

**ILM LEVEL 3  
AWARD IN WORKPLACE COACHING FOR TEAM LEADERS &  
FIRST LINE MANAGERS**

**D3.01 ~ UNDERSTANDING GOOD PRACTICE IN  
WORKPLACE COACHING**

**AIMS:**

This award aims to equip practising and potential Team Leaders and First Line Managers with the knowledge, skills and confidence to perform effectively as workplace coaches as part of their normal work role. Throughout this qualification participants will be looking at how to motivate, inspire, challenge, stimulate and guide the individuals they are coaching. Coaches must recognise the specific needs of individuals being coached and be able to develop coaching programmes appropriate to meet those needs in order to help individuals reach their full potential.

**OBJECTIVES:**

By the end of this workshop, participants will:

- ❑ Understand the role, responsibilities, essential characteristics and appropriate behaviours of an effective workplace coach and determined personal attributes and development needs
- ❑ Gain a practical understanding of a spectrum of coaching models – GROW model, Argyris's Double Loop Learning, Gardner's Multiple Intelligences, Johari's Window and other appropriate models – in order to determine an appropriate coaching style for the Coachee
- ❑ Fully understand how to prepare for and conduct the initial coaching session (eg, agreeing a contract, identifying the Coachee's learning needs/styles/preferences and starting to build the relationship – the 'Four Pillars of Trust' and 'Power Dynamics')
- ❑ Have looked at the importance of agreeing appropriate learning outcomes for maximum transference to the workplace and personal developmental learning
- ❑ Recognise any potential barriers to achieving the planned outcomes of workplace coaching and be able to apply suitable strategies to overcome them (eg, the cultural issues of a diverse workforce - gender stereotyping, race, religion and sexuality, etc – the 'Skill/Will' Matrix and the importance of informing decision makers about any organisational impediments to learning
- ❑ Have assessed their own ability to use a variety of interpersonal communication strategies and give effective feedback to Coachee's on their performance in order to coach them in the workplace

**APPROACH:**

This workshop will be highly participative using a range of learning techniques, including group discussion, theory based concepts, case study working and practical examples to gain a full understanding of the objectives.

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**D3.02 ~ ORGANISING WORKPLACE COACHING**

**AIMS:**

This award aims to equip practising and potential Team Leaders and First Line Managers with the knowledge, skills and confidence to perform effectively as workplace coaches as part of their normal work role. Throughout this qualification participants will be looking at how to motivate, inspire, challenge, stimulate and guide the individuals they are coaching. Coaches must recognise the specific needs of individuals being coached and be able to develop coaching programmes appropriate to meet those needs in order to help individuals reach their full potential.

**OBJECTIVES:**

By the end of this workshop, participants will:

- ❑ Understand the importance of agreeing the learning/development expectations, processes and boundaries of the coaching programme with all stakeholders and being aware of the relationships with others - Managers, teams, colleagues - and their impact on the coaching process
- ❑ Be able to identify the range, value and practical aspects of different learning resources and facilities available to them to support the appropriate coaching model and programme
- ❑ Understand the importance of an appropriate physical environment (eg, a layout and location that ensures safety and confidentiality)
- ❑ Have discussed recognition of the Coachee's needs beyond the Coach's competence (personal, social or psychological problems, learning difficulties or disabilities) and available support services
- ❑ Gain a practical understand about a wide range of assessment techniques and their purpose (eg, formative, summative, competence, knowledge)
- ❑ Learn about the nature, purpose and importance of coaching records (eg, diagnostic outcomes, development goals, coaching plans, coaching sessions, progress reviews) and how to use them to identify areas for improvement
- ❑ Look at the nature, purpose and importance of feedback in supporting learning, including non-combative challenging strategies to alter inappropriate attitudes and behaviour

**APPROACH:**

This workshop will be highly participative using a range of learning techniques, including group discussion, theory based concepts, case study working and practical examples to gain a full understanding of the objectives.

**ILM LEVEL 3  
AWARD IN WORKPLACE COACHING FOR TEAM LEADERS &  
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**D3.03 ~ UNDERTAKING SUPERVISED COACHING  
IN THE WORKPLACE**

**AIMS:**

This award aims to equip practising and potential Team Leaders and First Line Managers with the knowledge, skills and confidence to perform effectively as workplace coaches as part of their normal work role. Throughout this qualification participants will be looking at how to motivate, inspire, challenge, stimulate and guide the individuals they are coaching. Coaches must recognise the specific needs of individuals being coached and be able to develop coaching programmes appropriate to meet those needs in order to help individuals reach their full potential.

**OBJECTIVES:**

By the end of this workshop, participants will:

- ❑ Understand the value of fitting individual development to organisational development goals and have looked at the aspects of occupational development that are best served through coaching
- ❑ Understand the characteristics of an effective overall Coaching Plan (eg, specific learning outcomes/goals, activities, information and resources required) and strategies for a coherent and logical development
- ❑ Have looked at the nature of knowledge and skills, including different types of skills (eg, cognitive, affection and psycho-motor) and gained a practical understanding of how to assess them (eg, baseline assessment)
- ❑ Gain a full understanding of using appropriate body language and voice cues to convey meaning and demonstrate openness and attention, as well as analysing the Coachee's body language and voice cues to identify meaning and attitude
- ❑ Understand how to employ appropriate questioning skills and techniques, listen actively to analyse and identify the Coachee's meaning and be able to employ reflection and summarising skills to confirm understanding
- ❑ Have looked at how to develop and prepare materials and resources for coaching
- ❑ Have worked with a range of 'good practice' activity-based coaching models/frameworks
- ❑ Discuss barriers to learning within the coaching sessions and how these can be reduced
- ❑ Be introduced to the use of the Coaching Diary

**APPROACH:**

This workshop will be highly participative using a range of learning techniques, including group discussion, theory based concepts, case study working and practical examples to gain a full understanding of the objectives.