

# **The Essentials of Leadership and Management**

## *Session 4 - Coaching Skills*

Managers in the faculty of Science, Technology and Arts

- You ensure your people understand what is expected of them
- You manage tools and resources effectively to help your people meet expectations
- You ensure your people have the right level of autonomy
- You ensure your people feel treated with dignity and respect
- You ensure your people feel listened to and supported
- You help your people develop their career
- You ensure your people have adequate access to you when they need you and you respond appropriately
- You manage unacceptable performance and behaviour in a fair and equitable manner
- You take responsibility to resolve problems within your remit
- You are prepared to make and implement difficult or unpopular decisions

## **Coaching Questions**

### **GROW model:**

#### **Goals**

- What is the aim of this discussion?
- What is important to you right now?
- What would you like to get from the next 30 minutes?
- What are you working on at the moment?
- What new skill do you want to explore and develop?
- What areas do you want to work on?
- How can you word this goal using positive language?
- Describe your perfect world.
- What outcome would be ideal?
- What would be the benefits if you were to reach this goal?
- What is it that you ultimately want to achieve?
- What might be a short term goal along the way?
- When do you want to have achieved it by?

#### **Reality**

- What's working well for you at the moment?
- What have you done so far to change/improve this?
- Where are you now in relation to your goal? (on a scale of 1 -10 where are you?)
- What has contributed to your success so far?
- What skills/knowledge/attributes do you have?
- What is required of you?
- What are you willing to endure to see your goal become a reality?
- Is this a need or a want?
- What has stopped you from achieving your goal thus far?
- What is happening right now?
- What is really going on here?
- Who else is involved?
- How do you feel about the situation?
- What is the effect on other people?
- What do you have that you are not using?
- What have you tried so far?
- What happened as a result?
- What stopped you from doing more?

### **Options**

- What options do you have?
- What else could you do?
- Which option do you feel ready to act on?
- What do you think you should do first?
- What would be the most helpful thing that you could do now?
- If you had 50% more confidence, what would you be doing that would be different?
- If you saw someone else in the same situation what would you suggest they do?
- What do you think 'X' would do in this situation?
- Who do you know who has encountered a similar situation? How did they deal with it?
- If you could only change one thing in this situation what would it be?
- What are the pros and cons of each options?

### **Way Forward/Will**

- How are you going to go about it?
- What do you think you need to do right now?
- Tell me how you are going to do that?
- Is there anything else you can do?
- How will you know when you have done it?
- What support do you need to make this happen?
- When are you going to start?
- What will happen (of, what is the cost) of you not doing this?
- On a scale of 1-10, how committed/motivated are you to doing it?
- What would take it to 10?
- How does that contribute to achieving your goal?
- What might stop you from doing it?
- How will you avoid that from happening?
- How will you make sure that you do it?

### **Appreciative Inquiry - Further Questions**

- What's working here? How might we get more of that?
- What helped us accomplish this?
- What can we learn from this?
- What is it that keeps us energized and engaged?
- What possibilities exist that we haven't yet considered?
- What's the smallest change that could have the biggest positive impact?
- How could you further build on this....?
- What other opportunities has this created?

- What are the possibilities in relation to....that you might not have seen before?
- What might be the signs that things related to...are moving in the right direction?
- What options can you create here?
- What's really important about this experience?
- What do you value most about it?
- What was the best bit about...?
- What was really important about your experience of...?
- What made it possible?
- What did you value most about...?
- Without being overly modest what did you do well?
- What did you find that you were able to build on?
- What would make it even better?

## **Head, Heart, Gut coaching approach**

Head - What do you think about the situation?

Heart - How do you feel about the situation?

Gut - What is your gut instinct or inner voice telling you to do?

## **3-stage model - good for meetings**

### Exploration

Let's explore this issue

Tell me about your experience of...

Tell me about your understanding of...

What I understand you to be saying is...

....seems to be the central issue that we are discussing

### New Understanding

That looks like a viable option, is there any more information that we could share?

What is there to learn here?

What's the most important thing to work on?

Do you feel that what we have talked about is helping?

### Action planning

Let's spend some time talking about a plan of action

What do we need to do first?

What can I do to help us achieve this?

Who else can help us achieve this?

## Notes

## **Notes**

**Development Plan**

Goals (linked to Core Expectations)	Planned action	Success measures (how will I and others know?)

**Learning Record**

What happened	What I learned	Evidence of Success