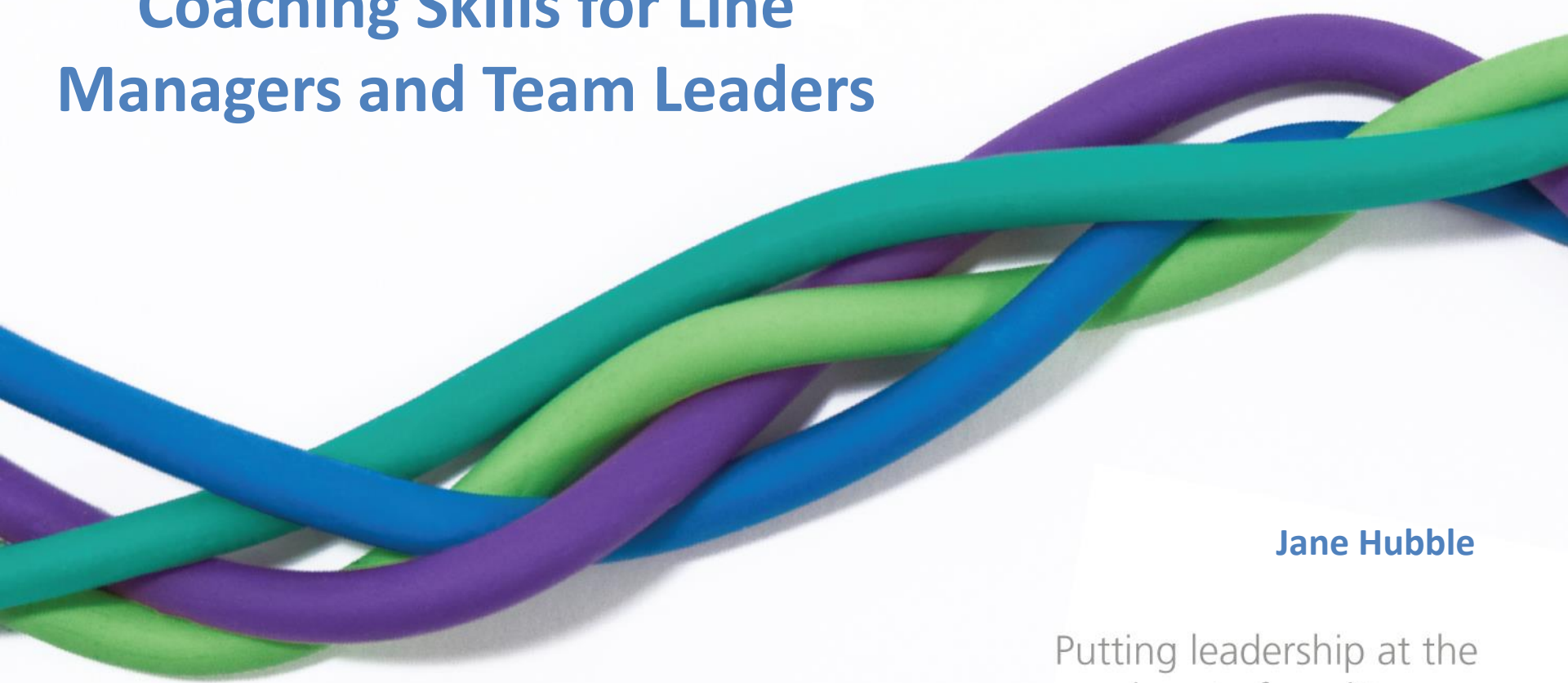




Coach to Lead

Kent, Surrey and Sussex
Leadership Collaborative

Coaching Skills for Line Managers and Team Leaders



Jane Hubble

Putting leadership at the
heart of quality care

What is Coaching?

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An interaction that helps the individual being coached to

- increase awareness
- discover superior solutions
- make and implement better decisions

Coaching is a broad skill set that can be used in many situations



What's happening for you...?



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Which statement best describes what is going on in your organisation right now:

1. Your organisation uses external coaches for executives
2. You use external coaches for 'special cases'
3. You use external coaches at all levels
4. Your managers are doing all the coaching that gets done
5. You officially use peer / internal coaching

Why Coaching Matters

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“Effective coaches have the potential to significantly increase their personal leadership impact and the productivity and effectiveness of those they coach”

(Zenger Folkman Consultancy)

KSS Leadership Collaborative believe that coaching is a skill for every leader to possess.



Leadership post Francis

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- Leadership styles to change from “pace-setting” and “directive” to “coaching” and “facilitative”. Need to *listen* more
- Many Trusts acknowledge the need to develop coaching skills as part of their Francis action plans.
- “We need to coach and be more facilitative, to support new NHS leaders” (NHS Leadership Academy)

Food for Thought

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- “80% of staff leave their organisation not because of the job but because of their relationship with their line manager.” (*Gallup*)
- The **primary** issue for employees is the relationship with their immediate line manager, accounting for some 80% of decisions to engage or disengage, to ‘go-the-extra-mile’ or do the bare minimum. Managers’ attitudes and behaviours are the key influencers of engagement.’ (*The Rules of Engagement White Paper, The Training Foundation 2010*)
- “People join companies, they leave managers.”
(*First Break All The Rules, Marcus Buckingham, 1999*)

What's happening for you...?



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What is your organisation doing in developing coaching skills for managers :

1. We have not done any development
2. We teach some awareness
3. New leaders get training in coaching skills
4. Only select leaders get coaching skills
5. Every leader is being trained to be more skilful .

The Coach to Lead Programme



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KSS Leadership Collaborative believe that 'coaching' can be successfully taught and in our experience the outcomes are highly predictable and consistent.



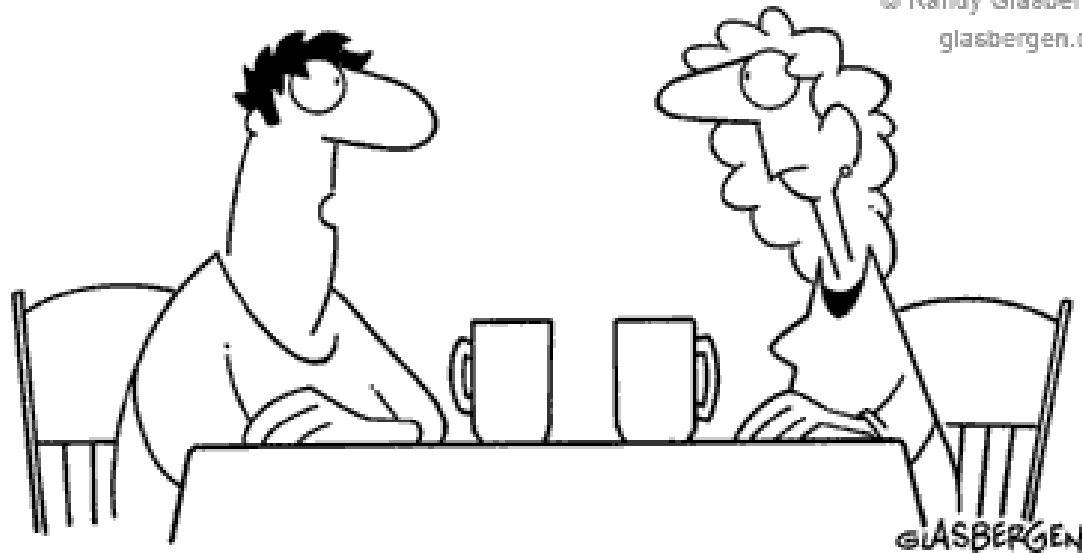
1. Talk too much

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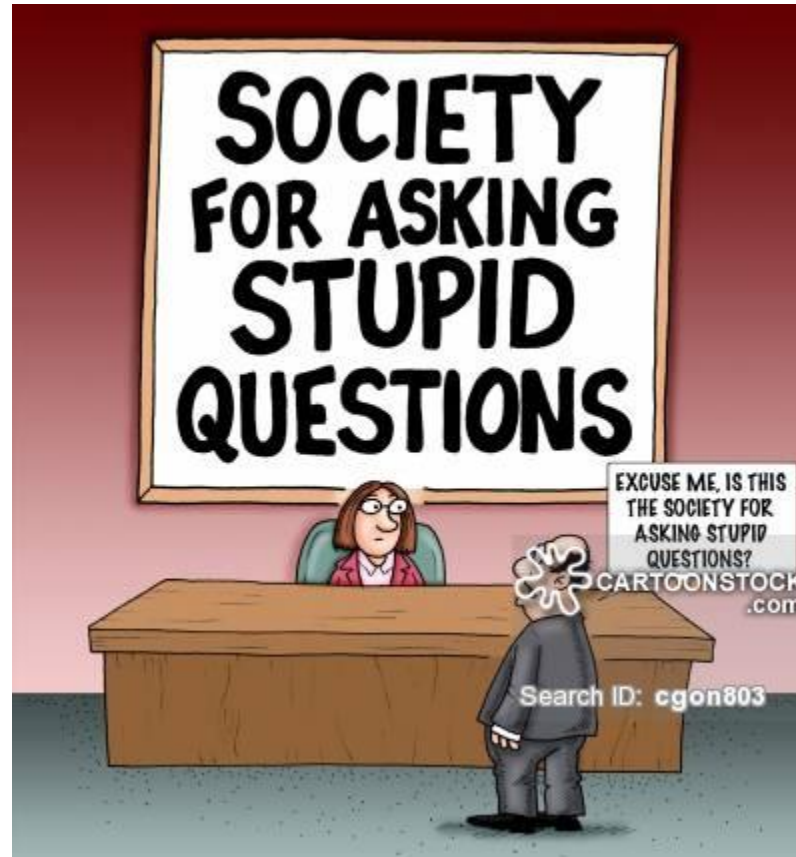
2. Better listener

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“I’m trying to be a good listener, but you keep breaking my concentration by talking!”

3. Asking great questions



4. Telling what to do



5. Need for frameworks :

GROW



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6. Preparation / follow through **NHS**

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By failing to prepare, you are preparing to fail.

(Benjamin Franklin)

izquotes.com

4 Levels of Listening

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Listening attentively

- Are you giving your full attention?

Listening accurately

- Have you fully understood the issue?

Listening empathetically

- Do you really appreciate their feelings about the issue?

Listening generatively

- Can the coachee think more clearly and positively when you are listening to them?



Give it a go...



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- A volunteer to share an issue
- Everyone to listen closely as their colleague presents their issue (2-3 mins).
- Everyone consider, select, and record up to 3 questions that they will offer / share
- Everyone reads aloud their 3 questions, and the 'problem-holder' puts on flip chart
- Volunteer reflects on which 3 questions are of interest / helpful and why?

Why Use Questions?

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- Questioning is a key tool to promote insight.
- To be able to answer your questions, the coachee needs to access, organise and articulate their thoughts.
- Questions require a response and cause them to think.
- The coachee has gone through a thought process, so that they own the outcome.
- Open questions tend to work best in coaching (e.g. ones that start with 'who', 'what', 'when', 'where').
- The coachee should be answering the question for their own insight, not to please the coach.
- Avoid leading questions , e.g. "Don't you think you should...?"

And so what now?



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- What actions are you going to take as a result of what we have covered in this short workshop?



The End

Thank you!

For further information contact

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