

Coaching for Managers

Start date	12 April 2019	Time	10.00am – 4.45pm
Venue	Madingley Hall Madingley Cambridge		
Tutor	Gillian Stevens	Course code	1819NDX064

Tutor biography

Gill works as an Associate Professor at the Asian Institute of Management (AIM) in Manila, in the Philippines and is a Director of a Talent & Leadership Development Consultancy in the UK, specialising in Leadership Development, Design Thinking and Coaching. She is part of the tutor delivery team for the ICE Certificate and Diploma in Coaching. In her role at AIM she teaches subjects within the disciplines of Human Behaviour in Organizations and Design Thinking: a human-centred approach to complex problem-solving. In the UK she specializes in Coaching and Design Thinking as a tool to assist the innovation process.

Gill is currently collaborating on a research project that is exploring the connection between Leadership behaviour and Innovation Performance.

Gill's teaching style is inclusive, collaborative and facilitative. She believes that student-centred learning, experiential learning and collaboration can achieve great results for individuals and organizations alike.

Course programme

09:30	Terrace bar open for pre-course tea/coffee
10:00 – 11:15	What is a Coaching style of Management? 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	The GROW model Introduction to a framework for structuring coaching conversations. Coaching demonstration and review.
13:00	Lunch
14:00 – 15:15	Coaching skills. Exploration of rapport, empathy, non-verbal communication, listening and questioning
15:15	Tea
15:30 – 16:45	Coaching practice. 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

Course syllabus

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

Reading and resources list

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.

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

Additional information

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 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: 19 December 2018