



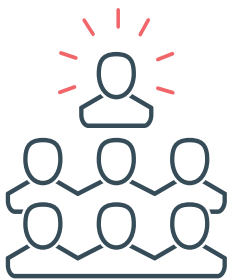
# COACHING SKILLS FOR MANAGERS ONLINE SHORT COURSE

Empower individuals to maximise their  
workplace potential and performance

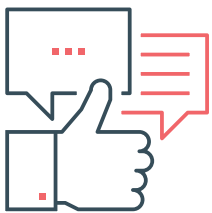
\*This programme may be delivered  
on an ad hoc basis for corporate  
training groups

# INTRODUCTION

Now more than ever, it is vital for your organisation to continually evolve and stay ahead of the competition – while still being people-centred in how its units work.



Coaching is a meaningful way that managers and leaders can **spark the best within individuals**. And by enabling employees, the company as a whole can achieve its objectives. Coaching helps people to develop self-belief, self-motivation, choice, clarity, commitment, awareness, responsibility and a readiness to act. In short, it's a process that unlocks potential and empowers others to reach the next level of performance for individual and group benefit.



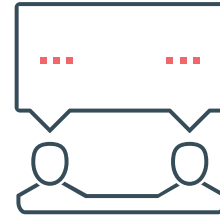
We define coaching as the art and science of getting the most out of **who we are and what we do in the world**.



Coaching provides a facilitated **“progress-oriented conversation”** where coachees can discover new insights, set goals, choose actions and be accountable in achieving these goals as they cultivate growth through their learning.

# INTERNATIONAL COACHING FEDERATION

This course carries 30 hours of International Coaching Federation (ICF) coach education that can count towards the minimum number of coach education hours needed to credential with the ICF as an Associate Certified Coach if the student wishes to pursue credentialing with the global body.



## COURSE DESCRIPTION

This internationally accredited coaching course provides a strong framework for managers and leaders to immerse themselves in coaching skills and **implement coaching conversations** that evoke awareness effectively within their workplace in order to empower others to maximise their work-related potential, performance and growth.



## THIS COURSE IS IDEAL FOR

- Managers and leaders in corporate organisations, NGOs, government departments and small to medium sized businesses.
- Managers and leaders who may already be doing some coaching with their teams and want to refine their way of working.
- Managers and leaders who feel that coaching is a new landscape they want to explore to boost their engagement and inclusion abilities.

## HOW YOU WILL ADD VALUE TO YOUR ORGANISATION

You will gain integrated knowledge and practical experience in using coaching skills to:



Evoked the best in others.



Empower your employees and teams to be engaged and accountable in their work.



Maximise learning and performance in your employees and teams

## WHAT YOU CAN EXPECT



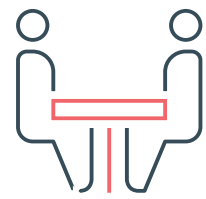
You will be exposed to the core coaching competencies as defined by the International Coaching Federation (ICF).



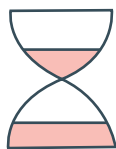
You will learn how to apply the skills you've gained in conversations with colleagues and team members in the workplace.



You will also be introduced to basic principles from psychology that will enhance your understanding of human nature, behaviour and what motivates people.



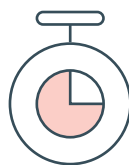
And you will have the opportunity to engage with an internationally credentialed International Coaching Federation (ICF) coach in a group mentor session after your practice coaching session.



### DURATION:

12 weeks

Weekly online interactive classes



### TIME COMMITMENT PER WEEK:

An average of 6 hours



### TOTAL COST

R16 000 / US\$ 1,095

## COURSE CONTENT

- Welcome and Orientation
- **Week 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.
- **Week 2** Change Principles; NeuroScience Approach  
Exploring principles of change; The neuroscience approach - basic principles of how the brain works.  
Positive Psychology Approach; The GROW Model  
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.
- **Week 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.*
- **Week 4** Setting the Demonstrating Ethical Practice, Embodying a Coaching Mindset  
Follow applicable ICF guidelines and code of ethics – in particular in relation 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.
- **Week 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.
- **Week 6** Co-creating the Relationship Part 2: Establishing and Maintaining Agreements, 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 judgment 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.

## COURSE CONTENT CONTINUED

- **Week 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.
- **Week 8** **Cultivating Learning and 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 accountability – all done from a partnering rather than managerial stance. Demonstrating respect for how environmental, internal factors and interpersonal influence behaviour and performance.
- **Week 9** **Coaching Conversation Practice and Feedback**  
Working in pairs / trios to connect all 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 don't /can't do it”.
- **Week 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 plan of how to action these in peer group and/or workplace conversations.
- **Week 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 coachee's whose topic is related to managing a team or other interactional workplace conversations.
- **Week 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.

## WHAT IS THE OBSERVED SESSION?

**Aim:** To demonstrate coaching skills and receive customised feedback

A student identifies and coaches a self-sourced coachee and makes an audio recording of that 1st coaching conversation (20-30 minutes in duration) and submits it to the peer observer.

The peer observer provides written feedback which can be used in a group reflection session and weekly coaching practice to (un)learn and further enhance the student's application of coaching skills.

The student engages in a follow up 2nd coaching session with the same coachee to apply new learnings and engages in a self-evaluation at the end of the course.

## WHAT IS THE GROUP REFLECTION & FEEDFORWARD SESSION?

**Aim:** Reflection and development of coaching skills

The focus is on the student's development based on the peer observer's feedback and the student's reflection on their competence and confidence in a coaching conversation.

This is a 2 to 3-hour group session with an ICF credentialed coach.



### ENTRANCE REQUIREMENTS

Current or intended position of supervision, management or leadership of others in the workplace



### TECH REQUIREMENTS

Access to Microsoft Word  
Adobe PDF Converter  
Zoom Video Communications  
Google Chrome (recommended)  
Stable Internet



### READING MATERIAL

You will need to purchase a textbook:  
• An introduction to coaching skills:  
A practical guide (3rd ed.)  
Van Nieuwerburgh, C. (2020)

For more information visit our website [www.global.sacap.edu.za](http://www.global.sacap.edu.za)