Course Title: Coaching & Mentoring Skills for Managers

- **Duration:** 5 Days (approximately 35-40 instructional hours)
- **Course Goal:** To transform managers from traditional directors of work into effective coaches and mentors who can unlock the potential of their team members, foster a culture of growth and ownership, and drive higher levels of performance and engagement.
- **Core Focus:** Techniques for developing team members, fostering growth, and building coaching relationships.

Learning Objectives:

Upon successful completion of this workshop, participants will be able to:

- **Differentiate** between managing, coaching, and mentoring, and know when to apply each approach.
- **Adopt** a "coaching mindset" based on curiosity, partnership, and a belief in others' potential.
- **Apply** a structured coaching model (like GROW) to guide effective development conversations.
- **Master** the core coaching skills of active listening and asking powerful, open-ended questions.
- **Integrate** coaching techniques into daily interactions, including one-on-ones and feedback sessions.
- **Provide** effective, motivating feedback that inspires change and development.
- **Establish** and manage effective mentoring relationships to support long-term career growth.
- **Coach** teams to improve collaboration and problem-solving.
- **Create** a personal action plan to embed coaching and mentoring behaviors into their leadership style.

Target Audience:

- New and experienced managers, team leaders, and supervisors.
- Project managers and functional leaders responsible for developing talent.
- HR Business Partners (HRBPs) who coach and support managers.
- Senior professionals who are expected to mentor junior colleagues.

Prerequisites:

- Experience in a management or team leadership role is beneficial.

Teaching Methodology:

This is a highly interactive and skills-based workshop, with a strong emphasis on "learning by doing." The methodology includes:

- **Interactive Lectures:** Introducing core concepts, frameworks, and models.
- **Self-Assessments:** Tools for understanding personal communication and leadership styles.
- **Live Demonstrations:** Instructor demonstrates coaching and mentoring techniques.

- **Intensive Role-Playing & Simulations:** Participants practice coaching conversations in a safe, coached environment with structured feedback from peers and the instructor.
- **Group Discussions & Peer Coaching:** Sharing challenges, best practices, and providing feedback to peers.
- **Action Planning:** Developing personal plans to apply learning directly to their work.

*(For **Online Delivery**, this will be adapted using breakout rooms for role-playing, virtual whiteboards (e.g., Miro/Mural) for brainstorming, polls for engagement, and interactive Q&A sessions.)*

Materials Provided:

- Comprehensive digital or printed workbook with key concepts, coaching models, question banks, and exercises.
- Templates for the GROW model, Individual Development Plans (IDPs), and mentoring agreements.
- Case study documents and detailed role-playing scenarios.
- A personal action plan template for developing coaching skills.
- Certificate of Completion.

Detailed Day-by-Day Curriculum

Day 1: The Foundation – Shifting from Manager to Coach

- **Module 1: The Case for Coaching & Mentoring (Approx. 2.5 hours)**
  - Welcome, introductions, and establishing a safe, collaborative learning environment.
  - The changing world of work: Why traditional command-and-control management is less effective.
  - The impact of coaching on employee engagement, retention, and performance.
  - **Activity:** "My Best Manager/Mentor" – Participants reflect on and share the qualities of leaders who helped them grow.
- **Module 2: The Coaching Mindset & Core Principles (Approx. 2 hours)**
  - Shifting from "problem-solver" to "potential-unlocker."
  - Key principles: Believing in potential, partnership, curiosity, accountability.
  - The importance of building trust and psychological safety as a foundation for coaching.
- **Module 3: Differentiating Roles: Managing vs. Coaching vs. Mentoring (Approx. 3 hours)**
  - **Managing:** Directing tasks, ensuring compliance, focusing on "what" and "how."
  - **Coaching:** Facilitating thinking, unlocking potential, focusing on "how" and "why."
  - **Mentoring:** Sharing wisdom and experience, providing guidance, focusing on long-term career growth.
  - **Workshop:** "When to Wear Which Hat" – Analyzing different scenarios to determine the most appropriate leadership approach (manage, coach, or mentor).
  - **End of Day 1 Recap & Q&A.**

Day 2: Mastering the Core Skills of Coaching

- **Module 4: The Art of Active & Empathetic Listening (Approx. 3 hours)**
    - The three levels of listening (Internal, Focused, Global).
    - Techniques for active listening: Paraphrasing, summarizing, reflecting feelings, and listening for what's *not* being said.
    - Avoiding common listening barriers (e.g., jumping to solutions, interrupting).
    - **Intensive Practice Session:** Paired exercises and triads to practice and get feedback on active listening skills.
- **Module 5: The Power of Asking vs. Telling: Powerful Questioning (Approx. 2.5 hours)**
    - Why powerful questions are the engine of coaching.
    - Moving from closed-ended (yes/no) to open-ended questions.
    - Types of powerful questions: Clarifying, possibility, challenge, action-oriented.
    - Developing a bank of go-to coaching questions.
- **Module 6: Introduction to a Structured Coaching Model: GROW (Approx. 2 hours)**
    - The importance of a simple, memorable framework for coaching conversations.
    - Deep dive into the **GROW** model:
        - **G**oal: What do you want to achieve?
        - **R**eality: What is happening now?
        - **O**ptions: What could you do?
        - **W**ill/Way Forward: What will you do?
    - **Workshop:** Walking through the GROW model with a case study example.
    - **End of Day 2 Recap & Q&A.**

Day 3: Applying Coaching in Managerial Contexts

- **Module 7: The GROW Model in Practice: Full Conversation Role-Play (Approx. 3 hours)**
    - **Intensive Role-Play Workshop:** Participants work in triads (Coach, Coachee, Observer) to conduct a full coaching conversation using the GROW model on a realistic workplace topic.
    - The observer provides structured feedback using a checklist.
    - Debrief and discussion of key learnings.
- **Module 8: Coaching for Performance & Delivering Effective Feedback (Approx. 2.5 hours)**
    - Integrating coaching into performance feedback conversations.
    - Using the SBI (Situation-Behavior-Impact) model to provide clear, behavioral feedback.
    - Following up feedback with a coaching approach to co-create solutions.
    - **Role-Play:** Practicing a feedback conversation that transitions into a coaching moment.
- **Module 9: Coaching for Problem-Solving & Empowerment (Approx. 2 hours)**
    - Resisting the manager's urge to provide the answer.
    - Using coaching questions to help team members analyze problems, generate their own solutions, and take ownership.
    - Building self-sufficiency and critical thinking in your team.
    - **End of Day 3 Recap & Q&A.**

Day 4: Mentoring for Long-Term Growth & Team Coaching

- **Module 10: Establishing Effective Mentoring Relationships (Approx. 3 hours)**
    - The manager's role as a mentor.

    - Key differences in approach: Mentoring is about sharing wisdom and experience.
    - Setting up a mentoring relationship: Contracting, confidentiality, and goal setting.
    - Structuring mentoring conversations and sharing stories/experiences effectively.
    - Fostering a network by connecting mentees with others.
- **Module 11: Coaching for Career Development (Approx. 2 hours)**
    - Using coaching and mentoring skills to facilitate career conversations.
    - Helping team members identify their strengths, interests, and career aspirations.
    - Creating Individual Development Plans (IDPs) collaboratively.
- **Module 12: Coaching the Team: Fostering Collaboration & Accountability (Approx. 2.5 hours)**
    - Applying coaching principles to a group setting.
    - Facilitating team problem-solving sessions using a coaching approach.
    - Using questions to help the team define its own processes and norms.
    - Fostering peer-to-peer coaching and feedback within the team.
    - **Workshop:** Designing a team coaching session to address a common team challenge (e.g., missed deadlines, poor communication).
    - **End of Day 4 Recap & Q&A.**

Day 5: Navigating Challenges & Creating a Coaching Culture

- **Module 13: Navigating Difficult Coaching Scenarios (Approx. 2.5 hours)**
    - Coaching the unmotivated or resistant employee.
    - Coaching someone who is a high performer but has a difficult attitude.
    - Knowing the limits of coaching and when a more directive management approach is needed.
    - Ethical considerations in coaching and mentoring.
- **Module 14: Building a Coaching Culture (Approx. 2 hours)**
    - Making coaching a daily habit, not just a formal meeting.
    - The leader's role in modeling coaching behaviors.
    - Strategies for encouraging coaching and mentoring throughout the organization.
    - Measuring the impact of a coaching approach on team performance and engagement.
- **Module 15: Your Personal Coaching Action Plan (Approx. 2.5 hours)**
    - Reflecting on key learnings and personal coaching style.
    - **Action Planning:** Participants create a personal action plan to integrate coaching and mentoring into their regular interactions with their team.
    - Identifying specific team members to coach/mentor and potential topics.
    - Committing to specific behavioral changes.
- **Module 16: Course Review & Commitment to Action (Approx. 1 hour)**
    - Review of key coaching and mentoring models and skills.
    - Open forum for final questions and sharing key insights.
    - Participants share one key commitment from their action plan.
    - Resources for continued development (books, podcasts, professional coaching).
    - Course evaluation and closing.