

„Coaching in management”

Course description:

This course is designed for managers who want to improve people management skills. It is aimed at people who have some experience in managing people, who know the basic rules of governance such as: setting the goal, speaking precisely, delegating some tasks, types of employees, motivating. Coaching in management classes are designed to inspire participants to adopt a coaching approach towards their employees in order to help them to take the initiative in their action and to create space for the full implementation of their professional capabilities.

Acquired skills:

Participant after the training is able to:

- properly formulate management coaching goals for himself as a coach manager
- accurately present his subordinates the goals, tasks and expectations in a coaching management way
- use some of the coaching tools useful in a coaching within the organization
- put into practice the GROW model and other diagnostic tools
- put into practice the knowledge and tools to work with the subordinate's belief and attitude
- carry out a coaching conversation with an employee properly
- participant after the training understands what is motivation in the coaching meaning, and also
- knows what levels operate subordinates and what that means in relation to his motivation, commitment, self-reliance, initiative, creativity.

*Training program:***1. The essence of coaching management**

- What is coaching?
- Coaching management in relation to other management models
- What is the use of coaching in management?
- What is the difference between coaching role within the organization and a coach role from outside?
- How to combine the role of manager with the role of the coach?
- Benefits and costs of coaching management

2. Aim as a key element in the coaching management style

- Correct (and incorrect) determining the aim of coaching management and the consequences that result from it
- Determining the rates of change
- Work with a video camera involving practicing conversations with employees on the basis of transforming an aim into a task and expectations towards the employee
- Area of responsibility for the aim implementation (in case of person who manages and in case of employee)
- Method of communicating defines clearly responsibility for the task – exercises
- Exercises in the efficient transition from the problem, through the aim and the communication to the tasks and their implementation

3. The basics of employee's functioning in the terms of coaching - working with the most common problems faced by active managers (selected topics related to participants' work)

- Where does the motivation to work come from?
- Why do the employees lack motivation?
- What can and what cannot the manager do in this area?
- How to cope with the symptoms of burnout / fatigue - how to recognize, understand, avoid and work with them
- Problems with consistency / persistence during the tasks implementation
- How to deal with stress - our own and our employees
- How to avoid an excess of anger
- Avoid blaming mechanism / moral harm
- Why is it so difficult to achieve the given target?
- What is a conscious life and why do people avoid it?

- How to deal with:
 - complaining
 - workaholizm
 - a sense of meaning/meaninglessness of work/life
 - low assertiveness at work (and not only) among employees?
- Why is a change so difficult and what are the conditions of its formation?

4. Exercises based on solving actual case studies using coaching tools

4.1 R. Dilts's Pyramid as a working tools base in holistic coaching

4.2 Working on an aim:

- goal and effect
- net of goals
- setting short, medium and long-term goals

4.3 Diagnostic tools:

- Circle: life, value, business, priorities
- GROW model
- Model: Vision-Strategy-Determination
- Table of needs

4.4 Client's software

- Convictions
- Concerns

4.5 Tools to start operation

- Probing questions, explaining questions, questions about emotions, questions about the desired state
- Questions: relevant questions

5. Talks with employees

- coaching sessions exercises or their fragments (working with a video camera), mainly aimed at giving a coached person the correct feedback, and closing the threads in the process of coaching within the organization

6. Paperwork in coaching management

- Conclusion of a contract (if and when)
- How to keep a record of the session (and when)

- How to do a report on coaching in an ethical manner based on indicators of change

7. Coach's back-up facilities

- internal communication
- motivation to the role of a coach
- working with the inner critic

The training is flexible. Depending on the progress of the participants and their needs, some tools may be extended, while others omitted or modified

Methodology:

During the training we use the following training methods:

- lecture
- coaching questionnaires
- role plays
- working with the video camera
- feedback
- discussion

Organizational information:

Number of training hours: 12 hours / 2days

Time of training 9:15-15:15

Place of training: Łódź, Piotrkowska 125 – KM Studio - trainings