



# The Manager as Coach:

## Applying Coaching Skills to Everyday Management

### About the course

Coaching is one of the hot buzz-words in business today, but what does it mean for everyday work? This course will show that coaching is a core skill for managers, and is a direct path to what really motivates employees: autonomy, mastery, and purpose.

### Audience

New managers who want to start their leadership responsibilities on the right foot, or for those who have years of experience but aren't quite hitting the mark in terms of inspiring employees to peak performance.

### Course objectives

- Assess current coaching skills
- Learn how to apply a model for effective coaching
- Identify current business scenarios where coaching is appropriate
- Practice coaching in simulated as well as real-world scenarios
- Receive developmental feedback about your coaching style

### Time investment

- Before the class session: 2-4 hours
- During the class session: 8 hours
- After the class session: 2-4 hours plus each participant's ongoing commitment to apply the learning

### Class size

We recommend a minimum of eight, and a maximum of 24 participants per facilitator. Larger groups can be accommodated by adding additional facilitators.

### Customization

All OmniSkills courses are tailored to your organization's needs and goals, and to the specific group taking the course. For more information about customization, contact us using any of the methods below.

### Concept Description

Managers – especially with the new generation of workers – can no longer rely on traditional command-and-control techniques, but must recognize what truly motivates people: an appropriate degree of autonomy, a desire for skill mastery, and a sense of purpose.

The surprising solution: to be a coaching manager.

The traditional management paradigm focuses heavily on control, order and compliance, with the consequence that people become objectified, measured and expended. A workplace with a coaching culture, on the other hand, can be a better place to work: more positive, more value-and-quality driven, more motivating.

As a way of working with people, coaching differs from the traditional corporate “command and control” approach in the following ways:

Manager

- Controlling
- Overseeing
- Talking
- Giving orders
- Making judgments
- Desire for a quick fix

Coach

- Collaborating
- Delegating
- Listening
- Asking questions
- Giving specific feedback
- Focus on long-term solutions

This is not simply a case of ‘being nicer’ to people; rather, delegated responsibility brings pressure to perform, and coaching managers maintain a rigorous focus on goals and results.

Of the many responsibilities that managers face, coaching is among the most important. With fewer resources than ever before – and often with far fewer “perform and get promoted” incentives, managers must be able to motivate their direct reports and enable them to develop *within* their current jobs.

In this workshop, managers will identify situations in which coaching can lead to increased performance and job satisfaction, and will learn the skills needed to make the transformation from manager to coaching manager.

### Learning Design

OmniSkills uses the **Torrance Incubation Model for Teaching and Learning (TIM)** as our framework for learning design. Developed by education and creativity pioneer E. Paul Torrance, TIM's three-phase structure – heighten anticipation, deepen exploration, and extend learning – extends learning beyond the classroom event, in both directions. Pre-class activities heighten anticipation for the class and move the base learning out of the classroom. In-class activities, in which we deepen exploration of the subject, are therefore richer and more valuable, taking full advantage of the classroom's participatory group environment. Post-class, we extend learning into the workplace through a rich assortment of activities and media. Only OmniSkills makes this commitment to successful learning by adding these components at no additional cost. For more information, visit [www.omniskills.com/tim](http://www.omniskills.com/tim).