

Learning & Development - Coaching

WHY	This course is the second of two parts on people management. Part 1 was about giving feedback, while this course is all about turning feedback in coaching sessions.
WHO	<p>Audience:</p> <ul style="list-style-type: none"> - Hospitality professionals of all levels - Anyone curious about people management <p>Facilitator:</p> <ul style="list-style-type: none"> - Self-learning - Managers of all levels
WHAT	<p>Content includes:</p> <ul style="list-style-type: none"> - Reminder: difference between feedback and coaching - Asking the right questions - Creating the right opportunity - Activity <p>Content length:</p> <ul style="list-style-type: none"> - Approximately 30 minutes in this section
HOW	<p>1st Read content and select what you believe to be useful for you/your team</p> <p>2nd Decide what element you/your team will apply and make a plan</p> <p>3rd Set a deadline for application to be reviewed</p> <p>4th Review results, amend methods according to specific needs and apply again until satisfied</p>
PLUS	<p>Internal resources:</p> <ul style="list-style-type: none"> - Refer to the course on Feedback (Part 1 of this course) as both skills (giving feedback and coaching) are complementary and often used together to support team members with their development needs.

Reminder

We have all already come across the terms 'feedback' and 'coaching' in books, blogs, magazine articles, forums... as these are hot topics in the land of management training. And there is a good reason for that: giving feedback and coaching appropriately and effectively are two of the most important skills a manager can have!

Given feedback and being coached, your team members become aware of what they are doing and the effect, both positive and negative, it is having on others or on a process/procedure. In turn they then have a better understanding of how they are performing and become more self aware of their strength and weaknesses. Ultimately, feedback and coaching help people to start to find solutions and improved ways of working for themselves rather than relying on the manager to find it for them.

As we saw in Part 1 – Feedback is when I TELL YOU information that will help you develop, whereas Coaching is when I ASK YOU AND YOU TELL ME about it.

Although giving feedback appropriately is effective, it is often the first step in terms of your relationship with a team member. Coaching is a powerful tool that, if carried out correctly can engage and create ownership in the person being coached in order for improvement to take place.

Asking the right questions

WHO, WHAT, WHY, WHEN, WHERE, HOW are the right questions, they require more than just a yes/no answer and will open up a dialogue with the person being coached.

It does take some practice to use these questions – this might sound stupid but managers sometimes fall into the trap of assuming that they understand why someone has acted in a particular way? Or maybe they haven't even thought about asking why they did something – rather they just tell them to do it in a different way (or not to do it!) in future!

Examples of questions one might ask to start a coaching session:

- Tell me how you thought that went?
- What makes you think/say that?
- How do you think the customer felt (when)...?
- What might have happened if you had said...?
- What's your point of view on that?
- What are some of the reasons why it might not have worked as well as you'd hoped?
- What were you hoping would happen?
- Would you do anything differently now we have discussed it?
- What would have to happen to help you achieve that?
- What help would you like from me to develop in this area?

Creating the right opportunity

Opportunities: Instant Vs Formal

Instant is when you see something happen for example 'Jenny I just saw you...'

Formal might at a subsequent meeting (not a disciplinary) but when you want to have a more in-depth conversation

Pro and Cons

Instant:

- It can be done "instantly" so that the opportunity does not go unnoticed or is not forgotten.
- It does not have to be in an office, but does need to be carried out with care and not in earshot of others
- It can "nip things in the bud" or on the positive side provide encouragement

Formal:

- It provides more time for the person giving the feedback/coaching to think about what to say and how to say it
- If carried out in a meeting room/office it can lend some weight to the importance of the situation
- If all feedback/coaching is formal it loses its importance and becomes an everyday occurrence

Activity

Refer to the activity provided in the **PDF Versions** section.

This activity will allow you to consider whether you should coach or just give feedback? Should that be instant or formal? What will you say in each scenario?



Please contact us directly should you require any further support with this training. We will be able to help.