



C H A N G E M A T T E R S

COACHING SKILLS FOR MANAGERS AND PROFESSIONALS

AIM

To develop effective on-the-job coaching skills for managers and professionals in the NHS by enabling them to maximize the use of work opportunities for developing their staff.

PARTICIPANTS:

This was an open course run on behalf of the NHS Training Authority for line managers and professionals.

OUR APPROACH

This programme covered the basic stages of the "Coaching Process" as follows:

- The identification of development needs using whatever methods and systems set up by the organisation
- The identification and creation of appropriate work opportunities
- Effective setting up and briefing of the work task/project
- Monitoring and reviewing of progress
- Debriefing of the task and the review of the development achieved.

It focused on the following skill areas:

- Coaching and Management Style
- How People Learn and Learning Styles
- Basic Coaching skills (e.g. questioning, listening, feedback, etc)
- Assessing Development Needs
- Goal Setting and Briefing Skills
- Coaching on a Work Issue
- Delegation
- Performance Review and Debriefing Skills
- Building Effective Working Relationships

The programme was highly participative in style and included short lecturettes, questionnaires, small group discussions, and video role-plays.

A "Follow-Up" session was arranged with the participants (3 - 6 months after the programme) to review progress and deal with any problems that they might have experienced.