

# Maximising your Potential Coaching Skills for the Work Place

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partnership with:

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## By the end of the session you will

- Understand the difference between Mentoring and Coaching.
- Have a broad understanding of the Grow Model of Coaching
- Explored the use of a coaching style in the work place
- Have practised Questioning, Listening and Feedback

# Differences between mentoring and Coaching



North West  
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## Mentoring

## Coaching

Ongoing relationship which can last for a long period of time

Relationship generally has a set duration

More informal and meetings take place as and when the mentee needs some advice, guidance and support

Generally more structured in nature and meetings are scheduled on a regular basis

More long term and takes a broader view of the person

Short-term sometimes time bounded and focussed on specific development areas/issues

Mentor is usually more experienced and qualified than the client. Often a senior person in the organisation who can pass on knowledge, experience and open doors to otherwise out of reach opportunities

Coaching is generally not performed on the basis that the coach needs to have direct experience of their clients formal occupational role, unless the coaching is specific and skills focussed

Focus is on career and personal development

Focus is generally on development/issues at work

Agenda is set by the client, with the mentor providing support and guidance to prepare them for future roles

The agenda is focussed on achieving specific, immediate goals

Mentoring revolves more around developing the mentee professionally

Coaching revolves more around specific development areas/issues

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# Coaching

- Unlocking a persons potential to maximise their performance
- Helping them to learn rather than be told



# Mentoring

- The process of imparting knowledge & advice based on the Mentor's previous experience





# How good a listener are you?



# Real listening means: To listen without feeling the need to:

- Criticise
- Advise
- Argue
- Persuade
- Collude

Listen 80%  
Speak 20%





- Listen for content (suspend judgement)
- Listen for other messages
- Summarising

# Questions

## OPEN

**cannot be answered with a yes or no**

**E.g.**

**Do you think this department has a future?**

**or**

**What sort of future do you think this department has?**

# What are good coaching style questions you could use with staff?





# Coaching Questions for the workplace

- ? What have you tried already?
- ? What went well, what didn't?
- ? What do you think?
- ? What are the options?
- ? What will happen if you don't do it?

- ? What do you want to do?
- ? What do you expect to happen if you do that?
- ? What would need to happen for you to be able to take that action?
- ? What would happen if you did nothing?
- ? What would it look (or feel) like if you achieved this action?

# Coaching Style of Management

-  Not about being the Boss (direction, instruction, telling or jumping in with the answer)
-  It's about being a Leader (enable, encourage and facilitate)

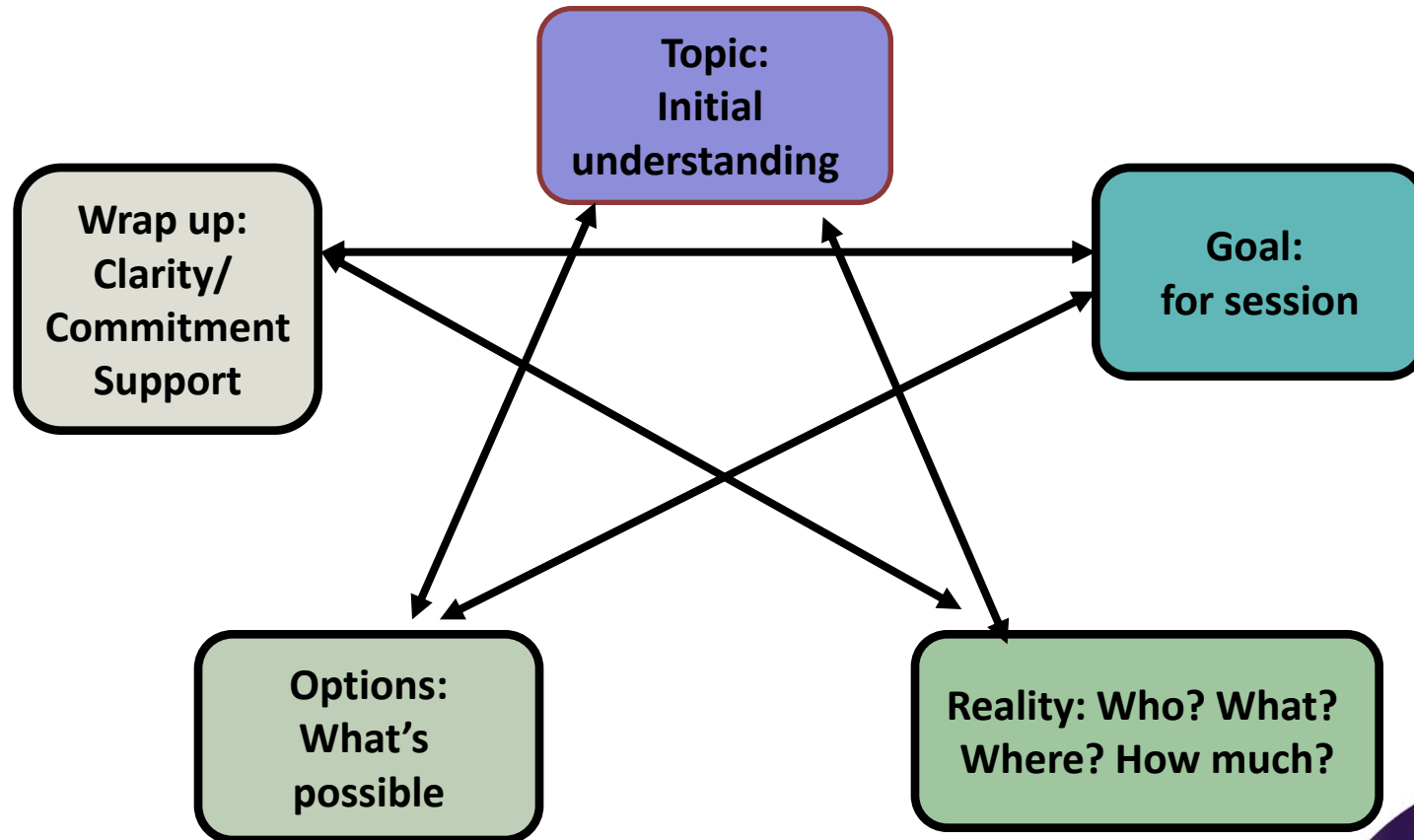


# Coaching Style of Management

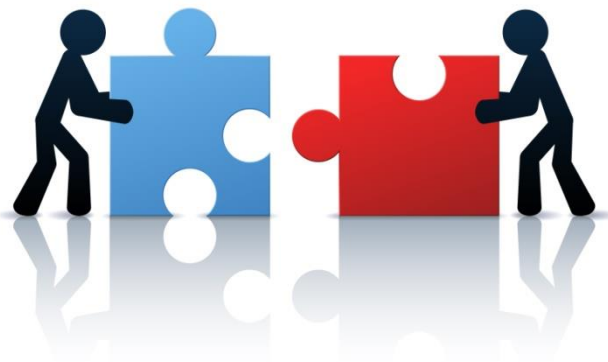
The manager must act as a good role model of the desired behaviours

However there are times when managers must be directive with staff

# The Grow Model



“ Tell me...”



# Any Questions?



# Additional reading...

- Connor M and Pokora J (2012) ***Coaching & Mentoring at Work, Developing Effective Practice***. New York. Open University Press.
- Goldsmith M and Reiter M (2012) ***What Got You Here Won't Get You There, How Successful People Become Even More Successful***. Great Britain. Profile Books Ltd.
- Hartley J and Bell A (eds) (2009) ***Placing Ladders: Harnessing Our Leadership Potential***. United Kingdom. Kingsham Press and NHS North West Leadership Academy.
- Rogers J (2012) ***Coaching Skills, A Handbook***. New York. Open University Press.
- Winters, R (2013) ***Coaching Physicians to Become Leaders***. Harvard Business Review.  
<http://blogs.hbr.org/2013/10/coaching-physicians-to-become-leaders/>