

# Coaching Techniques for Line Managers

## Overview

This programme has been specifically designed to support line managers in their ability to develop, train and coach individual team members. It can be specifically tailored to 'wrap around' the personal development review process and will ensure that managers take a long-term coaching approach towards the personal development of employees.

In order to support line managers it is vital they feel capable and confident to act as an effective coach to their employees.

This two day coaching programme is therefore designed to provide tools and techniques that will enable managers to work more successfully, confidently and professionally as a coach and to view coaching as the backbone to their conducting appraisal reviews.

Throughout the two days, managers will practise their ability to support and challenge one another through effective coaching techniques. They will learn how to set, review and measure development objectives in a proactive way. Through applying the SOARR coaching model to the current personal planning process, line managers can follow a structured approach towards the above.

This programme will enable line managers to understand what they must do in order to coach employees through each critical stage of development planning. This ensures that meaningful goals are set in line with business objectives and an individual's development. Not only will this training equip managers with the skills to coach employees, but it will also motivate them to take ownership of their own personal development.

To find out more, please visit our website at [www.keystonetrainingltd.co.uk](http://www.keystonetrainingltd.co.uk)

## Objectives

- For each line manager to be aware of the elements of successful coaching as a line manager
- For each line manager to learn how to plan a long-term coaching approach to each individual in order to ensure continuous improvement.
- For each line manager to assess their natural coaching style, strengths and areas for growth.
- For each line manager to improve their ability to give feedback, guidance and advice, and to question and inspire others to develop.
- For each line manager to understand how to adapt their coaching style by making it appropriate to the learning style of the individual being coached.
- For each line manager to understand how to encourage the individual to accept and take ownership of their development areas.
- For each manager to learn effective coaching questions and techniques that encourage the individual to generate solutions to their development areas.
- For each line manager to support the individual in agreeing and reviewing expected results.
- For each line manager to gain hands-on coaching from peers and the tutor around practical application of the above.

## Day One

- **Presentation and exercise to introduce the SOARR Model**
- **What is a development plan?**
  - Organisational needs
  - An individual's development
- **How is a development need identified?**
  - The role of individual
  - The role of the manager as a coach, guide, mentor, motivator, trainer
  - How to stretch, develop and inspire
  - Support and challenge model
  - The group will create a range of 'Stretching' questions in order to identify an individual's development areas
- **Locating the real STARTING POINT**
  - Practical exercise using the funnelling technique to 'drill down' and identify what needs to change/ develop
- **Exercise to examine all the OPTIONS available within the organisation**
  - Skills needed to create options (problem solving, create thinking etc.)
  - Questions to ask, such as 'what would give them:'
  - Greater knowledge, insight?
  - New experiences?
  - Direct feedback?

## Day One (Continued)

- **Practical exercise**
  - Delegates are split into two teams. Both teams generate different development needs for which the opposing team must create lots of potential options
- **Defining Smart ACTIONS**
  - Group discussion around questions to ask
- **Defining RESULTS/expectations**
  - Group discussion around questions to ask
- **Agreeing a method for REVIEW**
- **Exercises**
  - The group is split in two. Group A take on the joint responsibility of acting as the employee. Group B take on the responsibility of supporting and challenging Group A (on their role as the manager)

## Day Two

- **Recap of learning**
- **Using self assessments and understanding natural drivers:**
  - What's my learning style?
  - What's my coaching style?
  - What's my performance management preference?
- **Adapting your coaching style to match theirs**
- **Coaching best practice:**
  - **Situational leadership**
- **Using and understanding the coaching process**
- **Practical coaching skills exercises and case scenarios**
- **Action plan, summary and close**

To find out how this **coaching techniques for line managers** training course can be adapted for your organisation, please visit our website at [www.keystonetrainingltd.co.uk](http://www.keystonetrainingltd.co.uk)