

Workplace Coaching Skills for Supervisors and Managers

How to effectively coach poor work performers

1 Day course

Following our popular, **Managing Poor Work Performance course**, this training programme aims at providing supervisors and managers the tools to effectively coach employees to reach their full potential in the workplace.

Workplace Coaching Skills is an advanced level skills development offering, targeting junior, middle, senior and executive managers. The programme effectively blends the theory of workplace coaching practices and interventions with practical application tools and techniques.

At the conclusion of this programme, junior, middle/senior managers will be capacitated to offer high impact on-the-job coaching to their employees, as a means of performance improvement and -development.

Course Outline:

Mastering the fundamentals of workplace coaching – best practices, principles and process

Module 1: Defining mentoring and coaching

Module 2: Differentiating between mentoring and coaching and their respective roles – the 9 fundamental differences (Cotter, 2019)

Module 3: Mastering the fundamentals of workplace coaching

Module 4: Defining the profile, characteristics and behaviours of effective coaching

Module 5: Understanding and applying the GROW model of workplace coaching:

- Goals
- Reality
- Options/Obstacles
- Way Forward

Module 6: The critical success factors and fit-for-purpose workplace coaching

Module 7: Applying the 3-phase workplace coaching process in crafting a Coaching Plan:

- Planning and preparation before the coaching session
- During the coaching session
- Follow up after the coaching session

Module 8: Reading article: Critical Conversations

Module 9: Applying the different types of workplace coaching:

- Corrective coaching i.e., Capability-based and conduct-based workplace coaching principles
- Positive/supportive workplace coaching

Module 10: Mastering and applying the performance/skills-based workplace coaching process (Task delegation process)

Module 11: Performance counselling

Module 12: Team-level coaching – Applying the Performance Equation (to compute the Performance Potential Score and Performance Capability Gap Index)

Module 13: Performance Development and Improvement of coaches – Applying the Performance Matrix (Cotter's 4C's):

- Coaching
- Capitalizing
- Counselling
- Career Fluidity/Development

Module 14: Case study: "Management of Poor Performance of an Intern"



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The course will be useful for:

- Junior
- Middle
- Senior and Executive Managers

For further information contact:

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