



# COACHING FOR MANAGERS

*2 day training course*

# COURSE OVERVIEW

## Introduction

Within a work environment, coaching has been described as the quickest and most effective method for developing members of staff. Adopting coaching as a management style leads to self-motivation and an attitude that is oriented towards solutions and continual improvement rather than problems and avoidance. Coaching is about supporting people to learn instead of telling them the answers.

The manager-coach creates an environment that fosters learning, independent thinking and opportunities to contribute. Rather than being a solution provider, the manager-coach is a facilitator, paving the way for staff to achieve results.

## Learning outcomes

At the end of this 2 day course, participants will:

- Have a thorough understanding of the principles of coaching
- Have an in-depth knowledge of the GROW coaching model that can be used in the workplace
- Be able to listen more effectively and to develop keen questioning skills
- Understand the importance of non-verbal communication when performing coaching
- Understand the critical role of goal setting and accountability structures in a coaching relationship
- Be able to prepare, deliver and review coaching sessions so that you can improve your coaching skills.



*"I feel all managers should complete this course"*

# COURSE CONTENT

## The coaching model

- Steps in the coaching process
- Improving individual performance through coaching
- The GROW model of coaching
- Setting coaching goals
- Advantages and disadvantages of coaching
- Meeting organisational goals through individual coaching

## Building the coaching relationship

- Role of the coach
- Coaching role vs other helping roles
- Coaching role vs other organisational roles
- Building rapport
- Gaining commitment for coaching objectives
- Conditions for coaching effectiveness
- Agreeing outcomes and managing expectations
- Aligning coaching with learning styles
- Challenges in the coaching relationship

## Questioning and listening

- Role of questions in the coaching process
- Different forms of questions
- Facilitating the GROW model through selective questioning
- Using questions to reframe and challenge

## Building personal effectiveness as a coach

- What makes a good coach
- Values and beliefs
- Challenging limiting beliefs
- Giving positive and negative feedback
- Empowering and encouraging positive attitudes and behaviours
- Overcoming barriers to performance
- Preparing plans for individual coaching
- Maintaining records of outcomes
- Monitoring progress

## Target audience

Coaching for Managers is aimed at those managers who are responsible for the development of others. This can include team leaders and line managers who want to develop staff in their current role and for future roles. HR professionals who are considering the use of coaching programmes would also find it beneficial.

## Methodology

This interactive course will use a range of adult education methodologies including presentations, skills development work in triads, reflection and feedback. Participants will 'learn by doing' both as coach, client and also observer.

## Course options

There are three options available:

- In-house courses (available on request)
- Open programme (contact the HMI to find out more)
- QQI option available for in-house course

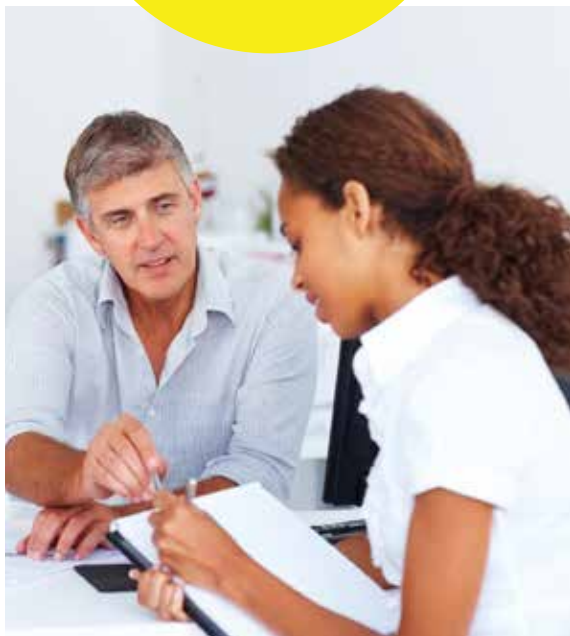
## Certificate

- Award: HMI Certificate
- CPD: 13 CPD points

## Delivery

- Two days face-to-face

*"Great learning experience that will definitely be of use in my current work place"*



To find out more about  
**COACHING FOR MANAGERS**



Visit our website [www.hmi.ie](http://www.hmi.ie)



Email us at [info@hmi.ie](mailto:info@hmi.ie)



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### Terms & Conditions

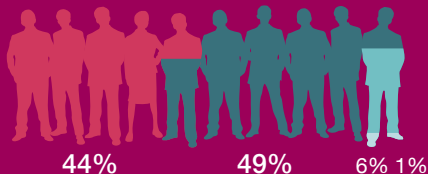
Fee is payable in advance. Refunds are not available where cancellations are received less than 5 working days before the programme. Delegates will be charged in full where there is non-attendance on any programme. SHRC Limited reserves the right to reschedule courses and/or venues. Special offers cannot be combined.

# PARTICIPANT FEEDBACK

As a provider of high quality training experiences, the HMI are eager to know how our participants feel about our courses. We are committed to continuously improving and ensuring the delivery of quality management training to managers/supervisors/team leaders working in a health service environment.

The following statistics were composed from the feedback from participants who attended our management development courses.

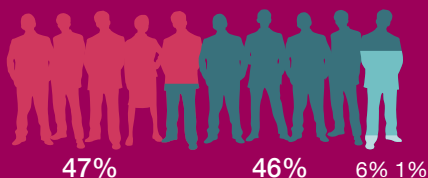
## LEARNING OBJECTIVES



93% of our participants rated the achievement of the learning objectives as very good or excellent.

*"Very practical and interactive  
...good opportunity  
to update  
knowledge and  
skills"*

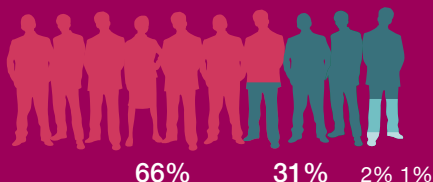
## QUALITY OF TRAINING METHODS



93% of our participants rated the mix of training methods as very good or excellent.

*"Speaker was  
excellent and  
easy on the ear.  
Very helpful on  
Q&A"*

## STANDARD OF TRAINER



97% of our participants rated the standard of the trainer as very good or excellent.

Legend: ■ excellent ■ very good ■ good ■ average ■ poor

## Why choose us for your training and education?

- We understand the complexity of healthcare.
- We recognise the challenges that healthcare managers experience.
- We meet these challenges with training, education & ongoing network opportunities.
- We guarantee experienced facilitators.
- We provide best-in-class service.

**HMI**  
Health Management Institute of Ireland

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LIMITED



Call us at 01 2974070



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