

Coaching for Excellence 指導屬下追求卓越

MEDIUM : English COURSE CODE : CE DURATION : 1 day

Coaching facilitates sharing, analysis, reflection and action that ultimately enables as well as empowers individuals and / or groups to become more successful. Good managerial coaches see coaching as an opportunity rather than a remedial intervention.

Studies of effective managers show that those who get the most out of their teams, spend a high proportion of their time and energy coaching others. Effective managerial coaches are able to delegate more, to create a stronger sense of purpose within the team, and to motivate the performance of others.

This interactive training workshop aims to equip managers with the necessary skill-sets, tools, techniques and background information to become highly efficient at coaching within their organization. It integrates group work, discussions and role plays with content knowledge.

Program Objectives

1. Appreciate the context, impact and benefits of coaching as a performance enhancement and learning and development process
2. Understand what it takes to be a Manager and Coach and how to reconcile both identities
3. Explore common organisational, performance & people-related challenges where coaching can be applied
4. Learn & Practise Core Coaching Skills by:
 - Creating the Context
 - Managing the Coaching Process
 - Applying selected Coaching tools
 - Conducting Coaching Conversations with Impact
5. Recognise potential Coaching Blocks and learn how to coach in difficult situations
6. Create and commit to a program of ongoing practice & self-development

Program Outcomes

Participants will acquire the following key outcomes:

1. Develop a self-understanding and appreciation of "Who am I as a Manager and Coach"
2. Obtain a set of Coaching Tool Kit
3. Practise effective Coaching Conversations
4. Establish a Personal Action Roadmap: "How to translate the learning into action"

Course Outline

1. Coaching Fundamentals – An Overview of Context and Importance of Coaching

- a. Workplace changes and its imperatives for managers
- b. Coaching Definitions
- c. Scope and Benefits of Coaching
- d. The coach's job – Reflection in Pairs
- e. Identifying organisational challenges in coaching – *Table Group Discussion*

2. Me as a Coach – Creating and manifesting a new identity as a Coach

- a. Have I coached today? – *A quick self-assessment*
- b. Discovering my coaching style – *A self-assessment*
- c. Identifying and overcoming personal shifts to becoming a coach (and stay a manager) – Reflection in Pairs Eight (8) Critical skill-sets as a Coach
- d. Cultivating self-knowledge

3. Coaching Situations and Challenges – Discusses the role and impact of coaching in the context of a variety of organisational and managerial challenges to be addressed at the workplace

- a. Understanding Engagement: The Arc of Engagement and how people think, feel and act – *Reflection in Groups*
- b. Understanding Performance Issues
- c. Motivating Employees for Success
- d. Recognising and taking advantage of 'coachable moments'
- e. Managing Judgments – *'The Alligator River' Case Study*

4. Effective Coaching Conversations – An overview of selected coaching models and processes applied in coaching conversations

- a. The five (5) -step Coaching Process
- b. Types of Coaching Conversations and how to get prepared
- c. Discovery Questioning
- d. Coaching Models
- e. GROW Model
- f. *Role Play 1*
- g. A Performance Framework

5. The Coaching Tool Kit – A set of useful tools and techniques applied during coaching conversations to foster insights generation, learning and development

- a. The IDEAL Model
- b. The EIAG Model of Questioning
- c. The APET Model
- d. The WDEP Process
- e. The A-F Model – Working with limiting beliefs
- f. *Role Play 2*
- g. *Self-Assessment* as a Coach

6. Coaching in difficult situations

- a. Potential blocks to coaching
- b. Overcoming resistance, reluctance and non-commitment
- c. *Role Play 3*
- d. Coaching is NOT Therapy - when to call for outside support and explore other opportunities

7. Contributing to a coaching climate

- a. Peer Coaching – can we support each other?
- b. Coaching Circles – can we learn from each other?
- c. Continuous Self-coaching