Pathway Coaching

Effective Coaching Skills for Managers and Team Leaders

“Coaching is unlocking people's potential to maximize their own performance. It is helping them to learn...”

Sir John Whitmore
Pathway Coaching

Introduction

This is an accredited coaching programme, spread over 3-6 months to allow for practice between sessions.

This accredited coaching programme is highly practical and focuses on using coaching as a way of energising, enabling and empowering people. Spread over 3-6 months to allow for practice between sessions, it is essential learning for anyone, at any level, who is expected to take a leadership or management role in the organisation.

Our emphasis on action learning means that we make learning, active, relevant, practical, challenging and rewarding for the individuals involved. We show people how to coach and then let them practice.

Why Coaching?

There is a growing recognition that coaching is one of the most effective ways of getting improved and even extraordinary performance from managers and employees. It is integral to performance management and has a direct impact on motivation.

Research in the UK shows that learning to coach helps an individual to develop leadership and management skills. A good coach, using effective and proven techniques, can facilitate a rapid, measurable step-change in the attitude, ability and behaviour of the person they are coaching.

Programme Outline

The programme involves the following elements:

- Seven half-day modular workshop sessions spread over 3-6 months to allow for practice in the workplace between sessions
- 3-6 optional one-to-one coaching sessions for each participant to embed learning and model coaching excellence
- Keeping a coaching diary to record your practice sessions and what, on reflection, you have learned from them

Our Approach

We use a team of accredited coaches to facilitate our learning sessions. In the Pathway Coaching programme we:

- Show participants how to plan and deliver effective coaching support;
- Provide an opportunity for participants to experiment with and practice new skills;
- Encourage time out to reflect, learn and embed new ideas and practices that will deliver tangible results;
- Support participants to undertake a practical coaching assignment that involves helping a colleague to solve a particular problem using coaching techniques;
- Provide an accredited ILM Level 3 Award in Coaching.

Definition of Coaching

“...the art of facilitating the development of learning and enhanced performance of another.”
• A reflective statement to record your overall learning from the programme and provide you with a route map for further development.

**World Class Approach**

We have developed a world-class approach to guide the learning of people who would be coaches. We have mapped our programme against European Mentoring and Coaching Council (EMCC) and Institute of Leadership and Management (ILM) standards (see Appendix I).

We believe in action learning. It is about practicing as a coach and not just studying it. Think about it, if you were coaching a sports person you would not expect them to learn from a book. You would want them to experiment and use their creativity and talent to improve their performance. You would want them to practice, reflect, try again and get better. Indeed, as their coach, you would observe and give feedback and they would try again and again until they found a way that worked for them and got better results.

The Pathway Coaching programme is led by Richard O’Rawe, Managing Director, Stellar Leadership. He has an MSc in Executive Leadership and is a Fellow of the Institute of Leadership and Management. He has an ILM Award in Executive Coaching.

**Coaching Pathway**

Our coaching model is about taking a person, most likely a member of your team, from where they are now, with a problem to solve and helping them to get to where they need to be, in terms of achieving an outcome you and they want or need.

This will mean designing a coaching pathway (see Figure 1) made up of stepping stones to get them over to that place. Think of each stepping stone as a topic or issue to be addressed and sorted as you move to support the person as they move along on their journey to success.

*Figure 1: Coaching Pathway*
We have created an easy to remember model to guide issue-based coaching sessions. We call it TOSCA. It helps you to get your coachee to a successful outcome on a topic-by-topic basis. The model is illustrated below as Figure 2.

*Figure 2: TOSCA Coaching Model*

**Developing Coaching Skills**

Coaching is simply about helping people to help themselves. Coaching is a form of one-to-one support aimed at facilitating personal learning and development. We define coaching as:

*“the art of facilitating the development of learning and enhanced performance of another”.*

This is a valued skill. Our experience of running leadership and development programmes shows that the most practical and valued elements came from specific components such as learning how to coach individual team members. It’s what people find most useful because they can use the skills immediately and get tangible results.

**Learn to Use a Coaching Continuum**

Use your experience to help others. People think of coaching as non-directional but actually it has many forms along a continuum ranging from giving advice and guidance to simply being there as a sounding board. Clearly, the more people learn for themselves, the more sustainable the learning and the benefit arising from it.
What Do You Get?

We will show you how to:

- Find out a person’s learning and thinking style and how they approach work and deal with problems – if you can understand them, you will find it easier to help them
- Prepare and plan for a programme of coaching and how to prepare yourself for a coaching session
- Choose between coaching styles in terms of being directional and non-directional in your approach
- Use our Pathway Coaching approach and learn to use a range of techniques and skills to build rapport, get to the root of the problem, see things from another perspective
- Tap into useful models such as Four Cornerstones, Skill-Will, TOSCA and Rule of Three
- Use and encourage “clean language” in how you question, actively listen to and respond to the person you are coaching, on their terms
- Close a coaching session and evaluate the results of your coaching interventions

Our Team

Our team includes coaching experts:

- Richard O’Rawe
- Mena Wilson
- Frank McGlone
- Joy Allen

How Will the Organisation Benefit?

Pathway Coaching goes beyond the basic transmission of skills and models.

Our challenge is to leave participants with improved coaching proficiency and an ILM qualification to prove it.

Institute of Leadership and Management

We offer a formally accredited Level 3 Award in Coaching in the Workplace from the Institute of Leadership and Management (ILM). We have so far guided 500 people through professional qualifications from ILM. The Award in Coaching is assessed on the basis of a reflective statement of practice and learning logs completed after practice coaching sessions.

Organisational Readiness

Most learning requires organisational support if managers are to have the confidence and the space to apply newly acquired skills. In fact, all the evidence suggests that most learning takes place outside of traditional workshops. Although workshops and learning events are a part of the overall learning process, a learning strategy that does not major on what happens back in the organisation is going to get a relatively low return on learning investment.
Take one finding: around half of learning that sticks takes place after a workshop. This is because most learning takes place through a cycle of practice and reflection in the real world. The challenge to HR Partners and to line managers is to be ready to exploit this to get a greater return. We call this organisational readiness and we can offer advice on how to do this.

Who is it for?

The Pathway Coaching programme is aimed at leaders at all levels. As a participant you are expected to join the workshop sessions with an open mind and commitment to personal change. We will expect you to engage in practice at the workshops and to experiment with new techniques at work between sessions. You can enjoy it – we have designed simulations and other exercises to help you practice coaching.

Models and Tools

We do the theory for you. We have studied and adapted recognised and respected theoretical concepts to design a range of practical models and tools to help you coach in the real world. The range of models and tools available to participants include:

<table>
<thead>
<tr>
<th>Models and Tools</th>
<th>What You Can Expect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Rapport</td>
<td>A tool based on NLP(^1) techniques to establish and build trusting relationships</td>
</tr>
<tr>
<td>Four Cornerstones</td>
<td>A great way of getting a coachee to identify the nature and scale of a problem they face</td>
</tr>
<tr>
<td>Pathway Coaching</td>
<td>A model for planning a series of topic-based coaching sessions aimed at achieving agreed outcomes and for the coachee</td>
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<tr>
<td>Perceptual Positioning</td>
<td>Another NLP tool to help someone understand an issue from a different perspective, a bit like “walking in someone else’s shoes”</td>
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<tr>
<td>Real Conversations</td>
<td>Borrowing from Fierce and Crucial Conversations our version offers a practical and quickly learned routine for holding coaching conversations about difficult issues</td>
</tr>
<tr>
<td>Rule of Three</td>
<td>A quick way of getting to the root of the problem and developing a solution</td>
</tr>
<tr>
<td>SELF+</td>
<td>A colour-coded way of understanding how people prefer to work and show them how this impacts on others around them</td>
</tr>
<tr>
<td>TOSCA</td>
<td>A five-step model (TOSCA) to guide you through a coaching session</td>
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\(^1\) Neuro Linguistic Programming
**Models and Tools** | **What You Can Expect**
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*Using Clean Questions* | A coaching tool to help with listening to understand what the other person means, rather than what the coach thinks they mean.

**Online Resources**

Participants will have access to a range of online resources. You will also be registered on a web-based Pathway Coaching discussion forum.

**Contact**

For more information and to discuss how we can help you develop better coaches in your organisation please complete the Expression of Interest Form (below) or contact us at:

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**Expression of Interest Form**

Please contact me about the **Pathway Coaching** programme.

Name

Organisation

Job Title

Telephone

Email

Please cut and paste this completed Expression of Interest form into an email or post it to us by return using the contact details listed above.
Appendix I: Coaching Competencies and Standards

European Mentoring and Coaching Council

Our programme is mapped against the eight categories of coaching competencies promoted by the European Mentoring and Coaching Council’s (EMCC) Association.

These are:

1. Understanding Self
2. Commitment to Self-Development
3. Managing the Contract
4. Building the Relationship
5. Enabling Insight and Learning
6. Outcome and Action Orientation
7. Use of Models and Techniques

Institute of Leadership and Management

Ensuring good practice in coaching

• The role, responsibilities and characteristics of an effective workplace coach are described
• The range of appropriate behaviours for a coach to use to demonstrate respect for learner’s views and attitudes, promote equality of opportunity and avoid abusing their relationship with others are described

Identifying learning styles and barriers to learning

• The way that appropriate assessment tools can be used to identify a person’s learning needs and learning styles or preferences is explained
• The importance of agreeing appropriate learning outcomes of workplace coaching activities is explained
• The use of the agreed learning outcomes and a person’s learning styles or preferences in determining an appropriate coaching style is explained
• Any potential barriers to achieving the planned outcomes of coaching in the workplace are recognised and suitable strategies to overcome these barriers are explained

Accessed 24 November 2010
Support for coaching and recording outcomes

- Available learning resources, information, equipment, materials and facilities to support safe and effective coaching in the workplace are identified
- Other services readily available to support learners and workplace coaches are identified
- How to monitor learners’ progress and assess their achievement of learning objectives are explained
- How to maintain records of coaching sessions is explained

Your strengths and weaknesses in coaching skills

- Own ability to use a variety of interpersonal communication strategies and give effective feedback to learners on their performance in order to coach them in the workplace is assessed
- How coaching records can be used to identify areas for improvement in own workplace coaching practice is explained