


# Coaching Techniques for Managers

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# What we will do in this workshop

- ▶ Agree what we mean by coaching
  - ▶ Review the six principles of coaching
  - ▶ Work in pairs, confidentially, to address a management issue
  - ▶ Practice some coaching techniques
  - ▶ Try out the OSCAR model
  - ▶ Discuss
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# Coaching and Mentoring

“Coaching and mentoring are learning relationships which help people to take charge of their own development, to release their potential and to achieve results which they value.”

Connor and Pokara 2007




# The Six Principles of Coaching

- ▶ 1. The client is resourceful
  - ▶ 2. The coach's role is to develop the client's resourcefulness
  - ▶ 3. Coaching addresses the whole person
  - ▶ 4. The client sets the agenda
  - ▶ 5. The coach and the client are equals
  - ▶ 6. Coaching is about change and action
- ▶ *from Jenny Rogers, Coaching Skills: a handbook, 2004, with permission*

# The OSCAR structure for coaching in management

- ▶ Outcomes
  - ▶ Situation
  - ▶ Choices and consequences
  - ▶ Action
  - ▶ Review
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- ▶ *from Jenny Rogers et al, Manager as Coach 2013, with permission*

# Working in pairs: Outcome and Situation

- ▶ ‘What would you like to get out of this conversation?’
  - ▶ ‘Tell me about the situation.’
  - ▶ ‘What would a good outcome look like?’
  
  - ▶ Listen actively
  - ▶ Summarise frequently
  - ▶ Respect the client’s resourcefulness
  - ▶ Don’t give advice or judge
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# Choices and consequences

Brainstorm options, encourage fresh ideas

‘What worked for you in a similar situation?’

‘What have you already tried?’

‘What would you do if you could throw money at it?’

‘What would your role model do?’

Explore potential consequences of each,  
narrow the choices



# Action and Review

- ▶ Ask the client what they will do next
  - ‘What action will you commit to taking?’
  - ‘How much energy do you have to take this action?’
  - ‘What will be your first steps?’
  - ‘Who can help you?’
  
- ▶ Review
  - ‘What will be your first indicator of success?’
  - ‘How will you know you have achieved your desired outcome?’



# Benefits for the organisation of a coaching and mentoring culture

- Change in climate from intimidation and bullying to respect, trust and support
  - The organisation becomes a safer place to train and work
  - More compassion, safer patients, less stress
  - Job satisfaction, improved morale, reduced absences
  - Improved recruitment and retention
  - Improved leadership
  - Improved motivation and performance
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