



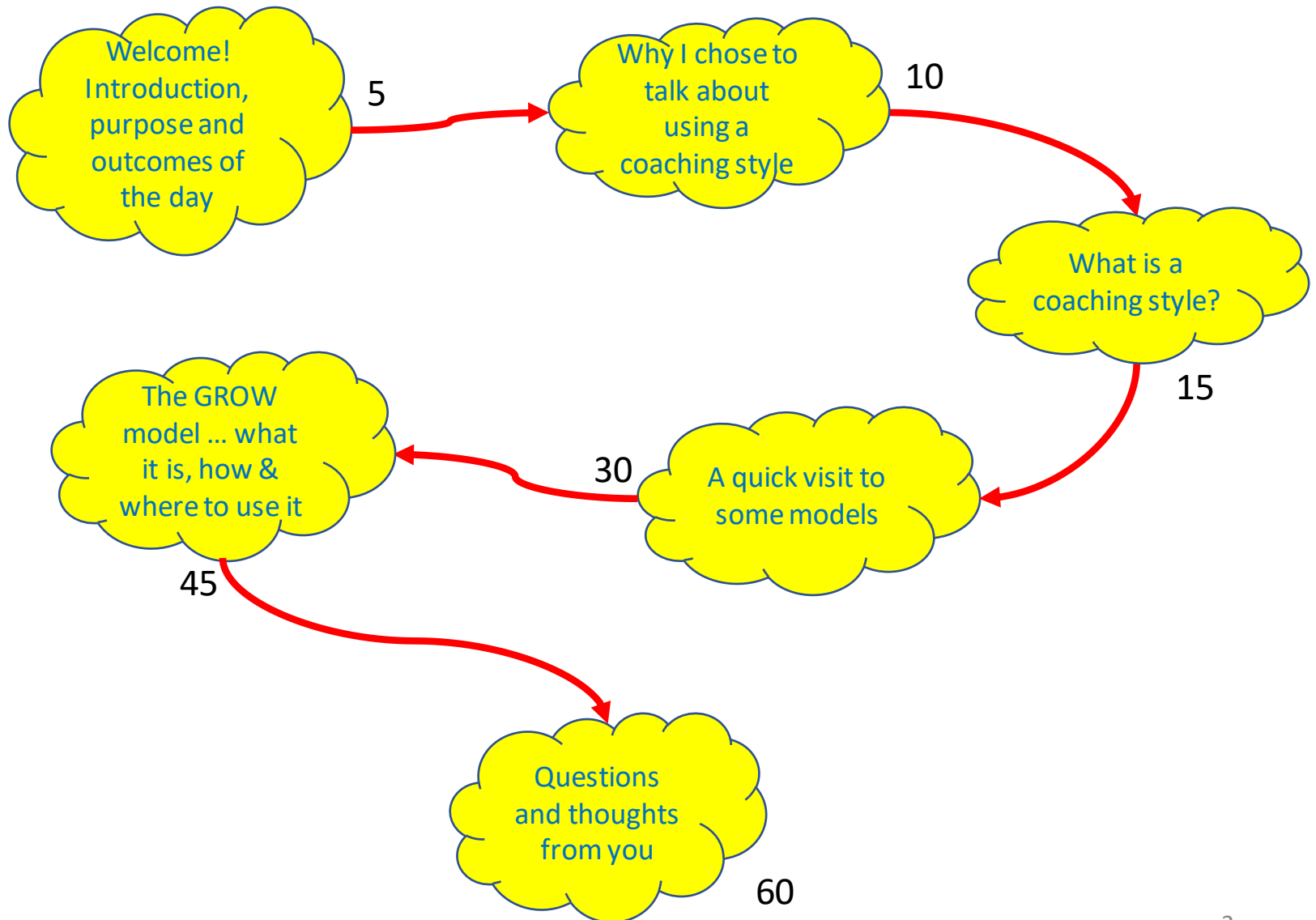
**Interim Management  
and Support**

# Using a coaching style as a manager

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14 March 2023

# Using a coaching style as a manager

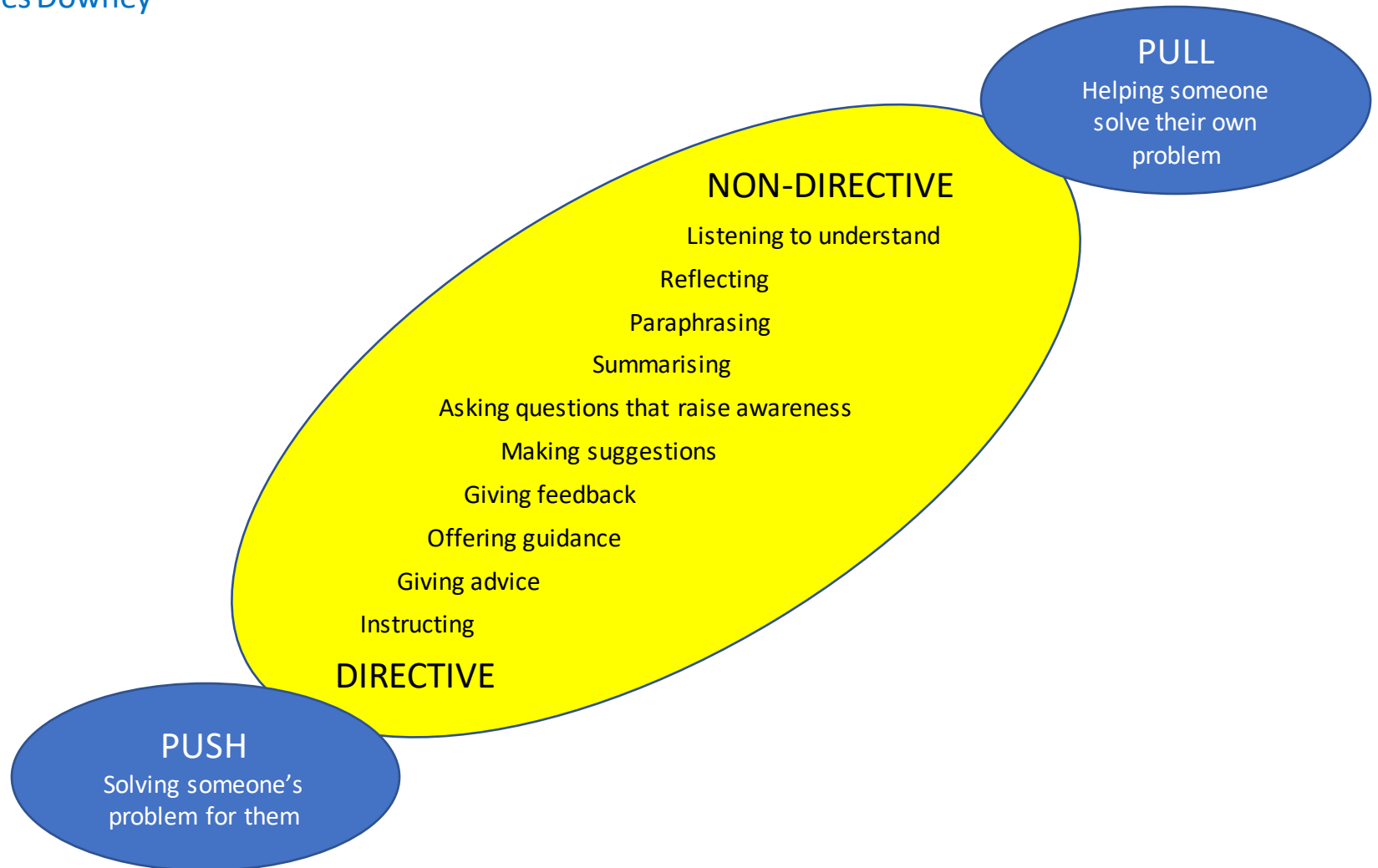


# What is a coaching style? Some things to consider

- How to recognise a coaching style:
  - The 'coachee' is helped to solve their own problem
  - It is based around inquiry rather than advocacy
  - The underlying skill is the art of asking powerful (mostly open) questions
  - It enables the 'coachee' to own the outcome
- We'll look at three models:
  - The Coaching Spectrum: putting this style into context
  - Situational Leadership: illustrating where a coaching style fits in
  - The GROW model: helping to navigate the conversation
- It differs when you are a manager using a coaching style from when you are a coach
- It can be used in many different scenarios
- To be successful you need to:
  - know how to use a coaching style
  - know when and where to use it
  - be able to ask powerful questions
  - be a good listener

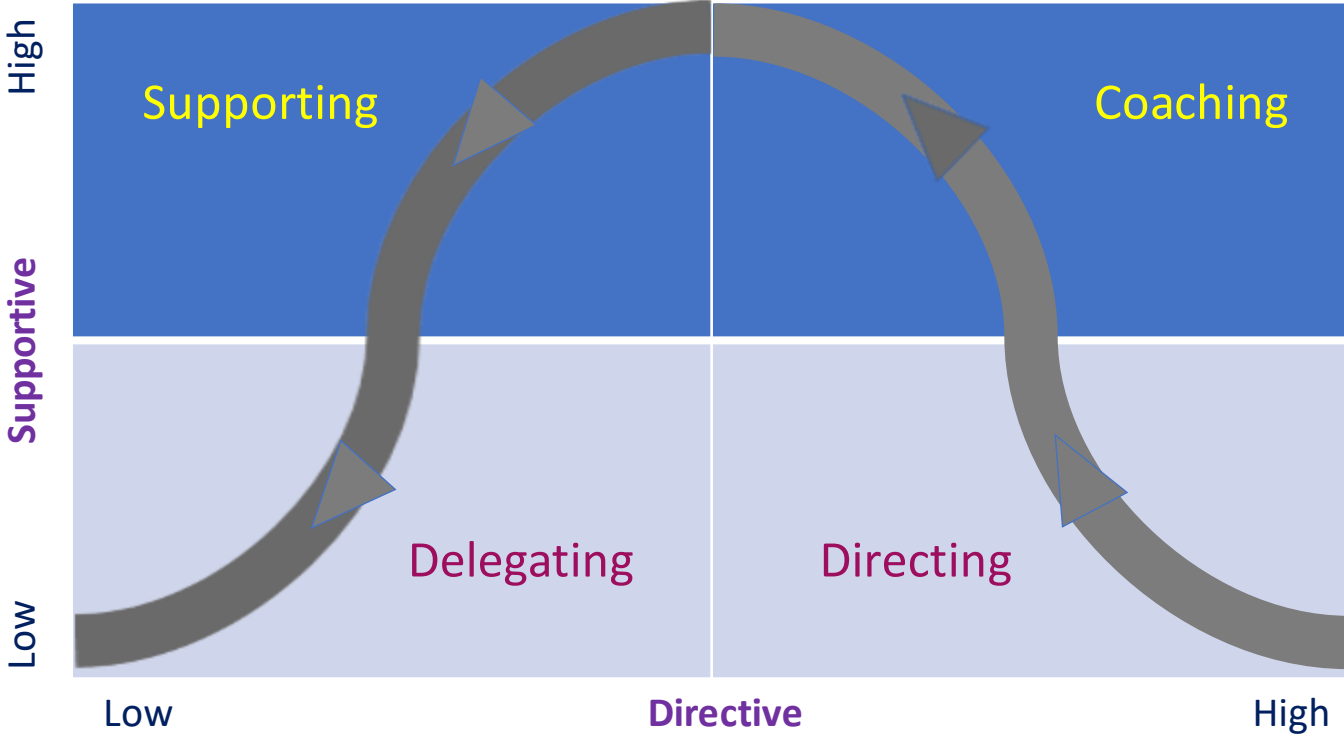
# The coaching spectrum

Myles Downey

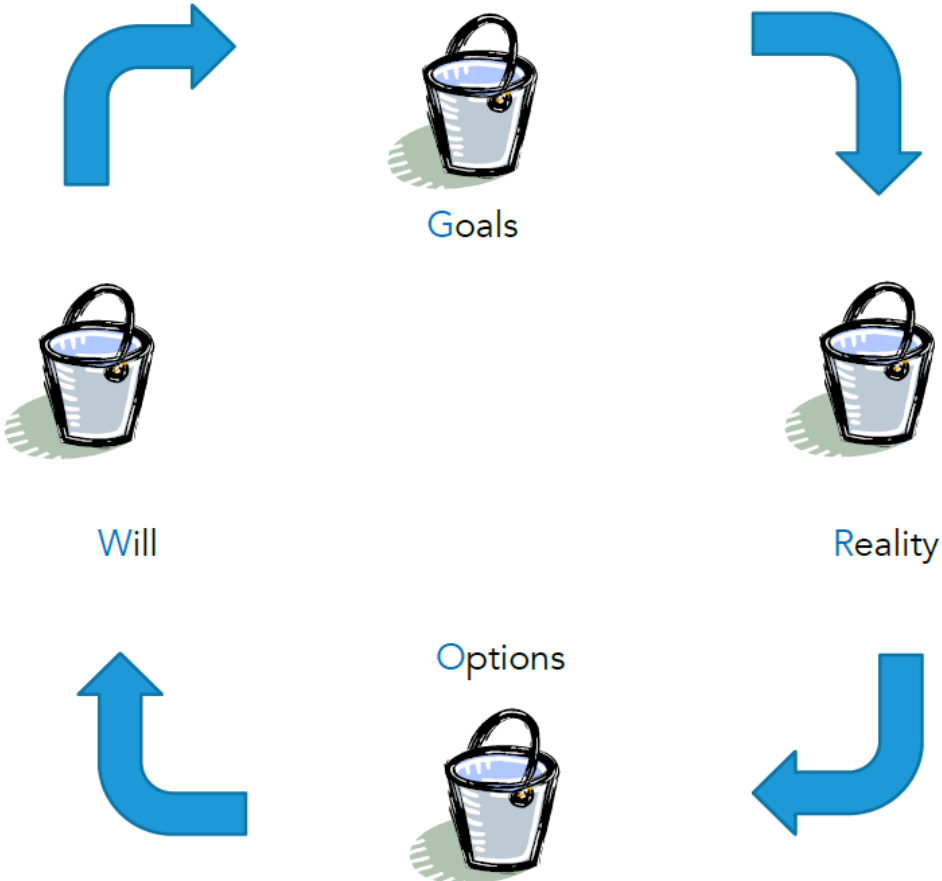


# The Situational Leadership Model

*Hersey & Blanchard*



# The GROW model



# Some good books about coaching

## Effective Modern Coaching

The principles and art of successful business coaching

*Myles Downey*

## Coaching for Performance

GROWing human potential and purpose

The principles and practice of coaching and leadership

*Sir John Whitmore*

# Questions