

MANAGING AND COACHING DEVELOPMENT PROGRAMME (ILM Endorsed Programme)

Aim

The aim of this 7 day programme is to develop managers in the skills, techniques and ability to build successful teams which communicate well, achieve targets and work collaboratively. The programme will focus on raising manager's awareness and understanding of themselves and those they manage to enable high performing and motivated teams.

Within this 7 day programme managers will learn how to use Coaching as an effective style of management which promotes independent thinking, development of others and improved working relationships.

This is a fully participative programme which encourages group discussions, sharing of experience and links management theory to realistic work based situations through the use of practical exercises and activities.

As part of the assessment process each person will be asked to complete at least 6 hours of coaching practice throughout the duration of the course. Each person will complete 4 coaching diaries comprising of 1.5 hour sessions with a member of their team. The diaries will be assessed against a set criteria and if successful will generate a certificate endorsed through ILM. In addition to the team coaching sessions, the delegates will be encouraged to form their own co-coaching sessions to build confidence and experience in coaching practice and skills.

Once registered delegates will receive one years free ILM student membership which gives them access to the ILM website and a free management focused magazine each month.

Programme Content and Learning Outcomes

Day 1 - Understanding Management

Morning

- Introductions and group rapport building exercise
 - Expectations and learning outcomes

- The Management Role:
 - Understanding of roles, responsibilities, expectations, skills and knowledge required to be an effective manager.

- Skills Assessment :

- Understanding your own skills and areas for development. Identifying your future goals and objectives in terms of you as a manager.

Afternoon

- Management V Leadership:
 - Understanding the characteristics, attitude, behaviours of management and leadership and self awareness as to your preferred style versus your current style.
- Management Styles:
 - Identifying a range of Management Styles and models to highlight the positive and negative impact on each style and 'helping role' adopted by managers.
- Working styles and 'Drivers'
 - Questionnaire style self analysis of your own drivers and behaviours which has an impact on your team

Day 2 – Understanding Coaching and Mentoring

Morning

- Review of Day 1- thoughts, feelings, actions so far
- Coaching V Management:
 - Highlighting the differences between coaching and mentoring and clarifying the misunderstanding often associated with this.
- Different styles and types of Coaching
 - Identifying a range of coaching styles and uses for coaching. What style of coaching is most useful for managers?
- Who benefits?
 - Identifying the different perspectives and benefits of coaching for the staff, managers and the organisation and the impact of not using coaching as a manager.
- Core Coaching Competencies
 - Identifying the skills, knowledge, attitudes and behaviours of a skilful coach and self awareness on your own skills as a coach

Afternoon

- Limited Beliefs and Conscious Competence
 - What limits you as a manager and coach? What do you tell yourself you can't do? Identifying our comfort zones, limited beliefs and identifying competence in management and coaching skills
- Listening Skills
 - What are your bad listening habits? What goes on in your head when you are 'listening to someone'? Self awareness into your own listening skills and habits and the impact of exquisite attention.

- Questioning skills
 - Understanding the range of question types, their uses and benefits. Identifying the questions which make a positive difference when coaching.
 - Practical exercise to embed learning
- Input on setting up co-coaching groups and using coaching diary to record coaching sessions between each training day.

Day 3 - Communication and Behaviours

Morning

- Review of Day 2 – thoughts and feelings so far
- Sharing experiences of the co-coaching sessions and coaching diaries
- Building Rapport.
 - The importance of rapport in relationship building and gaining a positive outcome
- Coaching Practice
 - Opportunity to coach each other on a work based problem or issue.
 - Identifying what questions worked well and why
 - Input and discussion on the coaching process and overcoming problems, issues and concerns.
- The Communication Process
 - What happens when we communicate with others? The process, the barriers, the problems of communication
 - NLP model of communication. Our filters. Our 'map of the world', mindsets and presuppositions.

Afternoon

- The Emotionally Intelligent Manager
 - Understanding the importance of self and social awareness, knowing how to manage your emotions at work and build and maintain positive working relationships
- Behaviours at work
 - Understanding Transactional Analysis and the games people play when communicating
 - Recognising your 'triggers', what 'presses your buttons' and changing to a 'adult' mode.
- The Assertive Manager
 - Identifying and recognising the difference between Assertive and Non-Assertive behaviour.
 - Self Awareness over your own behaviour and how others perceive you
 - Tools and techniques to stay in Assertive mode

- Support session on co-coaching activity for coming weeks and Q & A session on coaching diaries and any other concerns with coaching and management

Day 4 – Developing your Team

Morning

- Review of Day 3 – thoughts and feelings so far
- Sharing experiences of the co-coaching sessions and coaching diaries
- Coaching Practice
 - Refer back to NLP filters. Taking turns to coach each other and challenging ‘filter’ language (when they delete, distort and generalise).
 - Input and discussion on this process. What worked well. What were your challenges?
- Learning Styles and Preferences
 - Understand your own learning styles (Honey and Mumford) and Preference to Learning (Howard Gardner), and those of your team
- Barriers to Learning and Coaching
 - Understanding the barriers for both the individual and the manager – what gets in the way? and how to overcome.

Afternoon

- The Development and Learning Cycle
 - A practical model to help structure the process of identifying training needs and ensuring the development outcomes are met
- Appraisals V One to One’s
 - Exploring the difference between Appraisals and 1-2-1’s. Knowing which forums to tackle performance issues and development of staff.
 - Setting up a ‘best practice’ structure to ensure relevant issues are
- Delegating with confidence
 - What stops you delegating? What is the impact of not delegating? Identifying the barriers, the issues, the problems to poor delegation practices and understanding how to delegate in a structured clear way.
- Support session on co-coaching activity for coming weeks and Q & A session on coaching diaries and any other concerns with coaching and management.

Day 5 - Performance and Feedback

Morning

- Review of Day 4 – thoughts and feelings so far
- Sharing experiences of the co-coaching sessions and coaching diaries
- Coaching Practice
 - Dealing with resistance. Coach each other on issues which you are stuck on or are reluctant to tackle.
 - Input and discussion on this process. What worked well. What were your challenges?
- Goals Setting
 - Understanding of how to ensure Goals and Targets are met
 - SMART objectives – understanding each element of the objective and why these are important to achieving goals
 - Testing out your own goals and targets using SMART
- GROW Model
 - Know how to use the GROW model to structure your coaching, 1-2-1 or Appraisal session
 - Identifying questions to use at each stage of the cycle to gain commitment and motivation from the individual

Afternoon

- Dealing with difficult people
 - Managing conflict at work and identifying your conflict managing styles
 - Tools, tips and techniques to manage difficult situations at work
- Giving and Receiving Feedback
 - Identifying the barriers and blockages to giving constructive feedback and praise
 - Understanding the key factors to effective feedback
 - Know how to deal with criticism without reacting negatively
 - Understanding the problems with Padding and Weak Words
 - The Feedback Statement. Using a structured model to give difficult feedback in a concise and assertive way
- Support session on co-coaching activity for coming weeks and Q & A session on coaching diaries and any other concerns with coaching.

Day 6 – Building a Successful Team and Building Confidence and Credibility

Morning

- Review of Day 5 – thoughts and feelings so far
- Sharing experiences of the co-coaching sessions and coaching diaries
- Coaching Practice

- Goal Setting: Coach each other using the GROW model on a goal you want to achieve.
- Input and discussion on this process. What worked well. What were your challenges?
- BELBINS Team Type Analysis
 - Rich Picture: draw a representation of your team in a visual way as you picture them
 - Questionnaire self analysis of your preferred type of work and personality at work
 - Identifying the team type preferences of your team and where the gaps are
 - Knowing how to get the best from your team
- Motivating your staff:
 - Identifying the key factors which can help motivate and de-motivate staff at work and how the role of manager plays a key part in ensuring this.

Afternoon

- Transition from Team Member to Team Leader
 - Understanding the issues and problems from the perspective of the manager and the staff
 - Tool, tips and techniques to gain credibility within the team
- Building Confidence and Credibility
 - Understanding of the physiological changes to the body when it is under stress
 - Managing nerves and stress when under pressure
 - Healthy mindsets and positive thinking
- Presentation Skills Practice
 - Short 1 minute exercise on a topical subject with feedback from the group
 - Discussion and input on presentations and strategies used for managing nerves.
- Support session on what to submit on final day of course. Discussion on presentation skills exercise and Q & A session

Day 7 – Team Building and Presentation Skills and Course Closure

Morning

- Review of day 6 – thoughts and feelings so far
- Discussion and submission of coaching diaries and overview of the assessment process, time scales for marking etc.
- Coaching Practice
 - Coach each other on the challenges you have faced as a manager over the past 7 months, identifying limited beliefs, desired outcomes and what support you will need to get you where you want to be
 - Input and discussion on this process.

Afternoon

- Team Building Exercise
 - Exercise to test out Management and Leadership skills, drawing on learning from team type preferences and learning styles.
 - Individual 3 minute presentations or Story Board on your Personal Action Plan.
 - Programme Review and Feedback
 - Talking Wall exercise where each person gives feedback on flip charts on what they have enjoyed most and least and what will stop and start doing.
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At the end of day 7 each person will be expected to submit all of their coaching diaries which includes the tutor's feedback notes for the final summative assessment.

Delegates will also be encouraged to continue with their co-coaching practice sessions and use the 7 month programme as a way of networking and supporting each other.