



The Independent Management School for Independent Bar & Restaurant Businesses

THE COACH'S TOOLKIT

A three-day coaching skills programme for restaurant multisite managers

Three days over three weeks with coursework in between

£795.00 +VAT

Overall aim

To promote a coaching approach to management via the introduction of a practical range of coaching principles, skills, tools and techniques.

Principles advocated and demonstrated over the programme:

- Coaching gives new meaning to work. When people feel that they are engaged in a useful cause and not merely performing menial tasks, they have more energy and motivation and will go beyond minimal requirements. Coaching provides managers with opportunities to link each person's job to the overall goal of the business.
- Coaching encourages people to pursue projects and provides a safety net and support.
- Coaching is a versatile process; it can be used in many situations - both where you'd expect it to be useful and others where you may not.
- Coaching is about change and action. Coaching encourages resilience for when problems arise and mistakes are made. Teams learn to think for themselves, create their own energy, and meet challenges without the need for micromanaging.
- Coaching promotes the mindset of an owner rather than a hired hand. Coaching helps people take responsibility and ownership of problems and solutions.

Process

- Skills based, activity driven, supported by theory where appropriate
- Max group size 6, Plenty of 1:1 feedback
- Building on existing strengths

Course outline

Day one: Emphasis: Establishing trust & the flow of a coaching session

- What is coaching? Programme outline and setting personal objectives
- How coaching differs from other helping approaches. Coaching as a line management activity: balancing 'push' and 'pull': feedback and coaching. Coaching and mentoring. Using principles of situational leadership as a guide
- Introduction to the 3 'pull' levers. Creating an environment of trust and mutual respect. Showing that you are listening. Moving the conversation forward
- Clean language: easy and useful technique for listening and questioning without interpretation or suggestion.
- Levels of listening. Summarising and paraphrasing.
- Powerful questions - how we help people think more clearly
- A format for your coaching session. Introduction to TGROW – the multipurpose coaching framework. Three ways in three ways out

- The five principles of coaching
- Demonstration(s)
- Preparing to take the position of client
- 1st structured skills practice
- The ideal coach. The 5% rule. How far should I talk about myself?
- 2nd skills practice
- 1st assignment briefing

Day two. Emphasis: Essential skills for coaches

- 1st assignment review
- The balance wheel – coaching on life balance issues
- 3rd skills practice
- The coaching continuum. From brief and casual to full on coaching. Adapting TGROW for mini coaching sessions.
- 'Belief busting' as a coaching tool. Managing assumptions and self-limiting beliefs
- Encountering should, have to, can't and shouldn't, and how to ask for feelings
- Team coaching – using coaching as meeting structure
- Coaching yourself
- 4th skills practice
- 2nd assignment briefing

Day three. Emphasis. Personalising your coaching style

- 2nd Assignment review.
- Impact of your thinking profile on your coaching style.
- The logical levels coaching framework, a framework designed for coaching change. Moving clients through blockages and anxieties
- 5th skills practice
- Setting goals in coaching using the well-formed outcome frame. Bridging current intentions with future actions
- Typical uses of coaching in restaurant management – (appraisal, creativity, post incident, goal setting, sounding board) The role of advice in coaching, when advice is useful.
- Use of the meta mirror as a relationship strengthening tool.
- Final skills practice
- Coaching as a delegation tool
- Future visioning
- Review – the benefits of coaching
- Taking it out there and making it work for you

Dates

Mondays 7, 14 & 21 February 2022

Fees

£795 (+VAT) per person as part of an open programme of 6 managers & chefs mixed from independent bar & restaurant companies. Launching February 2022
£3450 (+VAT) for delivery at your premises (or ours at for an additional fee of £750). Recommended max group size 6.