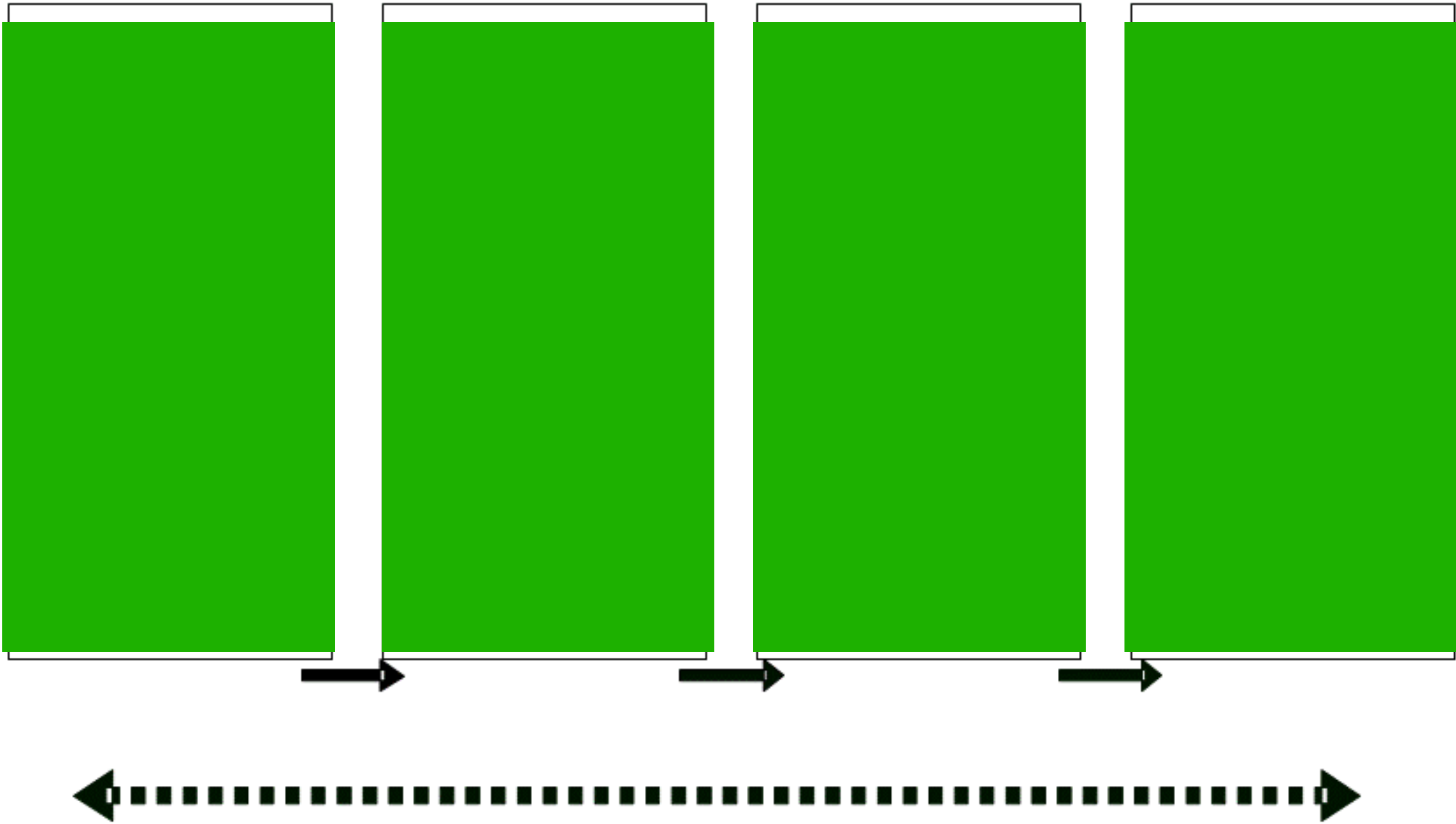
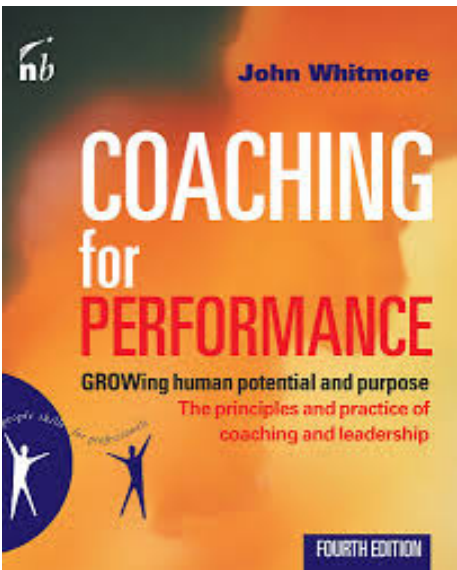
THE GROW MODEL

- WHAT IS THE GOAL?
- WHAT IS THE CURRENT REALITY?
- WHAT OPTIONS MIGHT THERE BE?
- WRAPPING UP AND ACTION PLAN

Remember.....

Awareness & responsibility!

Grow Model



Coaching for Performance
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Coach

Coachee

Observer



**5 MINUTES TO
GROW**

Coaching Circles

19th December

20th February

9th April

28th May

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Reflecting.....

What will I stop doing?

What will I start doing?

What will I continue doing?