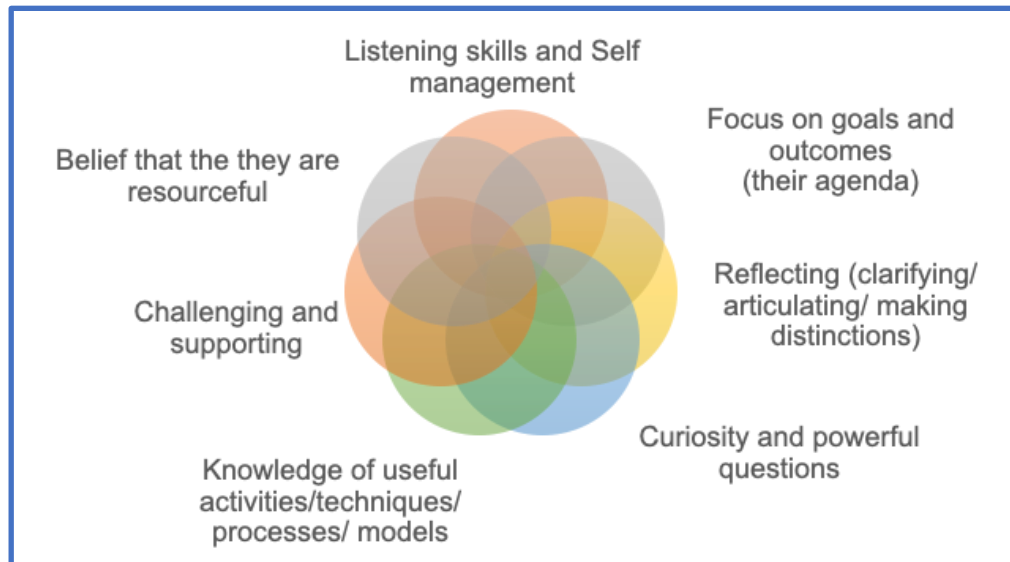


## Coaching skills and tools

Becoming competent at using a coaching approach takes a lot of time, practice, trial and error. Someone with a good coaching approach will have specific tools, skills and attitudes that they use interchangeably, such as:



1. **Goal-focused:** Helping a colleague to articulate their goals and desired outcomes and keeping them and the conversation focused on achieving that agenda without getting distracted.
2. **Using powerful questions:** Being truly curious to help them to explore their challenge or opportunity and learn something.
3. **Challenging and supporting:** Striking the right balance between being supportive and encouraging whilst also challenging them to stretch themselves and by holding them to account
4. **Active listening skills:** The self-management and self-awareness to notice and correct themselves when they are not fully listening to their colleague
5. **Reflecting and reframing:** When their colleague hears their thoughts reframed, it can help them to see new perspectives and connections
6. **Knowledge:** Having a range of useful self-management techniques, processes and theoretical models that will help the colleague to make sense of their challenges and apply theory to make sense of their learning
7. **Belief:** A manager with great coaching skills fully believes that their colleague is resourceful enough to find their own solutions. If they do not believe this, then there is a risk that they will lead or push the colleague towards a solution that pleases the manager rather than their colleague