

## Coaching Skills for Managers: Online Short Course Provisional Course Schedule August 2022

### **(a) Welcome and Orientation Monday 08 August 2022**

This is a self-study session on Open Learning at the beginning of the course to help you navigate your studies at SACAP. Its purpose is to:

1. Welcome you to SACAP
2. Orientate you to your course and its course outline
3. Introduce you to the team
4. Familiarise you with Open Learning
5. Let you know how to access the e-library and online journals

### **Week 1: Session 1: Introduction to Coaching Skills for Managers**

Explore what coaching is, the different types, and its purpose in a workplace context with an emphasis on the importance of psychological mindedness in coaching.

**Online Interactive Class 1: Thursday, 11 August, 18:30 – 20:30 (GMT+2:00) South African Standard Time**

**Week 2:** Monday 15 August 2022 – Sunday 21 August 2022

### **Session 2: Change Principles: Neuroscience Approach, Positive Psychology Approach, The GROW Model**

Exploring principles of change; The neuroscience approach - basic principles of how the brain works. Explore key concepts from positive psychology and how to apply them in coaching conversations, using the GROW model as a practical example of how to structure a coaching conversation.

**Online Interactive Class 2: Thursday 18 August, 18:30 – 20:30 (GMT+2:00) South African Standard Time**

**Week 3:** Monday 22 August 2022 – Sunday 28 August 2022

### **Session 3: Coaching Skills Introduction Session**

Understand the range of coaching skills as delineated by International Coaching Federation (ICF) Explore how these flow within a coaching conversation to enhance awareness and learning towards positive change. Beginning with the purpose of coaching in mind. Observed Session mind setting and preparation commences.

**Online Interactive Class 3: Thursday 25 August, 18:30 – 20:30 (GMT+2:00) South African Standard Time**

**Week 4:** Monday 29 August 2022 – Sunday 04 September 2022

### **Session 4: Demonstrating Ethical Practice, Embodying a Coaching Mindset**

Follow applicable ICF guidelines and code of ethics – in particular, in relations to internal coaching and working with multiple stakeholders. Embodying the values and stance of a coach as a partner in change – how to integrate this with other workplace roles; e.g. managerial, HR business partner.

**Online Interactive Class 4: Thursday 01 September, 18:30 – 20:30 (GMT+2:00) South African Standard Time**



# COACHING SKILLS FOR MANAGERS



**Week 5:** Monday 05 September 2022 – Sunday 11 September 2022

**Session 5: Co-creating the Relationship: Part 1: Establishing and Maintaining Agreement, Cultivates Trust & Safety and Maintains Coaching Presence**

Focus on how to reach an agreement with the coachee and sponsors; specific parameters of a coaching relationship when working with an individual vs a team, including the overlap and departure points between management and coaching. Coaching agreement and third party contracting.

**Online Interactive Class 5: Thursday 08 September, 18:30 – 20:30 (GMT+2:00) South African Standard Time**

**Week 6:** Monday 12 September 2022 – Sunday 18 September 2022

**Session 6: Co-creating the Relationship: Part 2: Establishing and Maintaining Agreement, Cultivates Trust & Safety and Maintains Coaching Presence**

Focus on demonstrating personal integrity and respect for client's perceptions, learning style and personal ways of being. Embodying a coaching mindset through your curiosity, flexibility and other person-centredness. Being aware of, and managing own emotions and any judgement pertaining to a coachee's and/ or sponsors' situation. Become more open, flexible, present and engaged. How to establish agreed upon signs of progress and detectable measures outcomes that benefit the coachee and their workplace.

**Online Interactive Class 6: Thursday 15 September, 18:30 – 20:30 (GMT+2:00) South African Standard Time**

**Week 7:** Monday 19 September 2022 – Sunday 25 September 2022

**Session 7: Communicating Effectively: Listens Actively and Evokes Awareness**

Gain the ability to listen with empathy and an awareness of the coachee's use of language. How to distinguish between words, tone of voice and other non-verbal cues. How to ask powerful questions and offer observations that evoke awareness of new possibilities and learning for the coachee. Explore how to articulate observations constructively, and acknowledge the coachee's self-expression to support learning within the context of their workplace realities. Using metaphor and analogy to paint vivid pictures of possibility that inspire or prompt action. Inviting the coachee to identify assumptions, underlying concerns, personal or cultural influences, perceptions, strengths and areas for learning and growth. Noticing areas that the coachee may need to be invited to expand in, and areas of progress – all aligned to the goals set.

**Online Interactive Class 7: Thursday 22 September, 18:30 – 20:30 (GMT+2:00) South African Standard Time**

**Week 8:** Monday 26 September 2022 – Sunday 02 October 2022

**Session 08: Cultivating Learning & Growth**

Partners with the coachee to transform awareness and learning into insights and action. Promoting client autonomy in the coaching process while bearing in mind workplace stakeholders. Learning how to invite the coachee to explore progress made towards goals set, design actions that allow the coachee to use the new learning to move forward, support the coachee in designing best methods for managing progress and



# COACHING SKILLS FOR MANAGERS



accountability – all done from a partnering rather than a managerial stance. Demonstrating respect for how environmental, internal factors and interpersonal influence behaviour and performance.

**Online Interactive Class 8: Thursday 29 September, 18:30 – 20:30 (GMT+2:00) South African Standard Time**

**Week 9:** Monday 03 October 2022 – Sunday 09 October 2022

**Session 9: Coaching Conversation Practice and Feedback**

Working in pairs/ trios to connect the dots to conduct a progress-oriented coaching conversation. Giving and receiving feedback using the UCCs. Exploring topics relevant to participants, e.g. the coachee who cannot imagine/ identify a goal – responds with “I don’t know”; the coachee who is great on insight but poor on taking action – “I know what to do, but I don’t/ can’t do it”.

**Online Interactive Class 9: Thursday 06 October, 18:30 – 20:30 (GMT+2:00) South African Standard Time**

**Week 10:** Monday 10 October 2022 – Sunday 16 October 2022

**Session 10: Observed Session Reflection: Group Reflection & Feedforward Session**

Reflecting on demonstration of coaching skills and sharing post-observed session feedback as peer assessment groups. ICF Mentor Coach facilitation of group discussion, reflection and questioned answered regarding effective demonstration of ICF competencies. Focusing on forward movement since observed session 1. Identifying 1 – 3 developmental edges to focus on and developing an action plane of how to action these in peer group and/ or workplace conversations.

**Online Interactive Class 10: Thursday 13 October, 18:30 – 21:30 (GMT+2:00) South African Standard Time**

**Week 11:** Monday 17 October 2022 – Sunday 23 October 2022

**Session 11: Working with Individuals in the context of Teams**

An overview of similarities and differences between individual and team coaching conversations. Re-visiting the ICF individual and team coaching core competencies. Supporting coachees’ whose topic is related to managing a team or other interactional workplace conversations.

**Online Interactive Class 11: Thursday 20 October, 18:30 – 20:30 (GMT+2:00) South African Standard Time**

**Week 12:** Monday 24 October 2022 – Sunday 30 October 2022

**Session 12: Wrap Up – Continuing developing quality in coaching knowledge and skills**

Final group-based reflection of coaching training experience, feedforward session based on observed sessions. Design own coaching roadmap and plan of action.

**Online Interactive Class 12: Thursday 27 October, 18:30 – 20:30 (GMT+2:00) South African Standard Time**

