

# Performance Coaching



## Course Outline

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## What is Performance Coaching?

There are many definitions of coaching and a multitude of areas in which it is applied. Fundamentally, all coaching is to achieve the same objective: an improvement in the way we do things. To achieve this, many Coaches (managers) show 'how to do something' or offer advice and this can result in performance improvement. However, this method of coaching only passes on the Coach's experience: which may be outdated; may not utilise the current skills of the Performer nor tap into the Performer's inherent motivation. Therefore it will rarely be able to maximise performance.

Performance Coaching helps people to explore their own ideas and motivation in the pursuit of performance improvement. This is achieved by the skilful use of questions by the Coach, questions that help the Performers to:

- evaluate what is happening in their world
- define what goals they would like to achieve that align with the organisation
- define the methods by which they can achieve them
- evaluate the effectiveness of their actions

The learning generated by this process ensures the Performers develop both the competence and confidence to fulfil their roles more effectively. The improved awareness of the Performers' thinking enables them to make better decisions. The identification of the goals that they want taps into the Performers' inherent motivation, so there is less need for any coercion. The 'choosing of actions' helps to ensure the Performers take responsibility for them. Learning from the results makes it less likely that out-dated behaviours are unconsciously repeated.

This is not a soft approach! Coaching gets people to face the issues that stop them performing better.

## Who would benefit from attending?

This training is designed for people in business to coach others to perform better. These skills can be used effectively by all roles in an organisation, but especially those where performance is dependant upon effective people-relationships. Line managers are a core group where coaching skills can gain significant benefits for the organisation.

When a coaching culture is desired within a group, it is best practice for the senior members of that group to be trained first so that they can lead by example and create the context where their staff are encouraged to coach.

## **What are the benefits of the training?**

People trained as Coaches can drive organisational performance through:

- Developing more trust, through rapport, for improved collaboration with others
- Communicating effectively using the Performer's language with effective questioning
- Managing problem conversations to focus on outcomes and possibilities
- Setting challenging, individual (and team) goals that deliver organisational benefits
- Creating business plans that allow for maximum ingenuity by Performers
- Challenging limiting beliefs to generate and evaluate more effective plans
- Clarifying the context (constraints, targets and expectations) for performance
- Assessing competence more effectively to empower people more safely
- Analysing training needs to identify development actions that both align with individual learning styles and fit in with work activities
- Exploring the causes of performance issues to manage accountability and learning
- Giving meaningful feedback that recognises contribution

## **What does the course cover?**

The course is normally delivered as a 2-day course in order to establish the fundamental skills. A period of some weeks is then allowed for these skills to be practised and reflected on. A follow-up day is then run to address specific issues arising in the work environment.

The content of the course covers:

- Performer Centred and Coach Centred coaching styles
- Perception – how we all see the World so differently and why this is important
  - Generalisations
  - Self esteem
  - Limiting beliefs
- How to raise awareness of someone's own thinking
  - Open/Closed questions
  - Clean Language
  - Modelling information
- Coaching principles: motivation, awareness & responsibility
- Coaching framework: TOPGROWER
- Developing desired outcomes
- Creating motivating personal goals in an organisational context
- Modelling their reality and creating options
- Gaining commitment
- Giving effective feedback
- The Manager as Coach
- Coaching exercises with feedback

The training is delivered using video, role-play, team exercises and coaching of real issues. Examples of coaching situations are taken from business and sometimes sport in order to bring the concepts to life. All delegates will receive feedback on their coaching skill development.

The delegates are encouraged to contact the trainers during the month following the 2-day course to address any issues that arise and this period can be extended through negotiation.

## **Learning Objectives**

By the end of the training course each participant should be able to:

1. Describe the difference between Performer-centred and Coach-centred coaching
2. Describe the concept of 'Map of the World' in terms of deletion, distortion and generalisation
3. Explain the process of 'awareness raising' in terms of effective questions and the Performer's 'Map of the World'
4. Describe what 'responsibility' needs to be clarified during coaching
5. State the three purposes of clean questioning
6. List the six words or phrases that form the basis of an information gathering question (what, who, where, when, how, is there anything else about).
7. Explain how presuppositions by the Coach are simply avoided by keeping to short open or clean questions.
8. Demonstrate the process of 'funneling' to elicit detailed information using information gathering questions
9. Demonstrate how a problem is translated into a motivating outcome in any conversation using the Problem/Solution/Outcome model
10. Describe the T.O.P.G.R.O.W.E.R. framework as it is used in a coaching relationship
11. Describe the important difference between an End Goal and a Performance Goal
12. Describe how a Performance Goal is experienced by a Performer
13. Explain the acronym 'SMART+' in the context of specifying a Performance Goal
14. Explain how limiting beliefs can be described in terms of: should, can't and always and how these are 'challenged'
15. Demonstrate the process of using 'What if' and 'What would have to be different to make this possible/desirable?' during the option generating stage
16. Explain the reason for the Coach not to be attached to the success of the Performer in achieving their goal
17. Feedback to a Performer on an activity in a way that maximises both awareness and usefulness.
18. Explain the importance of a manager setting the business context before coaching begins



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## **Next Steps?**

If you are interested in management development training for your company then please contact us either just to find out more or to discuss how we can develop options to meet your specific needs. You may want one of your people on our course in order to evaluate it or you might want to develop a fully evaluated programme that integrates with your Human Resources strategy. Whatever it is, we will be happy to talk with you.

## **Contact details:**

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