

# Noble Manhattan Coaching



## Intermediate Certificate in Workplace Coaching

A programme that develops the coaching skills of managers, which in turn builds organisational capability and performance.

*“fortune favours the prepared mind”*



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# Why Workplace Coaching?



“One to one performance coaching is the way for both organisations and individuals to significantly impact the bottom line”

**Fortune Magazine**

“Four out of five companies say they’re now using coaching, according to the latest CIPD research. Of these, three quarters say they are investing time, energy and resources into developing a coaching culture within their organisation”

**Lois Whittaker**  
**General Manager**  
**Chartered Institute of Personnel & Development**

“Although the use of coaching has increased dramatically over the last few years and is generally seen as an effective tool in training employees, there are some issues that need addressing if coaching is to fulfil its potential. There appears to be a lack of specific training for managers on how to undertake coaching activities. This points to a fairly ad hoc approach being used.”

**CIPD Survey Report**  
**April 2004**

Noble Manhattan’s Intermediate Certificate in Workplace Coaching programme addresses this need for specific training for managers at a fraction of the cost and time normally needed to qualify as a Corporate Coach.

This ground breaking programme offers in-house training that will equip your managers to become effective, certificated in-house coaches. The content can be tailored to include any organisational initiatives or themes as required and delegates learn through theory and practical application how to bring out the best in their staff.

# Advantages of In-house Coaching



- Managers are more familiar with their company's culture and climate than external coaches. They are an integral part of the organisation and therefore, more aware of future directions, and the skills and competencies needed to achieve them.
- Managers are well positioned to assess the need for career development programmes in their organisation and particularly, for their own staff. By delivering coaching programmes designed to address staff development needs, the organisation can realise its full investment in human resources and attract high quality, committed employees who take responsibility for their own careers.
- In-house coaches can utilise performance evaluations as a base from which practical and realistic career coaching can be developed. By identifying employee strengths and weaknesses, they can recommend appropriate training, coaching and mentoring activities to enhance performance.
- Careers are stagnating at increasingly early stages. If promotion prospects become scarce, many people either retire or seek work with other organisations. Rather than costly recruiting, managers can encourage lateral moves, rotate responsibilities and generally lower the rate of staff turnover. The in-house coach has an excellent awareness of areas where growth in individual skills and competencies is needed; employees who have stagnated can be offered appropriate training and development to become more multi-skilled and generalist. Actions such as these can result in renewed enthusiasm and commitment on the part of the employees.

# What is Coaching?



- A coach is someone who shows you how to do or master something, whether it be reaching an important goal or making a difficult change. A coach stays with you and helps you select the goal, engage with it, progress through it, achieve it, and integrate the accomplishment into your life.
- Coaching is a process that enables learning and development to occur and thus performance to improve. To be a successful coach requires a knowledge and understanding of the process as well as the variety of styles, skills and techniques that are appropriate to the context in which the coaching takes place.
- "Coaching focuses on future possibilities, not past mistakes. Coaching is not merely a technique to be wheeled out and rigidly applied in certain prescribed circumstances. It is a way of managing, a way of treating people, a way of thinking, a way of being. Roll on the day when the word coaching disappears from our lexicon altogether, and it just becomes the way we relate to one another at work, and elsewhere too."

**Sir John Whitmore**  
**'Coaching for Performance'**

- "Coaching is about performing at your best through the individual and private assistance of someone who will challenge, stimulate and guide you to keep growing"

**Gerard O'Donovan**  
**CEO, Noble Manhattan Coaching**

# Typical Coaching Applications



- Developing leadership excellence
- Building cohesive, effective teams
- Accelerating the learning from operational activities
- Improving communication within teams
- Improving communication between Departments
- Developing delegation and development opportunities
- Managing conflict
- Managing stress
- Working with potential burnout or derailment
- Mastering time and productivity management
- Building an influencing strategy
- Career planning
- Setting and achieving goals at individual, team and organisational levels
- Motivating staff
- Generating quality improvement initiatives
- Performance Management

# Benefits of Coaching



- Improved business results
- Improved personal, team and organisational performance
- Untapped talent identified and developed
- More effective communication and working relationships
- Greater capacity to identify, manage and support challenges and change
- Creates engagement and therefore greater retention of employees
- Top level vision and mission adopted throughout organisation
- Mutual respect resulting in better work environment
- Creates "human", approachable leaders
- Resolves conflicts
- Motivated staff generate new possibilities
- Openness to learning from each other
- Commitment/involvement of top management
- Flexible work culture
- Personal growth of individuals
- Mechanism for self-growth of organisation
- Improved employee morale and satisfaction levels
- Better leaders developed through coaching culture
- More awareness of ethics and values
- Optimises existing human resources
- Driven by managers/leaders "walking the talk"
- Creates happier people at work
- Encourages learning

# Programme



## The programme is structured as follows:

<b>Workshop 1</b>	Core Coaching Theory and Skills 3 days duration
<b>Break</b>	Complete mid course assignment Listen to 2 pre-recorded teleconference calls Participate in one mentoring session with tutor 6 weeks duration
<b>Workshop 2</b>	Practical Coaching Presentation of certificates 2 days duration

## Before the first workshop, each participant will:

- Read articles (sent electronically) on 'The Power of Coaching', which illustrate the power of using coaching as a management style
- Identify and bring along two current challenges which they will use when being coached by colleagues during the programme
- Complete a personality profile electronically

# Workshop 1 - Core Theory and Skills



## Objectives:

- To understand the definitions and role of coaching in organisations.
- To learn some coaching tools and models.
- To practice coaching techniques.
- To develop great coaching skills.

## Performance measures:

To help increase awareness of coaching skills and abilities, managers will undertake the following:

### Feedback Forms

Every exercise includes a feedback form to be completed by the coach and the client.

### Coaching Action Plan

Managers individually develop a coaching plan at the end of the workshop. This will be based on the feedback they have received throughout the programme. A copy will be sent to their Training Department.

# Workshop 1 Programme



## **Day One**

Welcome  
Introduction to coaching  
What is coaching?  
Perceptual positions  
A Client Company Coaching Manager  
Levels of change  
TGROW coaching model  
Evening assignment

## **Day Two**

Coaching consolidation  
Communication - Levels of listening  
Communication - Power of questions  
Understanding human difference  
Personality Profiling feedback

## **Day Three**

Coaching consolidation  
Feedback continued  
Goal setting  
Coaching process  
Coach-able moments  
5 questioning format  
Coaching action plan

# Mid Course Assignment



## **In the 6 weeks between Workshop 1 and Workshop 2 managers will participate in a mid course assignment:**

- 1.** In a coaching circle of programme participants, each manager will coach one other manager for two coaching sessions (telephone if appropriate) with feedback based on the coaching action plan. This means that each manager will also be a client with a different manager for two sessions and give feedback to the coach. These sessions will be evaluated by a skills and knowledge matrix.
- 2.** Identify at least one member of staff at the work base and apply all the coaching tools from the first workshop in regular coaching sessions, and invite feedback. Keep a learning journal of these experiences.
- 3.** Managers individually have one mentoring call with the course tutor, who will follow up on their progress and clarify learning points as appropriate.
- 4.** The course tutor will conduct a mid-break conference call for all managers, to facilitate the sharing of learning experiences.

# Workshop 2 - Practical Coaching



## **Content:**

- Applications of coaching
- Skills and competences

## **Objectives:**

- Revise the definitions and role of coaching in the organization
- Practice the skills of the 7 coaching tools and models
- Assess and evaluate the coaching style of other participants in a coaching manner
- Apply the programme knowledge and skills to the organization Leadership Model i.e. coaching for the Leadership Imperatives, Success Factors and Competency Dimensions
- Apply the programme learning to a career development session.

# Workshop 2 Programme



## **Day Four**

- Kurt Wright "5QF" review
- Client Company Coaching Manager characteristics
- Revision of the coaching tools
- Client Company coaching scenarios
- Coaching masterclass
- Client Company case study
- Client Company leadership model
- Coaching demonstration

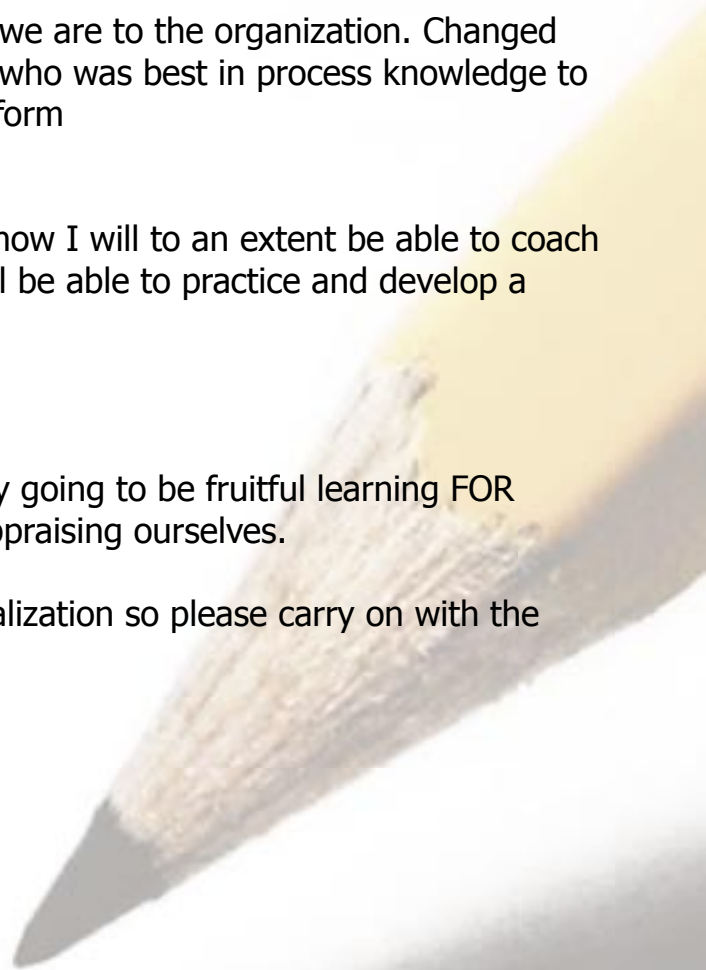
## **Day Five**

- Learning review
- Open forum
- Skills coaching exercise
- Client Company case study coaching assessment
- TGROW in meetings (team coaching)
- Individual Client Company coach manager evaluation
- Revision circle
- Completion

# Testimonials



- The session was really very helpful. It has changed our approach towards coaching skills.
- I will be able to use quality tools, which I was not able to use earlier. I am sure this is going to increase my productivity and enhance my time managing skills
- Excellent workshop to realize how important we are to the organization. Changed my perception of a Q.C from the one person who was best in process knowledge to one person who is best in helping others perform
- I feel motivated to motivate my team. I feel now I will to an extent be able to coach other quality coaches on many topics and will be able to practice and develop a friendly and relaxed environment for work
- A whole new avenue to coaching! It's actually going to be fruitful learning FOR LIFE!! Revisiting our potential and values –appraising ourselves.
- This session is great help in terms of Self Realization so please carry on with the Good Work.



# Testimonials



- Need to be rolled out to all managers having personal relationships. Very practical program
- Glad to have been nominated for this insightful program. Would be relevant for seniors too as it is also their responsibility to build and grow a coaching culture.
- This has turned out to be a quite useful program to become a better manager by being a coach.
- Great session to get an opportunity to hone a few old skills. More effective than earlier similar programs as equipped with implementation tools.
- This program provides some great insight on benefits of focused listening, being a coach instead of a rude manager etc.....
- Great opportunity to learn such an important skill like "Coaching". I feel that senior level people who impact organizational decisions should be taken through this program. By doing coaching, there is clarity on truth and how it is important affecting the lives of people.
- Good Program, Excellent Development opportunity. Will help teams to move forward

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