

**A programme for established people managers**  
**Online & self-directed study**  
**Starting February 2022**



**Coaching is unlocking a person's potential to maximise their own performance. It is helping them to learn rather than teaching them.'**

**Timothy Gallway**

As the opportunities and challenges in the enterprising third sector grow, we need organisations that attract and retain high quality people: people who feel they can grow and develop as professionals, staying motivated and engaged; people who are led by managers who are self-aware and skilled at developing others.

This requires managers who can demonstrate great leadership in the way they communicate, support and motivate their teams. Developing a coaching approach and confidence in coaching skills is key to supporting managers to succeed in this endeavor.

However, adopting a coaching approach and growing and developing others can be a challenge in the current climate. Many managers feel they have neither the time, methods nor budget to do it well and of course the pandemic has had an extraordinary effect on everyone.

This programme is timely and aims to support managers to reflect on what they need to do now to build their coaching approach so they can help to develop talent and create an empowering environment.



## What will you gain from the programme?



The opportunity to develop and practise your coaching skills to help you develop staff and enhance your leadership style



Greater confidence in adopting a coaching approach to all management situations e.g. delegation, staff reviews and team meetings



Consider how to embed a coaching approach in your organisation



The opportunity to gain an SCQF qualification: Developing Skills for a Coaching Culture

## Programme Details

Programme Module	Programme Dates
Module 1 - Understanding coaching and your leadership	8 & 15 February
Module 2 - Developing others through coaching	8 & 15 March
Module 3 - Building a coaching approach for you and your organisation	5 & 12 April



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## A coaching approach to leadership

This programme is aimed at established managers and leaders with line-management responsibilities. Whether you are managing one person or a whole team, this programme is an opportunity to pause and reflect on your leadership.

It will help you to strengthen your coaching approach, gaining greater personal insight, different perspectives and increased self-awareness so you can lead and develop others even more effectively. It is also an opportunity to think about embedding a coaching culture in your organisation.

Delivered with an interactive approach, you will work with and learn from peers to explore a range of practical concepts and approaches.

It is expected you will undertake self-directed activities between modules including coaching practise.

This programme relies on the group supporting each other to learn and develop and build a community of established leaders.

## Key Outcomes

- Become more self-aware and confident in your coaching skills so you can support and develop yourself and others
- Build the knowledge, skills and mind-set required to engage and develop people so they can thrive and grow professionally
- Practise adopting a coaching approach to any conversation: staff management, management meetings, external stakeholders
- Consider how to embed a coaching approach in your practice or in the organisation
- Build a community of leaders that can support and sustain each other

**Cost:** This programme is funded by the Scottish Government through Just Enterprise and places are available at the highly subsidised rate of £100 for 6 days

**Delivery method:** This programme will be delivered online. Each day of the programme will be a combination of live, facilitated sessions with some self-directed learning and reflection activities

### Understanding coaching and your leadership

**8 & 15 February**

- Introductions, contracting: how we will work together
- Where are you now in your leadership journey?
- Consider your leadership style
- What do we mean by a coaching approach and why is it important?
- Develop and practise core coaching skills

### Developing others through coaching

**8 & 15 March**

- Review and reflect
- Develop your feedback skills, embedding feedback into your leadership
- GROW model of coaching
- Review theories of motivation and delegation
- Develop and practise coaching skills

### Building a coaching approach for you and your organisation

**5 & 12 April**

- Review and reflect
- Learn to leverage the strengths of diverse teams
- Explore and practise how to have positive conversations
- Plan how you will create a coaching approach in your practice or in the organisation
- Identifying how to support each other as a community of leaders

## Qualification

Developing Skills for a Coaching Culture (SCQF Level 9, 6 credit points)

At the end of this programme you can register to complete the Developing Skills for a Coaching Culture qualification. This has been formally rated at SCQF level 9, and is equivalent to 60 hours of degree level study.

## More information

To book your place or for further information, please contact:

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