

## Coaching for Managers

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**Start date** 21 January 2017                      **Time** 10.00am – 4.45pm

**Venue** Madingley Hall  
Madingley  
Cambridge

**Tutor** Sally Bernham                      **Course code** 1617NDX019

**Director of Programmes** Emma Jennings  
**For further information on this course, please contact** Public Programme Coordinator, Clare Kerr  
[clare.kerr@ice.cam.ac.uk](mailto:clare.kerr@ice.cam.ac.uk) or 01223 746237

**To book** See: [www.ice.cam.ac.uk](http://www.ice.cam.ac.uk) or telephone 01223 746262

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### Tutor biography

Sally Bernham is an experienced, professionally qualified executive coach, coach trainer and coach supervisor. She is a member of the European Coaching and Mentoring Council, Association for Coaching, Chartered Institute of Leadership and Management, Institute of Leadership and Management, and International Forum for Action Learning. Sally runs her own leadership development consultancy with a diverse client base and extensive experience in higher education coaching individuals and teams. She runs accredited coach training programmes and training to develop managers' coaching skills as well as supporting organisations to embed good coaching practice. Sally has a particular interest in the impact created by leadership style and how that can be explored and enhanced through developing emotional intelligence and resilience, mobilising strengths and understanding change processes for sustainable leadership and high performance.

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## Course programme

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09:30	Terrace bar open for pre-course tea/coffee
10:00 – 11:15	<b>What is a Coaching style of Management?</b> Comparing coaching with other styles of management and exploring different management strategies. Introduction to the programme and students' aims and experience of coaching
11:15	Coffee
11:45 – 13:00	<b>The GROW model</b> Introduction to a framework for structuring coaching conversations. Coaching demonstration and review.
13:00	Lunch
14:00 – 15:15	<b>Coaching skills.</b> Exploration of rapport, empathy, non-verbal communication, listening and questioning
15:15	Tea
15:30 – 16:45	<b>Coaching practice.</b> An opportunity to apply the learning and practice coaching and give feedback. Personal action planning to apply coaching back at work
16:45	Day-school ends

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## Course syllabus

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### Aims:

This introductory, practical short course will provide:

- an introduction to a coaching style of management and the GROW model
- insight into practical coaching skills and techniques
- opportunities to observe, receive and practice coaching conversations
- ideas for taking coaching back into the workplace

### Content:

This short course will introduce managers to a coaching approach and a range of coaching techniques to support and develop their team members to raise confidence, motivation and engagement and enhance performance. Students are encouraged in a confidential environment to share their own experiences of coaching and reflect on how the challenges and opportunities they face may be met through coaching as a way of getting the best from the team.

### Presentation of the course:

The workshop will be practical and experiential providing opportunity for discussion and reflection on concepts and models presented and their application to the challenges and opportunities managers experience; opportunities to practice and receive feedback on coaching skills and have coaching conversations relevant to their roles as managers.

**As a result of the course, within the constraints of the time available, students should be able to:**

- Define a coaching management style and its potential for enhancing workplace motivation, engagement and performance
- Understand a simple framework for structuring coaching conversations
- Appreciate the skills of coaching
- Take the learning back to their workplace

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## Reading and resources list

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Listed below are a number of texts that might be of interest for future reference, but do not need to be bought (or consulted) for the course.

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Author	Title	Publisher and date
Allamby, D	<i>The Manager's Coaching Toolkit</i>	Prentice Hall, 2006
Arnold, J.	<i>Coaching Skills for Leaders in the Workplace</i>	How To Content 2009
Graves, G.	<i>Coaching with Impact at Work</i>	Rethink Press, 2015
Mackintosh, A.	<i>The Successful Coaching Manager</i>	Troubador Publishing, 2003
Stanier, MB	<i>The Coaching Habit</i>	Box of Crayons, 2016

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## Additional information

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### Venue

Details of how to find Madingley Hall can be found on our website:

<http://www.ice.cam.ac.uk/who-we-are/how-to-find-the-institute>

### Refreshments

Tea and coffee and lunch will be provided. If you have any specific dietary requirements or allergies and have not already advised us, please inform our Admissions Team on [ice.admissions@ice.cam.ac.uk](mailto:ice.admissions@ice.cam.ac.uk) or +44 (0)1223 746262.

**Note** Students of the Institute of Continuing Education are entitled to 20% discount on books published by Cambridge University Press (CUP) which are purchased at the Press bookshop, 1 Trinity Street, Cambridge (Mon-Sat 9am – 5:30pm, Sun 11am – 5pm). A letter or email confirming acceptance on to a current Institute course should be taken as evidence of enrolment.

*Information correct as of:* 14 November 2016