


# Coaching Skills

 2 hours

In this workshop, participants practice the fundamental tool of great leaders: how to engage, empower, and improve performance by skillfully coaching others. The result: team members become more self-sufficient, resolve problems faster, and make more valuable contributions to the team.

Pre-work: Come ready to discuss a work-related challenge you currently have (anything from how to motivate your team, to how to end meetings on time). A fellow participant will coach you through the issue.

## Membership:

- Skill Up
- Level Up
- Lead Up

## Private Programs:

- Manager CORE 1
- Manager CORE 2
- Individual Contributor CORE
- Senior Leader CORE 1
- Senior Leader CORE 2
- Company Wide Initiatives

- Add on
- Add on
- Add on
- Add on
- Add on

During this workshop, participants will:

- Learn what coaching is, how coaching hinges on the ability to ask good questions, and how to use coaching techniques to solve common manager challenges.
- Practice asking questions instead of defaulting to telling mode to clarify issues faster and empower direct reports.
- Learn how to increase question quality, variety, and flexibility.
- Practice four foundational coaching tools: active listening, split-tracking (adding structure to a conversation), selecting open vs closed questions, and using the SOON Funnel (S: what does success look like; O: what are the options; N: what are the obstacles; N: what are the next steps).
- Participate in a 30-minute exercise: In groups of three each person coaches through a real-world work challenge and gets feedback on coaching skills to immediately improve.
- Debrief as a group, apply learnings to everyday context, and commit to action items for the week ahead.
- Learn how to skillfully do “adaptive coaching,” which happens when working remotely, when emotions are high, or when conditions are uncertain / rapidly changing. In these conditions coaching matters more than ever to create a team of empowered, strategic thinkers.

After this workshop, participants will:

- Catch themselves taking management “shortcuts” that prevent their team from scaling.
- Notice opportunities to develop their direct reports through asking high-quality questions.
- Have increased question agility so they know how to pivot to a different coaching tactic when someone feels stuck or frustrated.
- Know how to create greater connection and clarity in a conversation.
- Have the tools to help their direct reports identify their challenges, define success, explore obstacles and options, and create a plan of action.

