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Managing at VGC
Manager as Coach

Management and leadership development programme

go beyond

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The Manager as Coach

1. Coaching and mentoring defined
2. Coaching continuum
3. Coaching skills
4. Listening & questioning
5. GROW coaching
6. The Drama Triangle

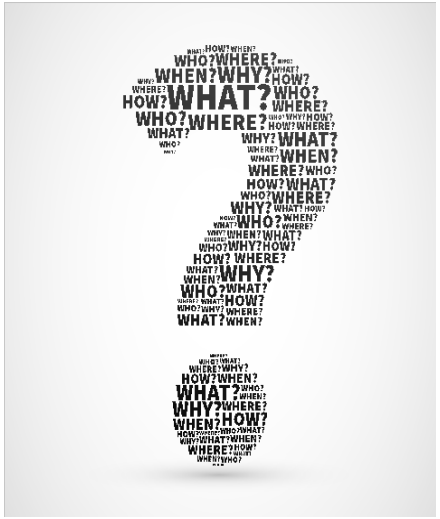
Definitions

Breakout Room activity

Define

- Coaching
- Mentoring
- Training

What opportunities do you have to use each?



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The blurry world of talking therapies

A **THERAPIST** will explore what is stopping you driving your car

A **COUNSELLOR** will listen to your anxieties about the car

A **MENTOR** will share tips from their experience of driving cars

A **CONSULTANT** will advise you on how to drive the car

A **COACH** will encourage and support you in driving the car

Coaching & Mentoring definition

"**Coaching** is unlocking people's potential to maximize their own performance. It is helping them to learn rather than teaching them."
Timothy Gallwey

" A **mentor** is someone who takes on the role of a trusted adviser, supporter, teacher and wise counsel to another person. A mentor adopts a "primarily selfless" role in supporting the learning, development and ultimate success of another person."
Julie Starr

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The Inner Game equation

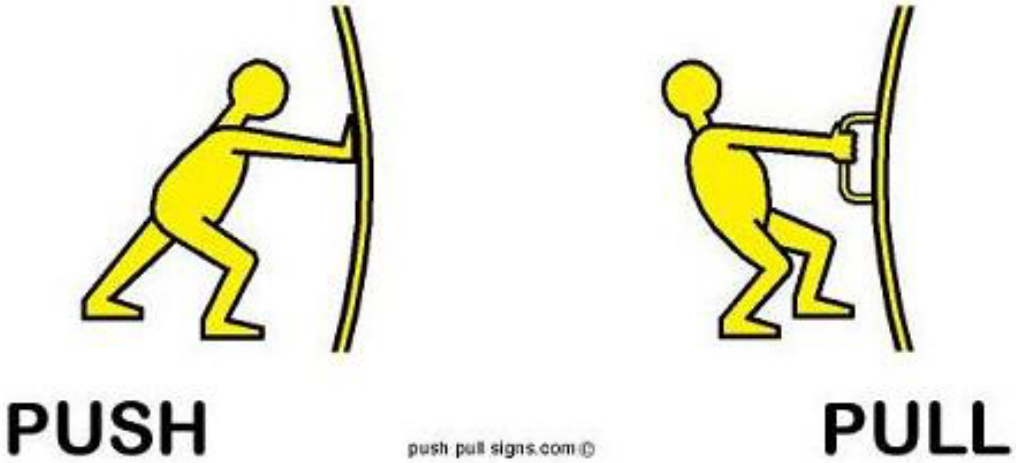
Performance = potential – interference

Internal obstacles are often more daunting than external ones

Witherspoon's Coaching Continuum

SKILLS	PERFORMANCE	DEVELOPMENT	OWN AGENDA
• Learning focused specifically on individual's current task	• Learning focused more broadly on a person's present job	• Learning focused on a person's future job	• Learning much broader

The Coaching Spectrum



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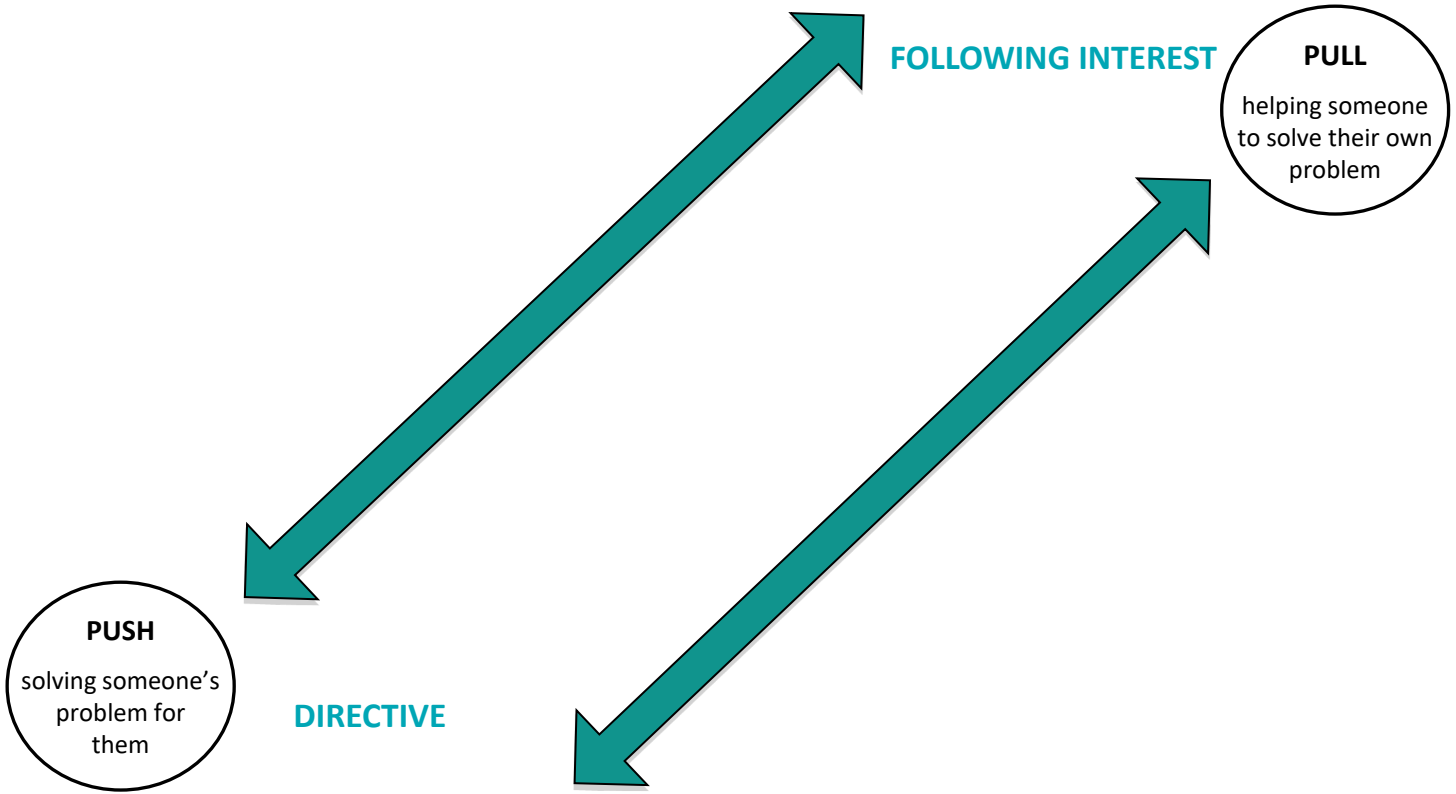
The coaching spectrum



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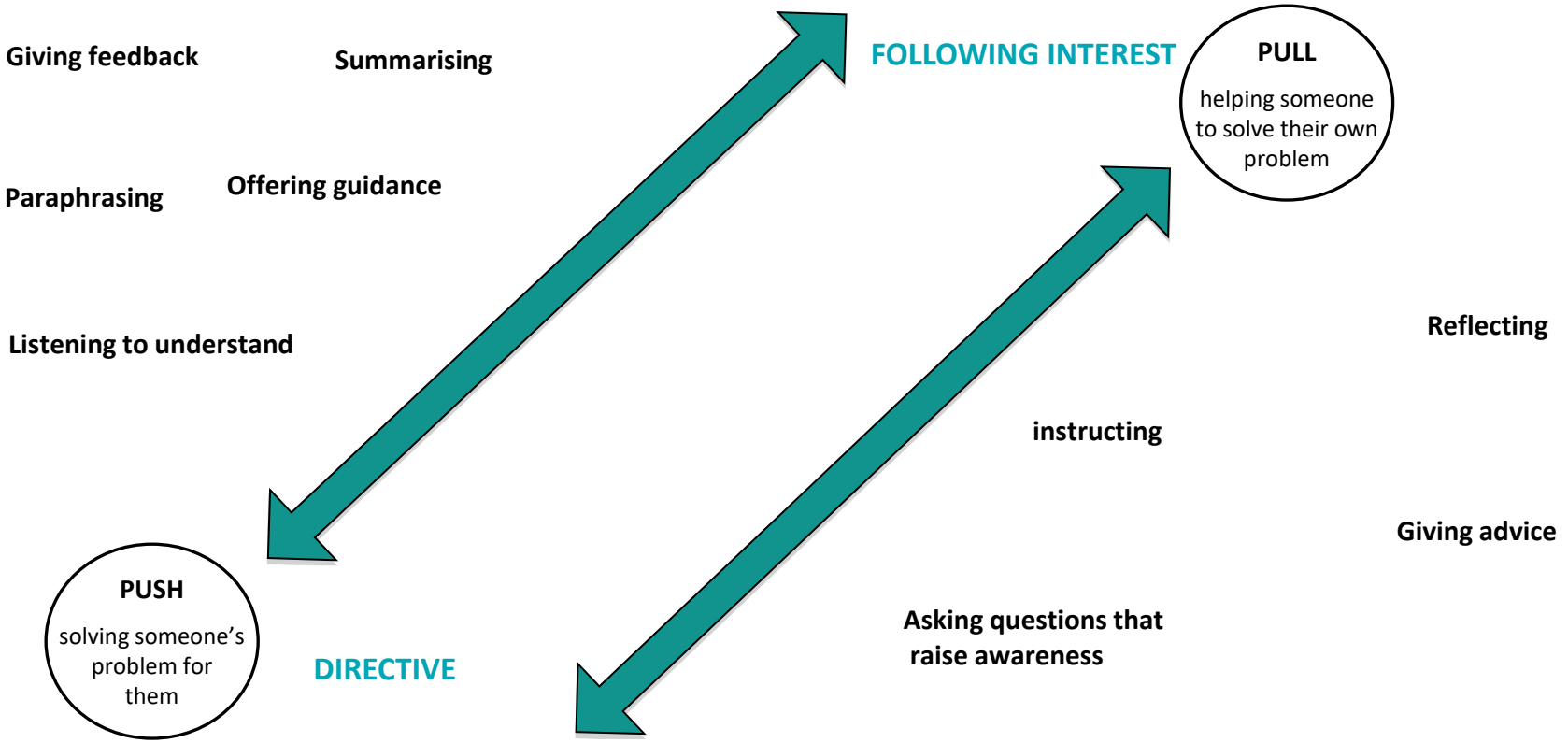
The coaching spectrum



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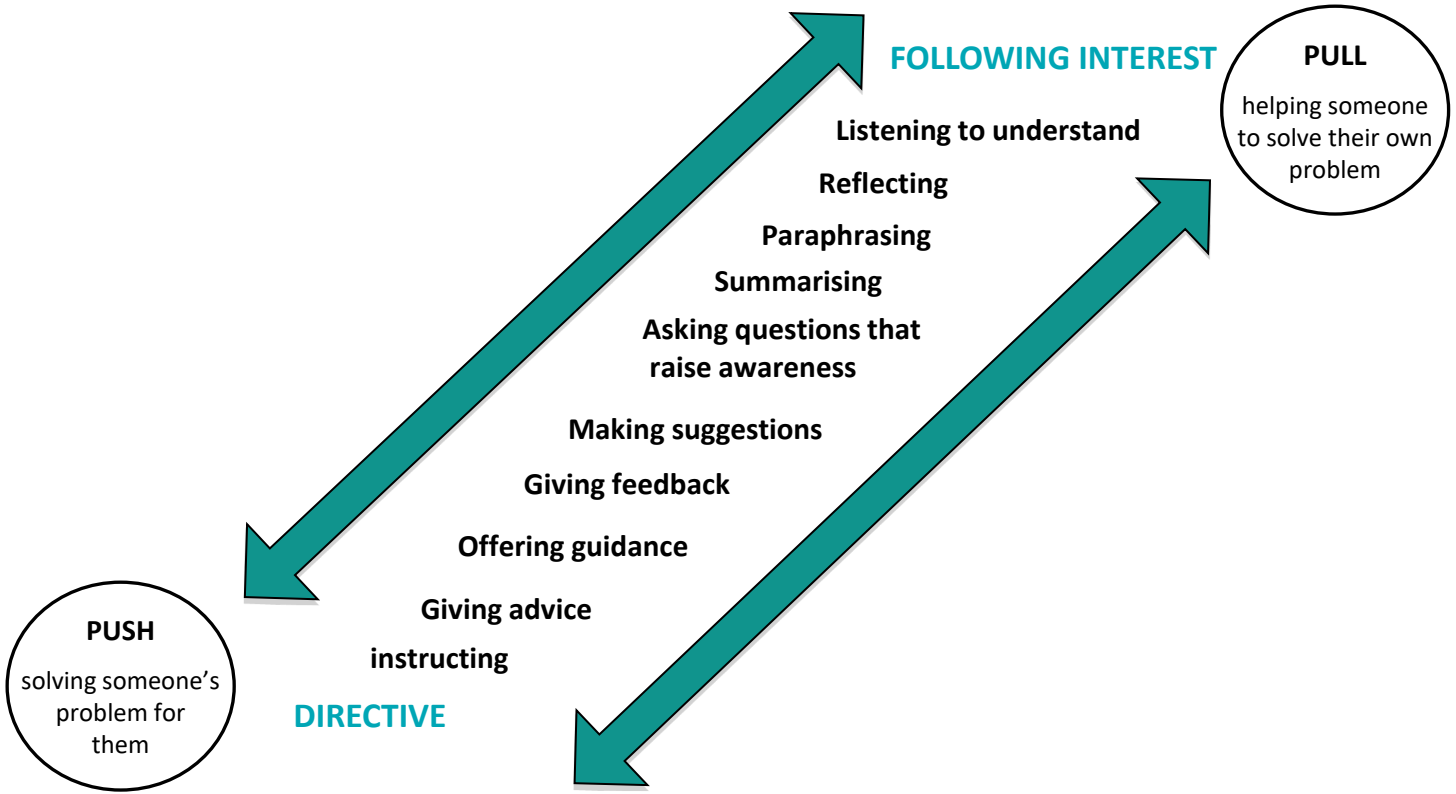
The coaching spectrum



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Listening through filters

DELETE

DISTORT

GENERALISE

ASSUMPTIONS

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Listening levels

TO HEAR – WHAT I NEED TO HEAR

TO RESPOND – WHAT I WANT TO SAY

TO UNDERSTAND – WHAT IS HAPPENING FOR YOU

Listening levels - FEC

FOCUS

- LISTEN AT THE EMPATHETIC LEVEL
- NOTICE BODY LANGUAGE, VOICE TONE, HESITATION

ECHO

- USE COACHES WORDS "WHAT IS IT THAT LOVE ABOUT?....."

CURIOUS

- BE CURIOUS PROBE WITH MORE QUESTIONS
  " WHEN YOU SAY CHALLENGING WHAT DO YOU MEAN?"

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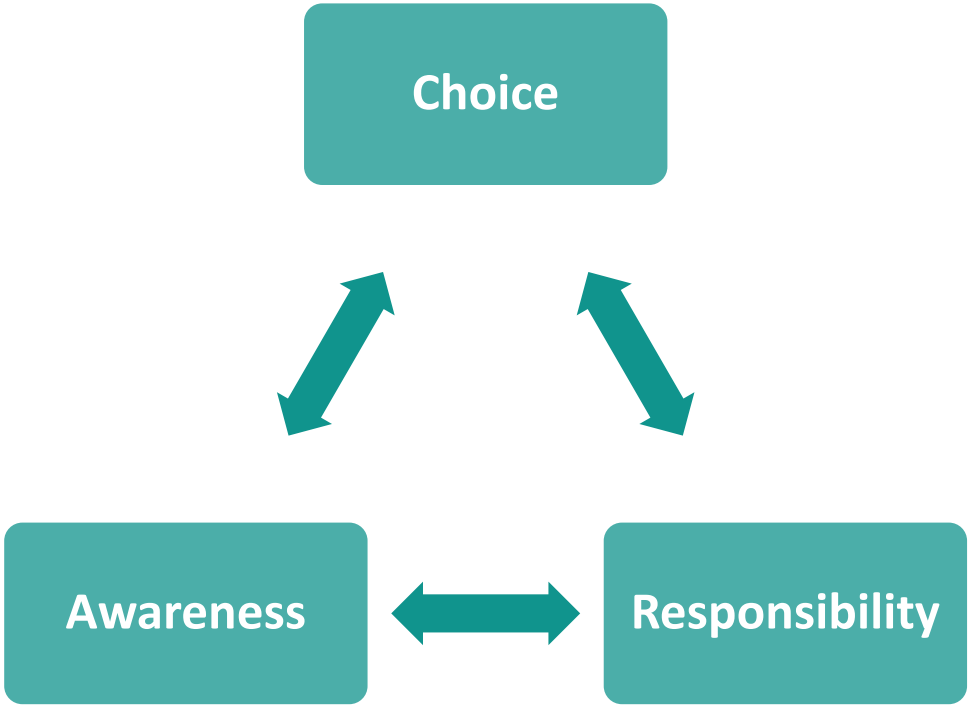
The essence of great coaching conversations



Source: John Whitmore

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Seven Core Questions

Michael Bungay in "The Coaching Habit" distills the essentials of coaching to seven core questions

1. **The Kickstart Question** – "What's on your mind?"
   -It invites people to get to the heart of the matter
2. **The AWE Question** – "And what else? "
   -More options can lead to better decisions, it's the quickest and easiest way to uncover and create new possibilities
3. **The Focus Question** – "What's the real challenge here for you?
   - Make sure you solve the right issue and slow down the rush to action
4. **The Foundation Question** – "What do you want?"
   - Gives people the responsibility for what they *really* want. What lies underneath?
5. **The Lazy Question** – "How can I help?
   - You are forcing a direct and clear request. And preventing acting on any assumption you may have made about how best to help.
6. **The Strategic Question** – " If you're saying Yes to this, what are you saying No to? "
   - A yes is nothing without the NO that gives it boundaries
7. **The Learning Question** – " What was most useful for you? "
   - First loop is solving a problem, second loop is creating a learning moment

GROW coaching

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GROW Coaching

Goal

What would you like to explore today?

What do you want to achieve from this conversation?

What is a realistic goal ?

Reality

What is happening now?

What have you tried already?

What is your biggest challenge?

Options

What could you do?

And what else?

What would happen if you did nothing?

Will

What will you do?

What is your first step?

On a scale of 1 – 10 how committed are you to this goal?

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Goal (useful questions)

- What would you like to explore today?
- What feedback have you had about areas for development?
- What specifically do you want to achieve?
- What do you want to change?
- What are the measures of success?
- What will be of real value to you?
- What will be different/better as a result?
- What do you really want?
- How motivated are you to achieving this goal?
- What opportunities will this give you?

Reality (useful questions)

- What are the key facts we need to be aware of?
- What is the background and current context of this goal?
- What is happening at the moment (what, who, when, and how often)?
- How do you know that this is accurate?
- Who else is involved in the situation?
- What have you tried already?
- What difference did it make?
- What else is relevant?
- Who else is relevant?
- What is their perception of the problem?
- What's your biggest challenge right now in achieving this goal?
- What is working well right now?

Option (useful questions)

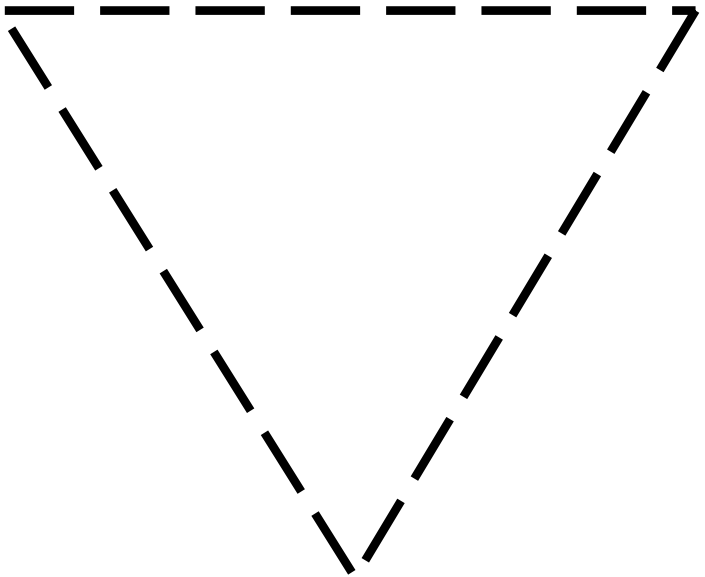
- What could you do?
- What have you already considered?
- What else could you do?
- If you couldn't fail what would you do?
- What are you comfortable doing and why?
- What specific knowledge and skills are critical to your success?
- What approaches /actions have you seen others use in this situation?
- How will you apply the knowledge/skills?
- What are the pros and cons of the different options?
- What would happen if you did nothing?
- What do you consider to be the priority?
- How does it relate back to the business objective?
- What could be your first step

Will/Way forward (useful questions)

- What will you do?
- How are you going to do this?
- What might get in the way?
- How committed are you to giving this a go?
- When will you start?
- How will you know you've achieved the intended outcome?
- If successful how will this make you feel?
- Do you need to get agreement/authorisation?
- What is a realistic time frame?
- On a scale of 1-10 how committed are you to achieving this goal?
- What prevents it from being a 10?
- What could you do to get closer to a 10?

The Drama Triangle

Persecutor



Rescuer

Victim

Do you recognise these three positions?

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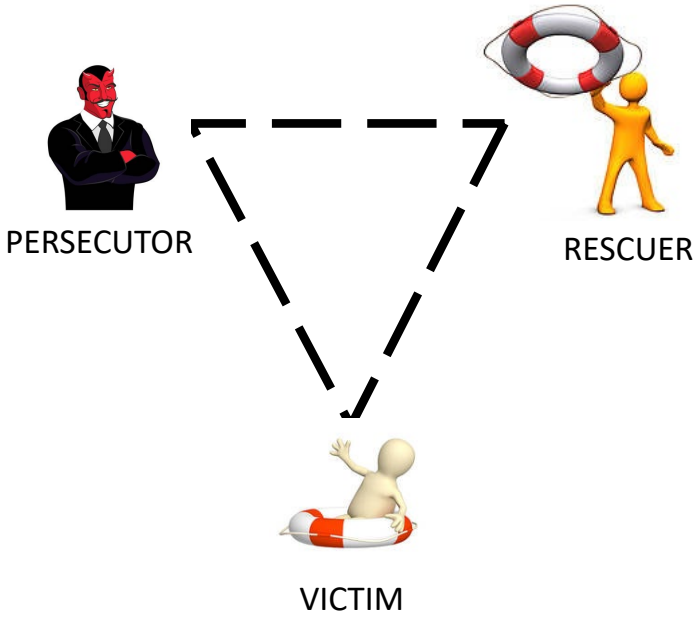
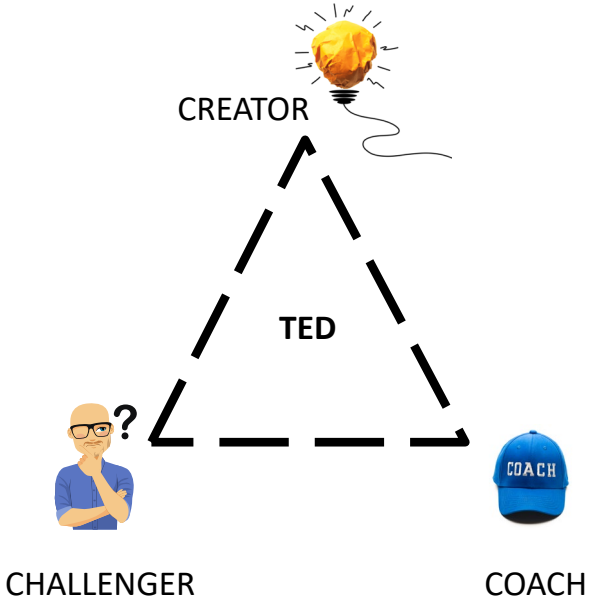
The Drama Triangle

REFLECT ON YOUR OWN TENDENCIES -
CONSIDER EACH POSITION IN THE DRAMA TRIANGLE

- What do you recognise in yourself?
- How do others respond when you are in a certain position?
- Which position might they be in?
- What might be hooking you into that position?
- What's the impact for you?
- What's the impact for others?

The Empowerment Dynamic (TED)





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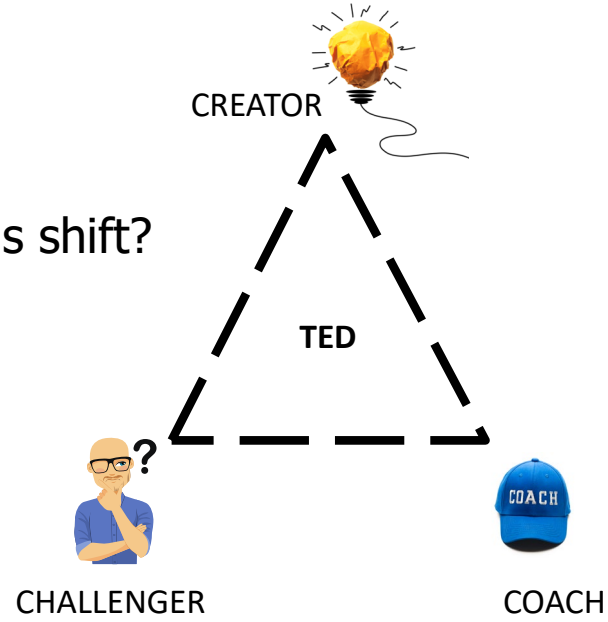
The Empowerment Dynamic (TED)

How can you move to a more positive Position on the TED triangle?

- What is your responsibility in making this shift?
- What might you need to think?
- What might you say?



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citb.co.uk

VGC behavioural competencies

VGC values	Competency cluster	Behaviours
We achieve potential	Delivering results	Achieving through commitment Problem solving Innovation and adaptability Tenacity and resilience
We deliver on our promises	Strategy and planning	Advocacy Development focus Knowledge focus Networking
We look after each other	Collaborative relationships	Client focus Teamwork and team leadership Influencing Diplomatic sensitivity

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