

# Employee Growth- A Two Day Course

## Coaching Practice

### *Workplace Coaching for Peak Performance*

#### **WHO SHOULD ATTEND?**

Leaders, managers and top talent at all levels in the organization that want to improve their coaching competency so that they can get the very best results from their leadership, teams and colleagues in pursuit of the organization's goals.

#### **COURSE DESCRIPTION**

Coaching can drive substantial performance improvement in the workplace when properly practiced. Structured coaching conversation offers a discipline and range of very powerful skills that improves change management and all round professional development. Mastery of coaching practice is vital for effective leader and leadership and driving positive personal or team growth.

*Coaching Practice* is a proven approach that covers the fundamentals of workplace coaching for performance improvement. The program gives particular attention to GROW, one of the most widely used formats for structuring a coaching conversation. "Peer to Peer Coaching" activities allow participants to practice coaching in a way that provides actionable insights into how new knowledge and skills learned will be used on the job. The program takes a holistic view of coaching practice and introduces the delegate to the knowledge, skills and attitude required to behave effectively and confidently develop as a workplace Coach.

The program is well researched, knowledge-based and designed with the individual learner at the centre of the learning process which means that the course is extremely interactive and practical.

#### **COURSE OBJECTIVES**

By the end of this course delegates will be able to:

- ✓ Determine coaching and why coaching is important to their business
- ✓ Determine a coaching framework for effective coaching practice
- ✓ Recognize and practice GROW to structure a coaching conversation
- ✓ Develop key coaching skills and techniques
- ✓ Practice key coaching competencies learnt before returning to work
- ✓ Produce drive to self-develop in coaching practice
- ✓ Produce positive impact on the overall performance of each delegate and the organization

#### **COURSE CONTENT**

##### **DAY 1 • COACHING FUNDAMENTALS**

###### **Understanding Coaching**

- What is coaching?
- What coaching is NOT!
- Why is coaching important to your business?
- What are the challenges of coaching?

###### **Coaching Competency**

- Characteristics of a great coach

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- *Activity: “Self- Assessment” to determine your improvement goal as a coach*
- Overcoming your limitations

### **Coaching Strategy**

- Kolb’s learning cycle and the coaching process
- *Activity – Discuss how the process of coaching relates to Kolb’s Learning Cycle*
- Coaching Framework (Goal, Plan, Implement, Review, Achieve, Sustain and Complete)
- Your preparation before coaching

### **Coaching Conversations**

- GROW to structure a coaching conversation
- Powerful questions
- *Activity – Identify powerful questions that can be used in GROW*
- Positive body language techniques for great coaching conversation
- Active Listening

### **Activity- “Peer to Peer Coaching”- Session 1**

Working in pairs conduct a peer to peer coaching conversation that explores a real coaching challenge faced in their role at work (challenge to be agreed on the day). The objectives of this activity are:

- ✓ To understand and reinforce effective coaching practice
- ✓ To practice using GROW to construct a coaching conversation that results in a plan to address the agreed coaching challenge
- ✓ To practice key coaching competencies such as:
  - Powerful Questioning
  - Active Listening
- ✓ To discuss and debate key learning and strategies developed as a result of this session

### **Key Learning Review**

## **DAY 2 • COACHING PERFORMANCE**

### **Advanced Coaching Techniques**

- Speed Coaching for focused conversation (ROW of GROW)
- Pygmalion Coaching for setting expectations
- Conditional Coaching using ‘if’ to suggest different conditions that will challenge the coachee to think how they would deal with each condition
- Developmental Observation Coaching after a planned observation event

### **Developing Action Plans**

- Way forward (W in GROW)
- The effect of goals on individual performance
- Setting SMARTER goals, stretch goals and coaching
- *Activity – Working in the same pairs as Session 1 on day 1 review and complete your own action plan from the coaching session; discuss the goals, objectives and action that have been listed; prepare to present your collective observations to the group*

### **Coaching Success**

- Feedback and Review
- Measuring Coaching Effectiveness

### **Activity- “Peer to Peer Coaching”- Session 2**

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Working in different pairs; conduct a peer to peer coaching conversation that focuses on individual development needs as a coach. Each coaching conversation will happen separately, will be filmed and then replayed. During replay the class will complete a Coaching Observation Sheet that records their observations/comments on each conversation based on the coaching framework given earlier in the program. The class then shares this feedback with Coach. All observation sheets will be collected and given to each coach along with a copy of the video for their review and self-development. The objectives of this activity are:

- ✓ To understand and reinforce effective coaching practice
- ✓ To practice using GROW to construct a coaching conversation that results in a plan aimed at improving their coaching skills
- ✓ To practice key coaching competencies such as:
  - Powerful Questioning
  - Active Listening
  - Body language
  - Designing Actions
  - Planning and Goal Setting
- ✓ To discuss and debate key learning and strategies developed as a result of this session

### **Key Learning Review**

- Group discussion and professional feedback to consolidate key learning. Delegates will leave the day with a list of development activities to improve their coaching competency back at work.

### **IN ADVANCE**

Each delegate will be asked to complete a pre-course questionnaire to determine their individual learning objectives. These will be used by the trainer to give on track training that is focused on the individual learner attending.

The most appropriate training format, content and approach for this course will be discussed with you prior to the start of your course.

### **ON-TRACK FOR GROWTH**

The individual leaves this program with a **personal action plan** to encourage immediate transfer of training to the job.

### **EVALUATION TO ENSURE CONSISTENT QUALITY**

All our courses are evaluated at Kirkpatrick's Reaction and Learning levels as part of our quality control process as follows:

#### **Level 1- Reaction- Training Course Evaluation Form**

This training course evaluation form is used to maintain and improve the standards of our training courses.

#### **Level 2- Learning- Pre and Post Training Test**

The test is confidential and used to evaluate our training, **not the delegate**. The results help us answer the question "Did people learn what we wanted them to learn from the training?" This test is run at the beginning and at the end of this training course.

**The Whole Thing** can help properly position and align all learning and development with business priorities to ensure that effective evaluation is possible. We encourage all our clients to agree measures prior to any intervention so that return on investment (ROI) and process gets attention.

Please contact **The Whole Thing** to explore the many ways that we can help.

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