

Leadership for Future Manufacturing

Leading People -
Coaching Skills



Coaching Skills - Introduction

“Leadership is about making others better as a result of your presence and making sure that the impact lasts in your absence.”

- Sheryl Sandberg



Coaching Skills – Learning Objectives

What is Coaching?



The GROW Model



Coaching Skills



Practice



Coaching Skills

– Agenda

1. Introduction
2. What is coaching?
3. Coaching Way of Being
4. Coaching Process - GROW
5. Coaching Skills
6. Practice Exercise
7. Summary
8. Commitment to Action

CARE 
DEEPLY 

FOCUS ON
WHAT COUNTS

DELIVER WITH 
EXCELLENCE 

What is coaching?



3 elements of coaching practice

Way of being Person-centred approach

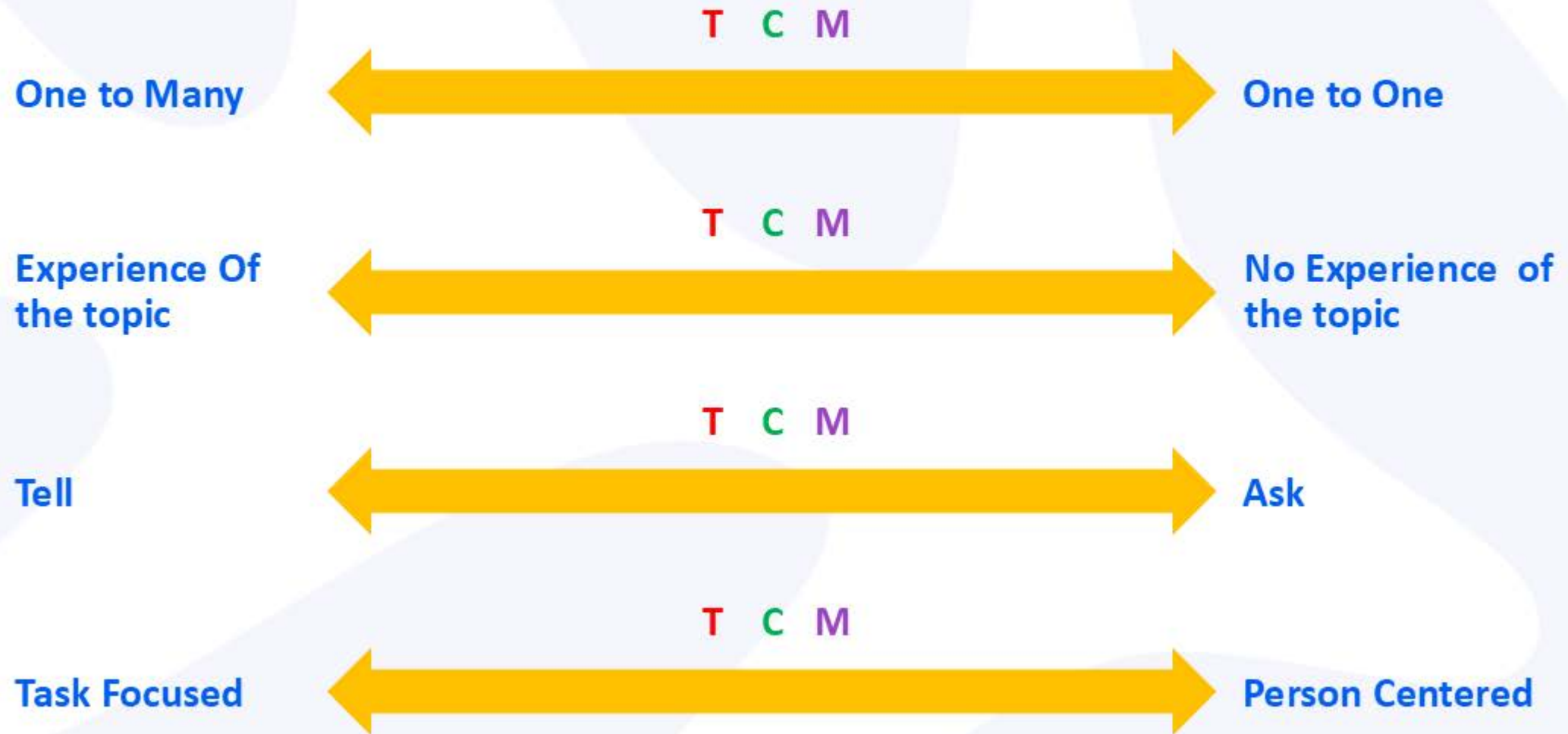
**Assumption Being at your best:-
key motivational force for growth**



van Nieuwerburgh, 2014

How do we develop our teams?

- Activity Workbook Page 2



Coaching v Mentoring v Training

- **Mentoring** assumes a “been there, done that” approach. A mentor will have experience in a particular field.
- **Training** assumes the transference of a particular skill or practice from an experienced “trainer” to a less experienced individual.
- **Coaching** can be used as part of a performance management feedback discussion and as part of everyday interactions with your team member(s)



Coaching

- Part of Everyday Interaction

Developing
Our People



Build Confidence
And Motivation



Managing
For High performance

Principles of Coaching:

- People are resourceful
- The coach's role is to increase resourcefulness
- It is a collaborative relationship
- The coach requires empathy – to see it from the person's perspective
- Coaching is about enabling change



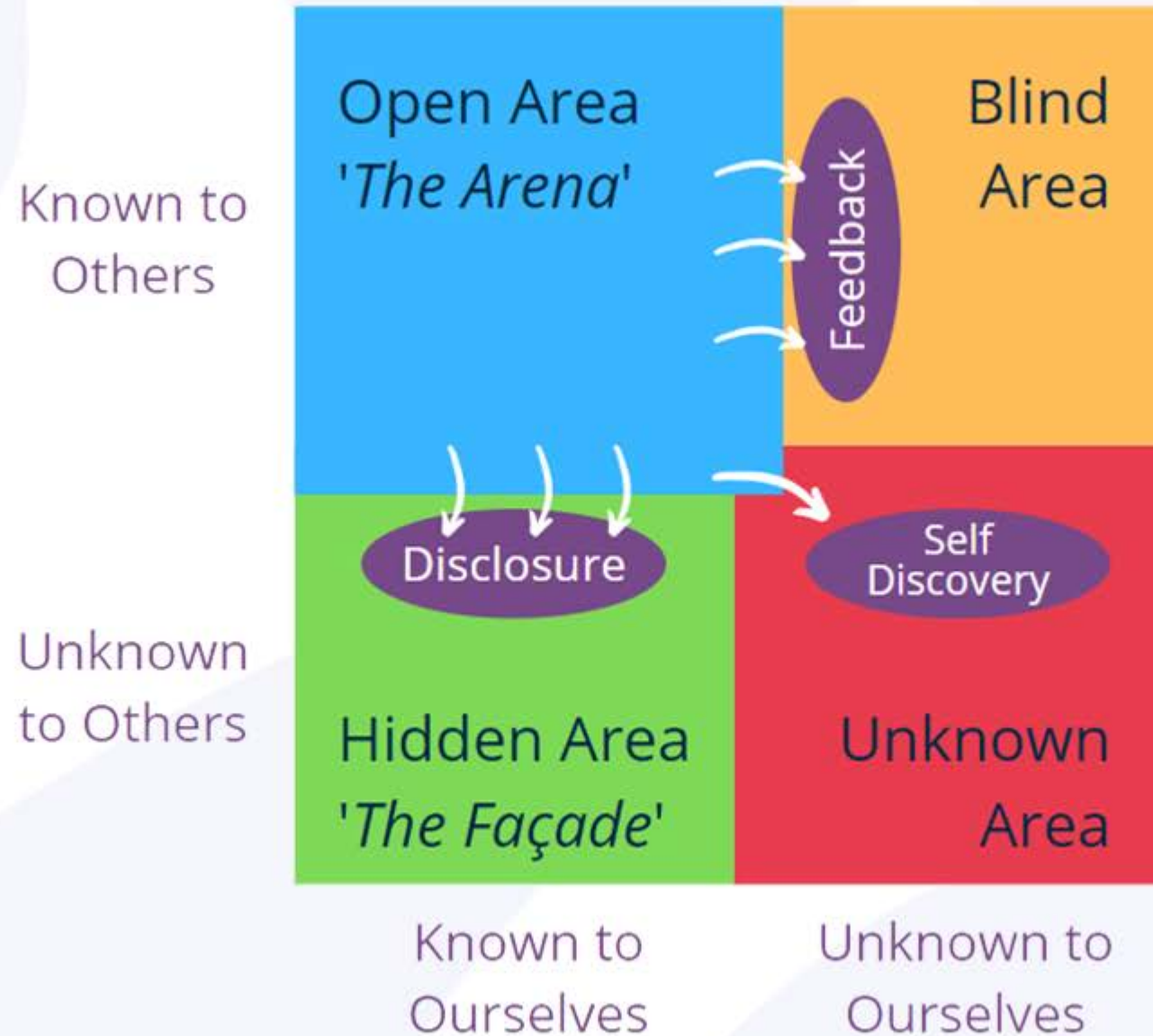
Working Together

Coaching Mirror

WAY OF BEING



Johari Window



Activity Workbook Page 3

- Role of the Coachee

- What is the role of the Coachee?
- What are some of the barriers to coaching?



Activity

- Role of Coachee Debrief

- Taking the lead and ownership
- Being an active participant and willing to show vulnerability
- Being open and honest in their answers
- Being open minded and willingness to change
- Consider other options and approaches
- Considered self-reflection
- Agree actions and take responsibility for making change
- Being motivated to take actions
- Being prepared for each session and recording actions and progress



Coaching Process
– The GROW Model

Coaching Process



GROW Model

- Goal, Reality,
Options, Will

GOAL



REALITY



OPTIONS



WILL



How to Coach using the GROW Model

GOAL

- Agree topic for discussion
- Agree specific objective of session
- Set long-term aim, if appropriate

Parameters where we need to be

Where are we going?

OPTIONS

- Cover full range of options
- Invite suggestions from learner
- Offer suggestions carefully
- Ensure choices are made

How could you move forward

How do we get there?

REALITY

- Invite self-assessment
- Offer specific examples of feedback
- Avoid or check assumptions

Current situation & Assessment of needs

Where are we now?

WILL

- Commit to action
- Identify possible obstacles
- Make steps specific & define timing
- Agree support

Action and dual commitment

How do we measure progress?

Coaching Skills

Coaching Skills



Coaching Skills – Activity Workbook Page 4

**What are the skills of
a great coach?**



Coaching Skills

– Activity De-brief

Active Listening

Paraphrasing

**Powerful
Questioning**

Contracting

**Clarifying
Summarising**

**Constructive
Challenging**

Accountability

**Seeing Different
Perspectives**

Goal Setting

Coaching Skills

– Barriers to Effective Listening

- Not paying attention
- Filtering
- Rehearsing
- Interrupting
- Advising
- Mind reading
- Judging
- Hearing what is expected
- Feeling defensive
- Listening for a point of disagreement



Coaching Skills

– Active Listening



Pay attention



Look at who is
talking



Do not talk

ACTIVE LISTENING



Ask questions



Follow
directions



Visualise what
is being said

@rly1981

Coaching Skills

– Levels of Listening



Coaching Skills – Questions

Receive

Appreciate

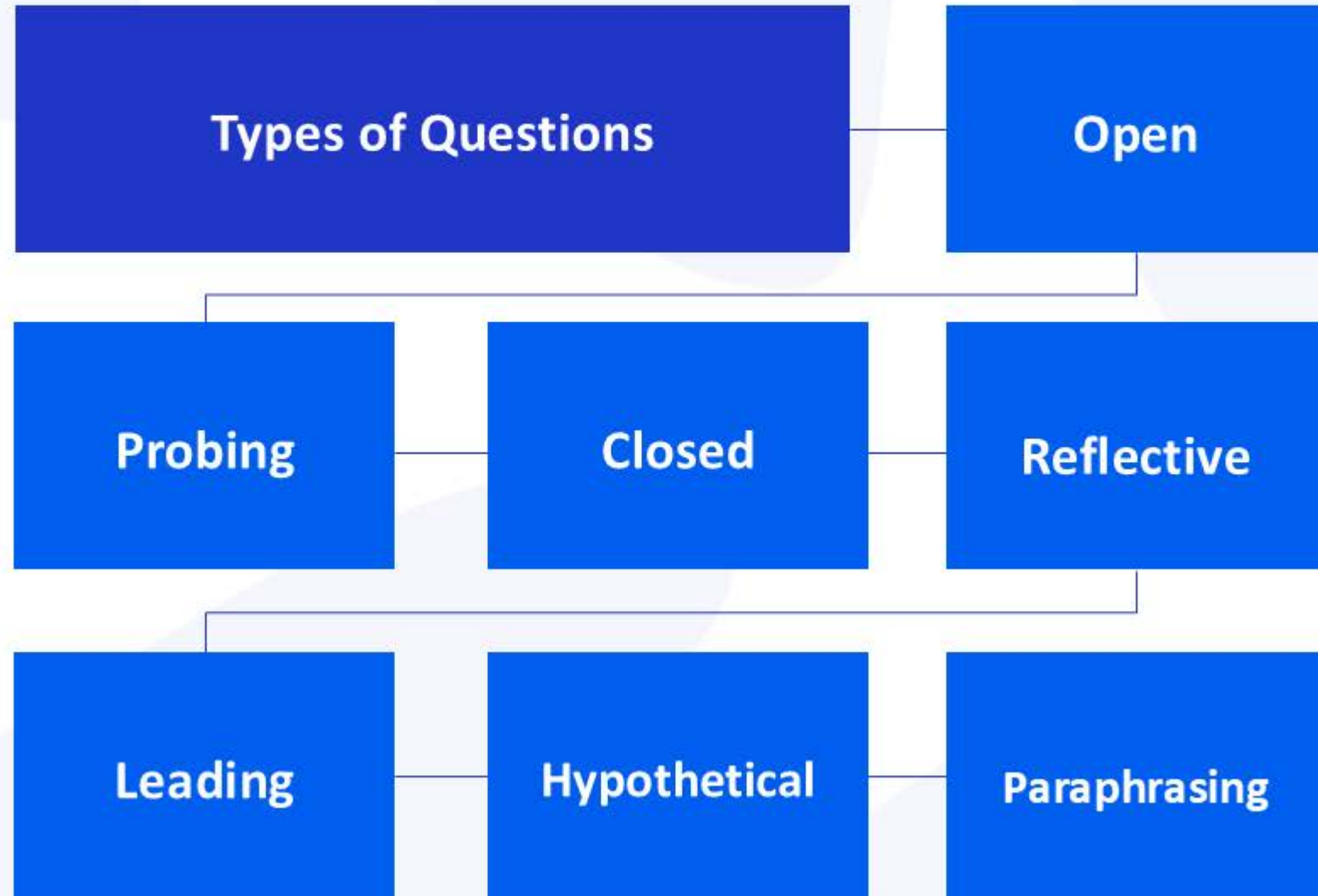
Summarize

Ask



Coaching Skills

– Type of Questions



GROW questions to use **when coaching**

20 GROW questions to use when coaching

Questions for establishing GOALS

1. What is it you want to achieve or change?
2. If the situation was as you would like it to be, what would it be like?
3. What is the ideal situation?
4. What would be the benefits of achieving this goal?
5. How will you know when you have achieved your goal?
6. What measurement could you use to know that you have achieved your goal?
7. What do your *really* want?

Questions for exploring OPTIONS

1. What options do you have?
2. What else could you do?
3. Anything else? (And keep on until there is nothing left to explore)
4. What have you seen others do in similar situations?
5. If anything as possible, what would you like to do?
6. What would be the first step toward solving this problem/making this change?
7. Would you like to brainstorm this?
8. Would you like me to offer some suggestions?
9. Which of these options do you think is most likely to succeed?

Questions for exploring REALITY

1. What is happening at the moment?
2. Tell me more about this?
3. How do you feel when that happens?
4. What have you tried to so far?
5. What did that achieve?
6. What would be another way of looking at it?
7. Who else has this experience?
8. How do they see it?
9. Having said all this, is the goal you wanted to reach still relevant?

Questions for assessing WILL

1. Of all the options we have talked about, which will you choose?
2. On a scale of 0 to 10, how strong is your intention to do this?
3. If less than 7, is it likely to happen?
4. Who do you need to support/permission/help from?
5. What do you need to make this happen?
6. When will you start?

Questions for establishing **GOALS**

1. What is it you want to achieve or change?
2. If the situation was as you would like it to be, what would it be like?
3. What is the ideal situation?
4. What would be the benefits of achieving this goal?
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7. What do you really want?



Questions for exploring **REALITY**

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Activity Workbook Page 5

– Questions a Plenty

1. In your groups, follow the workbook instructions for “Questions a plenty”.
2. Question storm against your chosen topic (no critiquing)
3. Transform your questions
4. (and sort against GROW)



Coaching Summary

AHA!

- Importance of open-ended Qs
- Nudges in the right direction ... coachee probably HAS the answer
- Closed Qs – Closed conversations – Giving them the answer too often
- Start with open; closed Qs nearer the end can be quite forceful

WOOHOO!

- Link to skill-will, where people lie, tuning to what they need
- Coach and coachee working together as equal partners
- GROW model – importance of setting the goal & assessing options

HUH?

- Weaving in the personal matters/drawing the line
- Thinking how the GROW model will actually work in a fluid conversation



Activity Workbook Page 6

– Time to Practice

- Speed coaching session in Trios!
- Each round has Coach, Coachee and Observer – rotate roles for each round
- Coach selects the topic
- 3 minutes all to prep, 7 minutes coaching, 5 minutes feedback
- It is a safe space to practice – be supportive of each other



Application Practice Workbook Page 7

This activity is for your application practice – to take your learnings into the daily routine.

Record a coaching moment – identify an opportunity to practice your coaching!

What was the scenario?

What did you learn?

How did the coachee respond?

We will review your feedback during our next session.
Good luck!



Coaching Skills – Learning Objectives

What is Coaching?



The GROW Model



Coaching Skills



Practice



COMMIT TO ACTION

STOP START CONTINUE

One thing I should stop doing / do less of

One thing I would like to start doing / do more of

One thing I should continue doing

Workbook Page 8

