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Workshop 1: Communication Mastery and Foundations of Coaching and Mentoring

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ICE Breaker



- Name
- Number of years at the company
- Share one surprising fact about your retail experience

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Agenda

Time Slot	Topic / Workshop	Content (Key Areas Covered)
09:30–10:00	Welcome & Icebreaker	Introductions and group culture
10:00–10:30	Coaching, Mentoring, and Management	Definitions Differences between approaches
10:30–10:45	Considerations for Coaching and Mentoring	Motivation theory (D Pink) Coaching = employee-owned Autonomy–Mastery–Purpose
10:45–11:00	Communication Barriers	Common blocks to listening Building awareness for effective dialogue
11:00–11:15	Morning Break	11:00–11:15
11:15–11:45	Communication Skills for Coaching and Mentoring	Rapport, Active Listening, Powerful Questions, Paraphrasing
11:45–12:00	Coaching Demo	
12:00–12:45	Coaching Practice	Practice and Debrief
12:45–13:30	Lunch Break	
14:15–15:00	WEGROW Coaching Framework	WEGROW Model Practice
15:00–15:15	Afternoon Break	
15:15–16:00	Integration Practice: WEGROW + Big 4	Practice scenario
16:00–16:30	Wrap Up	Wrap up Day 1 Look ahead to Day 2

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Group Discussion



- What is Management?

- What is Coaching?

- What is Mentoring?

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Management

- Offering direction, Providing resources, Tasks focus
- Continuously assessing performance, established goals, providing feedback
- Marshalling people, working efficiently

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Coaching

- Partnering with employees, Thought-Provoking, Inspiring process
- Unlocking potential, Helping them to learn
- Feeling Heard, Valued, Think for themselves

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Mentoring

- Guidance, transitions in knowledge or thinking
- Professional Relationship, Experienced mentor
- Career focused, Door Opening

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Benefits of Coaching

- Skill Enhancement
- Self-Discovery
- Increased Confidence

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Benefits of Mentoring

- Knowledge Transfer
- Career Guidance
- Networking Opportunities
- Succession Planning

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In summary: Coach Vs Mentor?



A Coach has some great questions for your answers; a Mentor has some great answers for your questions



Considerations for Coaching and Mentoring

How Self-Motivation Impacts Coaching/Mentoring



Autonomy

- The desire to direct one's life.
- Choice over what, how, and when

Mastery

- The drive to improve at meaningful tasks
- Knowing why it matters and wanting to grow

Purpose

- The need to contribute to something bigger.
- Belonging to a group with shared goals

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Pink, Daniel H. (2009). Drive: The Surprising Truth About What Motivates Us.

Losada Ratio: The Balance of Feedback

A model derived from research that highlights the balance of positive to negative feedback required for optimal engagement and personal growth.

Application:

- Start with positive reinforcement (highlight strengths or achievements).
- Offer constructive feedback (focus on actions, not traits).
- End with encouragement (emphasize growth and solutions).

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Fredrickson, B. L., & Losada, M. F. (2005). Positive affect and the complex dynamics of human flourishing. American Psychologist, 60(7), 678–686.

Key Coaching Presuppositions

- The Map is Not the Territory: People react to perceptions, not reality itself.
- Everyone is Doing Their Best: Decisions are based on current understanding.
- Separate Behavior from the Person: Enable growth by addressing actions, not identity.
- No Failure, Only Feedback: Use mistakes as opportunities to improve.

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Dilts, R., Grinder, J., Bandler, R., & DeLozier, J. (1980s). Neuro-Linguistic Programming foundational works.

Who’s Agenda Is it?

Management

- Agenda Ownership: Manager
    - Managers set and own the agenda to align with organizational goals.
    - Focuses on efficiency and control.

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Who’s Agenda Is it?

Coaching

- Agenda Ownership: Employee
    - Employees own the agenda for their personal development.
    - Empowers individuals to unlock potential and enhance skills.

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Who’s Agenda Is it?

Mentoring

- Agenda Ownership: Employee
    - Employees set the agenda based on career aspirations.
    - Focuses on guidance, knowledge transfer, and support.

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How do we shift the Agenda to the Employee/Employee?

- **WIFM**
  - How do we find a connection to what benefits them?

- **People Know deep down**
  - How do we guide them towards what they need to acknowledge?

- **How do we inspire them?**
  - How do we highlight their strengths and past successes while framing future goals in a positive, inspiring, and forward-focused way.

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Which Hat for which moment



- As a manager, you need to be directive and focus on tasks.
- As a coach, you empower others to enhance skills and foster autonomy.
- As a mentor, you provide guidance and share networks for long-term development.

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When to use Coaching OR Mentoring OR Management (Appendix 1.1)

Which Hat?: Handling Poor Performance



Challenge: Employee misses sales targets and appears disengaged.

Approach:

- Conduct a formal performance review.
- Set clear, measurable targets.
- Implement a performance improvement plan with follow-ups.

Is this Management, Coaching, or Mentoring?

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Which Hat?: Adapting to New Technology



Challenge: Employees struggle with a new point-of-sale (POS) system.

Approach:

- Assign a skilled employee to guide others.
- Demonstrate usage and provide tips.
- Offer ongoing support and troubleshooting.

Is this Management, Coaching, or Mentoring?

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Which Hat?: Improving Customer Service Skills



Challenge: Customer feedback highlights skill gaps.

Approach:

- Meet employees individually to identify issues.
- Use role-playing to develop communication and conflict resolution.
- Schedule regular check-ins for feedback and improvement.

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Group Exercise

Potential Barriers to Communication, Coaching and Mentoring

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Barriers to Communication, Coaching and Mentoring

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Lack of trust or rapport
Limited time commitment
Fear of change
Lack of motivation or accountability
Poor communication skills
Organisational culture
Conflicting priorities
Lack of clarity on goals

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Communication Skills for Coaching and Mentoring

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Why Communication Matters

Communication

- Builds trust and understanding
- Reduces misunderstandings
- Improves collaboration

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Key Communication Skills



- Building Rapport
- Active Listening
- Impactful questions
- Paraphrasing and Summarising

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Building Rapport

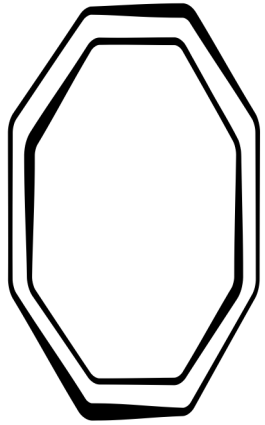
Rapport Building



- Definition:
  - Creating a safe, supportive space where individuals feel comfortable expressing themselves and exploring new ideas. This fosters insights, self-awareness, and motivation for change.
  - Key Components:
    - Mirroring
    - Matching
    - Pacing
    - Humor and Lightness
    - Intention.

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Developing Rapport





Mirroring:

Subtly match the Employee’s body language, gestures, and expressions to build connection.

Matching:

Align with the Employee’s communication style, tone, and pace of voice.

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Developing Rapport





Pacing:

Match the rhythm of the Employee’s speech and breathing patterns to foster rapport.

Humor and Lightness:

Use humor to ease tension, encourage relaxation, and create a positive atmosphere.

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Developing Rapport



Intention;

Approach conversations with a clear purpose to build trust and connection.

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The Benefits of Developing Rapport



- Engagement: Encourages active participation and ownership of development.
- Deeper Exploration: Promotes reflection and new perspectives.
- Positive Relationship Dynamics: Builds respect and mutual understanding.

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Active Listening

Active Listening



- Definition:
  - A communication skill involving full concentration, understanding, responding, and remembering, aimed at being present in the moment rather than merely hearing words.
  - Key Components:
    - Attentive Silence
    - Mindful Presence
    - Manage Assumptions
    - Feedback Loop

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Developing Active Listening



Mindful Presence:

Be fully present, minimize distractions, and show genuine interest.



Attentive Silence

Listen without interrupting.

Create space for the speaker to share.

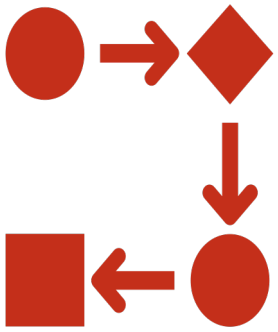
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Developing Active Listening



Manage Assumptions:

Suspend judgment and avoid assumptions for open conversations.



Feedback Loop:

Create a continuous feedback mechanism to confirm understanding.

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Benefits of Active Listening



- Enhances Understanding: Improves comprehension of the speaker's message, reducing misunderstandings
- Builds Trust: Demonstrates genuine interest, strengthening the coach-employee relationship.
- Facilitates Problem-Solving: Provides clarity to identify and address challenges effectively.

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The Art of Asking Impactful Questions

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The Art of Asking Impactful Questions



- Definition:
  - Effective questioning involves asking thought-provoking, purposeful questions that stimulate deeper thinking, encourage self-reflection, and guide coaching conversations.
  - Key Components:
    - Open-Ended vs. Closed Questions
    - Probing Techniques
    - Listening for Opportunities

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Developing Active Listening



Open-Ended vs. Closed Questions:

Differentiate between open-ended questions that encourage exploration (e.g., "Can you tell me more about your experience?") and closed questions that elicit specific responses (e.g., "Did you complete the project on time?").



Probing Techniques:

Use techniques like asking for more details, exploring implications, and challenging assumptions (e.g., "What do you think might happen if you implemented that solution?").

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Developing Active Listening



Listening for Opportunities:

Identify opportunities to ask relevant, timely questions based on active listening (e.g., "You mentioned XYZ. Can you tell me more about what's causing that frustration?").

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Benefits of Impactful Questions



- Encourages Self-Reflection: Prompts employees to reflect on experiences, beliefs, and goals, fostering self-awareness.

- Promotes Critical Thinking: Stimulates problem-solving and thoughtful consideration in employees.

- Enhances Goal Clarity: Helps articulate and clarify goals for a focused coaching journey.

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The Art of Paraphrasing and Summarising

The Art of Paraphrasing



- Definition Paraphrasing:
  - Rephrasing or restating the employee's words to demonstrate understanding.
  - Key Components:
    - Reflective Paraphrasing.
    - Neutral Language.
    - Timing and Frequency

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Mastering Paraphrasing



Reflective Paraphrasing:

Capture the essence of the employee's message and check for accuracy.



Neutral Language:

Emphasize using neutral language to maintain an open atmosphere.



Timing and Frequency:

Find the right balance to ensure it enhances conversation flow.

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The Art of Summarising



- Definition Summarising:
  - Condensing key points of a conversation or topic into a succinct recap.
  - Key Components:
    - Identifying Key Points
    - Structuring Summaries
    - Encouraging employee Input

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Mastering Summarising



Identifying Key Points:
Prioritize relevant information during conversations.



Structuring Summaries:
Create logical and coherent summaries.



Encouraging Input:
Foster collaboration by inviting employee input.

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Benefits of Paraphrasing and Summarising



- Paraphrasing
  - Keeps Conversations on Track
  - Builds Trust
  - Reduces misunderstandings
- Summarising
  - Focuses on Key Points
  - Encourages deeper thought and discussion
  - Supports Learning

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Communication Demonstration & Role-Play: Enhancing The Key Communication Skills

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Demonstration by Tutor (5-10 mins)

- Volunteer from the Class
  - Class member brings an example of a work-based challenge they are comfortable sharing (doesn't need to be a big issue).
  - Tutor conducts a coaching conversation demonstrating the key communication skills.
  - Group discussion and observations.

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Practice 1 (Appendix 1.2)

Objective:

1.Practice and refine Communication skills (Key Communication Skills)

2.Navigate a realistic workplace scenario to build confidence in difficult conversations.

3.Use structured feedback to identify areas for improvement.

Rapport Building



Active Listening



Impactful Questions



Paraphrasing / Summarizing



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Structure

1.Participants are divided into triads.
2.Time Allocation for execution of roles



Time	Coach	Coachee	Observer
0-2	Role Familiarity	Role Familiarity	Role Familiarity
2-10	Perform Role	Perform Role	Perform Role
10-15		Class Discussion	
15-17	Role Familiarity	Role Familiarity	Role Familiarity
17-25	Perform Role	Perform Role	Perform Role
25-27	Role Familiarity	Role Familiarity	Role Familiarity
27-35	Perform Role	Perform Role	Perform Role

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Discussion & Key takeaways from practice

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