

FREE TO GROW

Helping People Grow

Coaching is **face-to-face leadership**. It is about boosting staff and organisational performance by creating an environment that **encourages active participation** in learning and growth.

If an organisation is to meet its objectives and sustain its competitive advantage, it needs employees who are willing and able to continually learn and adapt as their roles change along with the organisation. This requires managers and leaders who are competent in the key skill of the 21st century – coaching.

Without the necessary personal learning and growth strategies, strong organisations may find themselves unable to adjust effectively to the ever-changing environment they compete in.

Training and development is frequently entrusted to a facilitator in the classroom. Transferring these classroom experiences to the workplace is often where training fails. Coaching structures and skills **empower the manager to reinforce and implement classroom training** in the workplace.

Helping People Grow is designed to:

1. Create an **environment that is conducive to coaching**
2. **Equip managers with the tools and techniques** required to fulfill the role of coach effectively.

Realising that coaching is firstly about a particular set of attitudes and then about a particular set of skills and techniques, Helping People Grow has an **inside-out approach**. The programme awakens a passion for growth and development and fosters a desire to inspire other people to **break the barriers to increased performance**.

Effective coaching is about being able to complement performance enhancement skills with relationship building skills. Helping People Grow explores both of these in depth.

The programme also examines different approaches to coaching and provides participants with the tools to determine when each approach will be appropriate. This will enable them to coach people with different motivation and skills levels effectively.

Expected outcomes

- * A commitment to the development of the potential of all staff.
- * An awareness of the everyday formal and informal opportunities in which to use coaching as a tool to develop skills and improve performance.
- * Increased skills to relate to and build a positive relationship with diverse staff.
- * A greater commitment to utilise existing performance measurement instruments fully as a development tool.
- * Improved listening and feedback skills.

“The feedback has been very **positive**. Our people felt that the course was **relevant** and fully utilised the opportunity to master the skills and techniques offered.

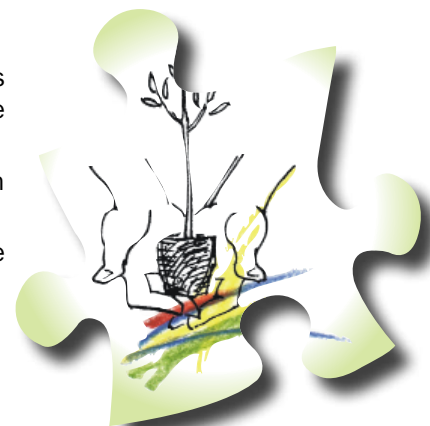
Now after the course, I can clearly see **how much value it has added**”

Anesa Dindar,
Training consultant, Accenture

“‘Helping People Grow’ is a **highly effective tool** that assists us in our quest to establish a culture of learning and development.

It helps us to create an environment where employees are empowered, supported and recognised for their contribution, **encouraging accountability and workforce stability.**”

Debby Walters
HRD Specialist, TFG



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Programme overview

Module 1: Continuous learning

- * The need for continuous growth and development.
- * Adult learning principles and how they apply to coaching.
- * Learning Styles: Understanding how your style impacts your coaching.
- * The learning cycle and the role of the coach in each phase.

Module 2: Introduction to coaching

- * Levels of people management: Where you are spending most of your time and what the ideal for your position is.
- * A definition of coaching and how this links to mentoring.
- * The benefits of coaching to: The organisation, the coachee and the coach.
- * Crucial success factors in coaching.

Module 3: The coach

- * An inside out approach to coaching: A closer look at the coach.
- * The coach's personal values: How they support or undermine coaching.

Module 4: Roles and styles

- * Different coaching roles: Confronting, educating, counselling, stretching and sponsoring.
- * Knowing when each of these roles is appropriate and learning how to apply them.
- * Coaching and the 2 R's of leaders: Relating and Requiring: Why balance is critically important.
- * The link between coaching and situational leadership.

Module 5: The coaching process

- * Creating the context for coaching: Clarifying roles and expectations.
- * Different settings coaching can take place in ranging from a single session to give feedback or prepare the coachee for a task, to a series of sessions to address a specific challenge.
- * Applying coaching to performance management.
- * Managing typical coaching conversations using practical models.

Module 6: Coaching skills

- * Relationship building skills: Enhancing respect, trust and understanding.
- * Skills for active listening to better understand the coachee's perspective and challenges.
- * Asking challenging questions to create a space for critical reflection.
- * How to help a coaching reframe a challenge or situation.
- * Feedback: How to give developmental and positive feedback.
- * Confronting: what needs to be confronted and how to do this constructively.

Module 7: The coachee

- * Helping the coachee become self-aware and open to learning.
- * Building self-esteem.

Module 8: Barriers to effective coaching

- * Exploring barriers in the coach, in the coachee, in the coach-coachee relationship and in the organisation.
- * Identifying personal barriers to work out strategies to address them.

Target group

Managers in the Manage Others and Manage Managers layers of the leadership pipeline.

Duration

Three days.

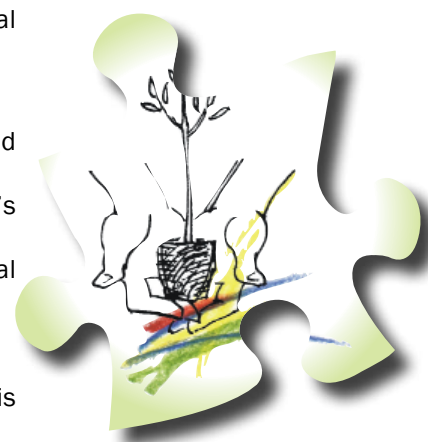
Group size

A maximum of 20 learners will be accommodated in a workshop.

“In one word, Helping People Grow is ‘**excellent**’. It provides coaches with ‘tools’ that are easily understandable and simple and addresses key issues.”

Cyrille de Billy

HR Manager, Unicef Madagascar



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