



Human Performance

People Development, Safeguarding & Governance

...developing skills since 2002



Coaching Employees for Competence

Level 3 Professional Award Prospectus

Welcome to the Level 3 Professional Award in Coaching Employees for Competence...

...a practical workshop from Human Performance which has been written to substantially meet the relevant knowledge and understanding requirements of the Skills CFA National Occupational Standards (NOS) from the Management & Leadership suite of NOS. The Level 3 Professional Award in Coaching Employees for Competence will lead to candidates achieving a Level 3 Continual Professional Development (CPD) certificate.

National Occupational Standards Covered

- ◆ Unit CFA M&L DC1 - Management & Leadership Identify individuals' learning needs and styles
- ◆ Unit CFA M&L DC4 - Management & Leadership Coach individuals

Target Audience

This Level 3 Professional Award in Coaching Employees for Competence has been designed for those who have responsibility for the development of their staff and who would like to improve their understanding of on-job coaching and acquire the skills and techniques to design effective coaching sessions.

No previous qualifications are required to gain access on to this workshop - just a desire to learn effective coaching techniques and enhance career development. A multiple choice paper has to be completed at the close of the course so a good standard of reading and writing is essential.

Course Overview

This Level 3 Professional Award in Coaching Employees for Competence is a highly participative and practical workshop that will enable all candidates to develop their skills towards the NOS detailed above. Group work, discussion, practical activities and observation are all used to maximise the candidate's skills and knowledge retention.

A variety of coaching techniques are discussed and candidates work through a series of practical role play activities created to allow them to practise the skills covered. All candidates receive a detailed workshop manual and a back to work action plan designed to encourage use of the new knowledge and to assist in developing competence.

Course Structure

This Level 3 Professional Award in Coaching Employees for Competence comprises one unit entitled 'Employing Effective Coaching Techniques', made up of 13 guided learning hours delivered across 2 x 8 hour sessions. It is mandatory that candidates attend and complete all sessions, as well as pass a multiple choice exam paper, in order to achieve the award. The exam paper consists of 30 questions and is graded as follows: Pass 15-20 marks; Merit 21-25 marks; Distinction 26+ marks.

Course Learning Outcomes

- ◆ Learning Outcome 1: Understand the principles of coaching
- ◆ Learning Outcome 2: Understand the skills and techniques associated with effective coaching
- ◆ Learning Outcome 3: Know how to plan and conduct a coaching session

Course Aims

This Level 3 Professional Award in Coaching Employees for Competence aims to increase a candidate's knowledge and understanding of the principles of on-job coaching and so enable them to confidently and professionally carry out workplace coaching sessions. On-job coaching provides an excellent opportunity to help new employees, recently promoted employees and those who are under-performing in their roles to reach the standards of performance required by their organisations.

Course Objectives

Candidates will be introduced to the concept of on-job coaching, the reasons for employing this process and when it is and isn't appropriate. They will learn how on-job coaching improves performance and recognise the difference between a coaching style and an instructional style. Candidates will then develop an understanding of how people learn before undertaking a practical activity to recognise their own preferred style of learning.

Next, candidates will learn about the skills required to be an effective coach. They will discover how to avoid generalisations with learning goals and how to write objectives aligned to the coaching session needs. This is followed by a practical activity to develop the skills taught.

There will then be an overview of how to prepare for a coaching session with the aid of a simple acronym, followed by a discussion about the various questioning techniques which will enhance the coaching session and help achieve objectives.

The purpose and benefits of developing a task analysis will be explained and a practical activity to utilise the learning will complete this session.

The remainder of the course will introduce candidates to the practice spiral and then provide an opportunity for everyone to utilise the skills learnt throughout the workshop by carrying out a coaching session in pairs. The course will conclude by discussing the relationship between coaching and mentoring and how to further develop the skills of mentoring.

Certification

All candidates that attend and complete all workshop sessions and achieve a minimum of 50% in the multiple choice paper will receive the Level 3 Professional Award in Coaching Employees for Competence CPD certificate.

Delivery Methods

- ◆ Tutor facilitation and input
- ◆ Group activity and discussion
- ◆ Case studies and role play
- ◆ Multiple choice exam paper

Course Timings/Refreshments

The workshop is delivered over two consecutive days, commencing promptly at 9.00am and finishing at 5.00pm. Each session will last for 50 minutes followed by a 10 minute break. Candidates should arrive at 8.45am for breakfast, lunch will be served at 12.30pm and tea, coffee and water are available throughout.

Course Numbers

Maximum of 15 candidates

Support Material

All candidates will receive a comprehensive workshop manual with quality session summary sheets covering each element of the course to enable full utilisation of the learning back in the workplace.

Course Facilitator

The Level 3 Professional Award in Coaching Employees for Competence is facilitated by endorsed advanced facilitators who have undergone a minimum of 20 years of real-life business management and leadership experience - ensuring that all course delivery is of the highest quality.

Further information relating to the content of this Professional Award is detailed on the following page of this prospectus...

Course Content...

Module 1: Introduction

- ◆ What is coaching?
- ◆ Understanding the reasons for coaching
- ◆ Exercise: How easy is coaching?
- ◆ When is coaching appropriate?
- ◆ Hearing exercise

Module 2: Developing Skills & Techniques for Coaching

- ◆ How coaches can help improve performance
- ◆ Exercise: Instruction or coaching: part 1
- ◆ Exercise: Instruction or coaching: part 2
- ◆ The difference between instructing & coaching
- ◆ Coaching styles
- ◆ Exercise: What is your learning style?
- ◆ Understanding how people learn
- ◆ Further explanation of VAK learning styles
- ◆ Hands-on v hands-off style
- ◆ Do you have what it takes to be a coach?
- ◆ The skills of the effective coach
- ◆ Seeing exercise

Module 3: Planning a Coaching Session

- ◆ The danger of generalisations in coaching
- ◆ How to write learning objectives
- ◆ Exercise: Developing a learning objective
- ◆ Example of a completed learning objective
- ◆ Preparing for learning
- ◆ An example of using INTRO to prepare for learning
- ◆ Exercise: Developing the INTRO

Module 4: Conducting a Coaching Session

- ◆ Asking questions to gain information & aid learning
- ◆ Situations in coaching that require questions
- ◆ Exercise: Coaching with questions
- ◆ Developing a task analysis
- ◆ Exercise: Preparing a task analysis
- ◆ Example task analysis for sending a text from an iPhone
- ◆ Giving constructive feedback
- ◆ Exercise: Giving constructive feedback
- ◆ Doing exercise

Module 5: Conclusion

- ◆ Results of hearing, seeing & doing exercise
- ◆ Learning to learn
- ◆ The practice spiral
- ◆ What is mentoring in relation to coaching?

Module 6: Assessment for CPD Professional Award

- ◆ Structured workshop review with facilitator
- ◆ Candidate personal revision time
- ◆ Multiple choice paper assessment

Please note: We are constantly evaluating and reviewing all our programmes to ensure that Human Performance continues to offer the very best learning opportunities for clients and candidates. As a result of these reviews we may amend course content to better assist candidates to achieve the programme objectives and learning outcomes.

Consequently, all prospectuses will be updated periodically to reflect any changes to our modules and session plans, but Human Performance reserves the right to substitute any modules and sessions detailed above where it believes this will improve upon the objectives of the programme, whilst ensuring that it stays closely mapped to the relevant National Occupational Standards.

If you would like to get further information about the Professional Award detailed in this prospectus, please contact James Turner on 0845 880 2255 and we will be pleased to answer your questions.