

The helping hand

Coaching skills for managers



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A Video Arts production
featuring Robert Lindsay,
Jan Ravens and John Cleese.



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Coaching skills for managers

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Titles in this series:

Absence minded: managing absenteeism
An inside job: meeting internal customer needs
Building the perfect team: Belbin's team role theory in action
Can you spare a moment?: counselling skills for managers
Demanding customers: customer care made perfect
Does the team work?: improving effectiveness through teamwork
First among equals: leading a team
How am I doing?: the performance review
How to lose customers without really trying: keeping the customer satisfied
I wasn't prepared for that: overcoming the fear of making presentations
I'd like a word with you: the discipline interview
If looks could kill: the power of behaviour
It's your choice: selection skills for managers
Meetings, bloody meetings: making meetings more productive
More bloody meetings: the people side of meetings
Negotiating - tying the knot: a skill for life
No complaints?: complaints and the customer
Not my type: valuing diversity
On the receiving end: making call centres more effective
Performance matters: the importance of praise
Performance matters: the need for constructive criticism
Project management: leading a project team
Report writing: the art of writing a good report
Selecting the perfect team: utilising internal and external resources
Sell it to me! parts 1 & 2: essential skills for a salesperson
Straight talking: the art of assertiveness
Talking to the team: how to run a team meeting
Team spirit?: how to be an effective team member
Telephone behaviour: the rules of effective communication
The balance sheet barrier: the basics of business finance
The best of motives, parts 1 & 2: informing and involving
The dreaded appraisal: both sides of the appraisal interview
The grapevine: communicating in a world of change
The helping hand: coaching skills for managers
The paper chase: cutting back on paperwork
The unorganised manager, parts 1 & 2: damnation and salvation
The unorganised manager, part 3: divine intervention
The ultimate change show: managing change
The ultimate stress show: managing stress
Who sold you this, then?: effective after-sales service
You'll soon get the hang of it: the techniques of one-to-one training

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GTW-1-GTW-11 Group training workbook*

SSW-1-SSW-20 Self-study workbook*

OHP-1-OHP-7 Presentation 'slides'/OHPs*

Certificate*

*Reference copies are available on the enclosed disk to allow you to customise the to your specific requirements and to print the required number of copies from the master for the sole purpose of the training envisaged by the programme, and not for any commercial purpose.

Video-based training from Video Arts



Congratulations on choosing **The helping hand** from Video Arts to help develop the skills in your organisation. Video Arts is recognised as the world leader in video-based training, with over 30 years' experience in staff development. With more than 250 programmes on video, DVD, and e-learning/on-line covering all the essential skills of business, you can remain confident that training with Video Arts is the most effective way to improve the skillset of the people within your organisation.



It takes skill to be a valuable part of an effective team.

Why train?

Train hard, fight easy - Marshal Zhukov

These days, it is difficult for organisations to become successful and stay that way. The pace of change is faster, competition is tougher, customers are more demanding, innovation is more prized, but harder to achieve.

Part of the response has been to create leaner, flatter, more flexible structures, but structures don't run organisations and create success, people do - intelligent people, energetic people, reliable people and, most of all, people with the right mix of up-to-date knowledge and skills.

That means people who are trained, not for a lifetime's work, not just once in a while, but as a central, continuing part of their working lives.

Why use video-based training?

Video is familiar. Television is how most people find out what is going on in the world. It is not surprising that this is a medium they are comfortable to learn from when they are being trained.

Video makes demonstration easy. We can show situations being handled badly. We can contrast that with how to handle them well.

Video is flexible. It can be the cornerstone of a course run for a group by a specialist trainer. It can quickly provide simple, clear lessons for a team whenever it is convenient for them. It can bring interest and enlightenment to a self-study programme.

Video injects realism. It lets us present those being trained with emotional, as well as rational, problems to solve. Ask a group *'how would you deal with an angry customer?'* and you will get a tidy, textbook answer. Use video to confront them with an angry customer and you will get a much more realistic reaction.

Video provides variety. Different people learn in different ways and none of us has an infinite attention span. Video provides us with a powerful means of injecting variety into our training.

Why use Video Arts' programmes?

Winston Churchill once said that he loved to learn, but hated being taught.

That is the secret of successful training: how to help people who want to learn. We do it by combining:

A storehouse of professional knowledge and expertise, developed over 25 years and drawing on some of the best minds in the business.

The highest possible production values, both in the videos we produce and in the support material which goes with them.

The magic ingredient - humour - which can make a delight of the dullest subject.

Introduction

There was a time when there was one very clear and simple difference between managers and staff - managers did the thinking and staff did what they were told. These days, thank goodness, that has all changed. Organisations cannot survive, let alone prosper, unless two things happen.

First, everyone must make the maximum contribution of which they are capable, whatever their position and status. Second, managers in particular must take every possible opportunity to increase the knowledge, skills and experience of their staff so that the organisation as a whole continually gets smarter.

Coaching is the single most important method which managers can use to increase the ability and productivity of their staff. Unfortunately many managers don't do nearly enough of it. Some avoid coaching because they are nervous of its consequences. Others simply don't know how to go about it. **The helping hand** training programme can solve both these problems.

Objectives

Those who work their way through the **The helping hand** training programme will be able to:

- Understand the purpose of coaching and how it differs from training
- Recognise and answer common misconceptions about coaching
- Apply a systematic, five-step approach to coaching:
 - Set the goals
 - Promote discovery
 - Set the parameters
 - Authorise and empower
 - Recap
- Devise an Action plan to improve their coaching skills

Using The helping hand

- **Dual use.** The programme can be used either as a conventional training course with a small group or for self study by individuals. The pack contains guidance and appropriate materials for each use
- **Resources on disk.** The support materials, such as OHPs and the workbooks, are supplied on disk. This makes it easy for you to customise and allows you to print as many copies as you need for group or individual use

The target audience

The programme is designed for people at any level in an organisation who have responsibility for coaching others.

The course leader

You do not have to be a professional trainer to lead a group through the programme. Line managers will be able to deliver this course with confidence by using the materials and detailed guidance provided.

Further resources

Other titles available from Video Arts which will help you improve coaching skills in your organisation include:

- **Feedback for performance** This Melrose programme demonstrates the key skill of giving and receiving feedback in a range of day-to-day situations
- **Helping people learn: the manager's role** In this Melrose masterclass, trainer Pat Mitchell leads a discussion with six line managers about how they help their teams to learn
- **The coach** This Melrose programme describes the manager's role as a coach and how to put it into action
- **The coaching pocketbook** This is one of the hugely successful Management pocketbook series
- **You'll soon get the hang of it** This programme covers the techniques of one-to-one training

What the pack contains

The helping hand video

The video is in two parts. In Part 1 John Cleese explains the purpose of coaching and then deals with a range of objections raised by Geoffrey, a manager who is nervous and uncertain about the whole idea.

In Part 2, with the objections out of the way, Geoffrey tries to put coaching into practice with Jennifer, a member of his team who wants to improve her budgeting skills. Unfortunately, just like Jennifer, Geoffrey doesn't know where to begin, how to end and what to do in the middle.

Every time Geoffrey gets himself into a muddle, John Cleese steps in to help him understand the five stages of coaching - setting goals, promoting discovery, setting parameters, authorising and empowering the individual and recapping. At each stage he shows Geoffrey what to do and the consequences of getting it wrong.



The video features Robert Lindsay and Jan Ravens.

Course leader's guide

- An outline of a half-day programme
- How to prepare the programme
- A detailed session plan. This tells the course leader precisely what to do and which resources to use in each session of the programme

Group training workbook

This workbook allows those taking part in a group training course to record the conclusions they reach during the various sessions and the actions they propose to take as a result of the course. The workbook is supplied on computer disk.

It also contains a copy of the course objectives and programme and a set of notes which summarise the main points of **The helping hand**.

Self-study workbook

This workbook, which is supplied on computer disk, contains detailed instructions which enable individuals to work systematically through the programme. Users are prompted to record their answers to questions about what they have seen, and to produce an Action plan.

The workbook also contains a set of notes which summarise the main points from **The helping hand**.

Links to NVQs

Both workbooks contain a checklist of material which those who have taken part in the programme should collect, such as examples of communications briefs on specific projects, to form a portfolio of evidence which they can use to support a claim for competence in elements of NVQs.

Presentation 'slides'/OHPs

These are master copies supplied in Microsoft® PowerPoint® on computer disk, for printing on to acetate or for use as a computer-driven 'slide' show.

Certificate

One of the disks also contain a blank certificate, which users can customise and issue to those who have completed the course based on **The helping hand**.

Computer disks

As explained above, the computer disks contain copies of:

- Group training workbook (Microsoft® Word®)
- Self-study workbook (Microsoft® Word®)
- Presentation 'slides'/OHPs (Microsoft® PowerPoint®)
- Certificate (Microsoft Word)

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Course leader's guide

Course programme

How to prepare the programme

Session 1 Introduction

Session 2 Coaching: purpose and misconceptions

Session 3 Identifying goals; promoting discovery

Session 4 Setting parameters; authorising and empowering; recapping

Session 5 Action plan and close



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Course programme

This is a suggested programme for a half-day course based on *The helping hand*.

You may choose to incorporate additional sessions to cover key points specific to your organisation or just take elements of the course and run a series of short sessions covering each aspect of ***The helping hand*** individually.

If you would like help in facilitating this course, or in adapting it to your specific requirements, call Video Arts Training Services. An experienced training consultant can advise you or, for an agreed fee, design and run a course for you.

Video Arts Training Services can be contacted at:
Video Arts Limited
Tel: 020 7637 7288
email: info@videoarts.co.uk

The programme on the next page is an outline of the course.

Each session is covered in detail later in the guide.



Understanding the need for coaching is vital.

Session no.	Session content	Approx. timing
Session 1	Introduction and objectives <ul style="list-style-type: none">• Welcome and housekeeping• Objectives• Structure of the course	<i>10 mins</i>
Session 2	Coaching: purpose and misconceptions <ul style="list-style-type: none">• Small group discussion• Video excerpt• Exercise	<i>60 mins</i>
Session 3	Identifying goals; promoting discovery <ul style="list-style-type: none">• Video excerpt• Discussion• Exercise	<i>90 mins</i>
Break		<i>15 mins</i>
Session 4	Setting parameters; authorising and empowering; recapping <ul style="list-style-type: none">• Video excerpt• Discussion• Exercise	<i>50 mins</i>
Session 5	Action plan and close <ul style="list-style-type: none">• Video excerpt• Course summary	<i>15 mins</i>
Total:		<i>4 hours (including break)</i>