



# Coaching for managers: in good times and in bad

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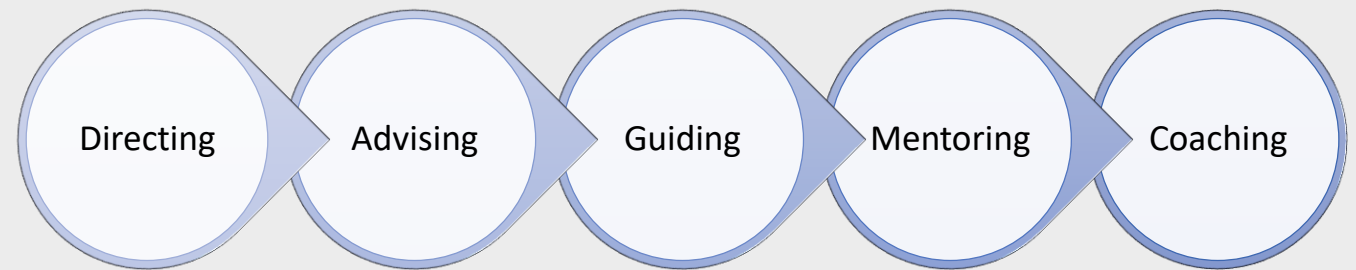
## Before the drinks...

- Check-in
- The coaching manager
- Using TGROW
- Coaching questions during good times
- Coaching questions during bad times
- Developing a coaching culture
- Coaching circles practice: active learning sets
- Reflection

# Check-in

- What have you learnt today?
- What are your expectations for this session?

Are you a  
coaching  
manager?



TGROW

Topic

Goals

Reality

Options

Way forward

# Coaching conversation during the good times.

- **T:** Let's talk about your progress here.
- **G:** What are your goals? How have you come to identifying this as your goal?
- **R:** How can you get from the reality to your goal? How would you feel if you didn't reach this goal? How would you feel if you did reach your goal?
- **O:** What steps do you need to take to reach this goal? What options have you got? What else? What else? What would happen if you did nothing? Who / what is stopping you? Who / what can help you? Additional training? Other support?
- **W:** What will you do to take this forward? By when?

## Coaching conversation during the bad times.

- **T:** I want to talk to you about your time-keeping
- **G:** I need you to be at work at least ten minutes before your class starts.
- **R:** I've noticed that you are often late, which results in the senior teachers having to cover the first part of your lesson. This stops them getting on with their own work.
- **O:** How can you make sure you're on time every day? What support do you need?
- **W:** What will you do to remedy your lateness?

Tackling any kind of poor performance – prepare yourself with a TGROW model, to ensure that you stay “adult” and in control

# What is a coaching culture?

- Listening to others
- Learning from others
- Eliciting answers through asking questions
- Being curious
- Being respectful
- Taking responsibility
- Being collaborative



# What is good classroom management?

- Listening to others
- Learning from others
- Eliciting answers through asking questions
- Being curious
- Being respectful
- Taking responsibility
- Being collaborative

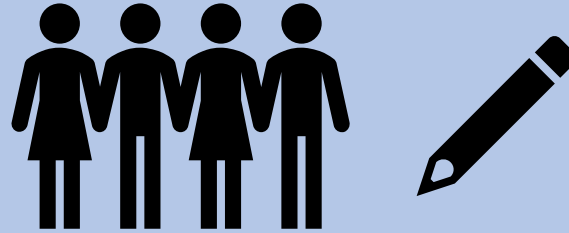
# Steps to creating a coaching culture

- Introduce check-ins / positive things at meetings
- Introduce check-outs / intentions at meetings
- Let people experience coaching via coaching circles: peer coaching / active learning sets

# Active Learning Sets: in pairs



1. The Coachee speaks for up to **three** uninterrupted minutes, about their issue



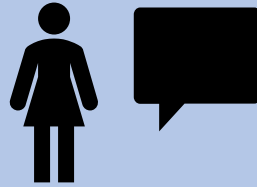
2. The Coach listens and make notes



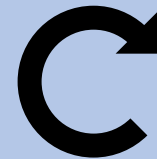
3. The Coach has **one** uninterrupted minute to give their opinion on the issue



4. The Coachee takes notes of all the opinions and suggestions



5. The Coachee then feedbacks to the coach about the suggestions and tells them what they will do / try as a result of the suggestions (**one** minute)



6. Next Coachee goes

# Active learning sets: some pointers

- Keep to the time: 3 mins to speak, 1 min to comment, 1 min by speaker to feedback
- Don't interrupt, but...
- If you need to ask a clarification questions, avoid "why"
- Suggest, don't tell: "You may want to think about...", instead of "You should..."
- Don't be judgemental
- Notice non-verbal communication
- Contract: agree that this is a confidential space

# Reflexion – take-aways and intentions

## Consider:

- Can you be less directing and more coaching in your management style?
- Can you use TGROW to help you prepare authentic coaching questions for your next one-to-ones?
- Can you do more to create a coaching culture outside the classroom?
- Can you try some techniques like checking in / out or coaching circle with your team?

Check out with your partner – tell them your intention from this session

Thank you (and now for  
the drinks.)



Reading list:

- *Coaching for Performance*, John Whitmore
- *Making Coaching Work*, Clutterbuck and Megginson
- ***Effective Coaching***, Myles Downey
- *The Coaching Manual*, Julie Starr

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