

Section 5

5.12 – Influencing

Coaching Guide

Purpose	This Coaching Guide is designed to help Coaches run a coaching session of around 45-60 minutes with an individual using the GROW coaching model.
Output / Benefits	Through the use of skilful questioning and listening skills, the Coach's aim is to help the individual come up with their own answers and action plan.
Keywords	Influencing, Skills, Development, Self-Awareness, Styles, Questionnaire, Coachee, Push, Pull, Coach, Situation, Service.
Type of Tool	Guide
Other Tools Available	For more information on Coaching see the tool – 'Coaching Best Practice'.
Time for Completion	45-60 Minutes

SAMPLE

Introduction

Section Time	Overview
<p style="text-align: center;">Goal</p> <p>Asking the individual about their development goal, why this is important and what they want to get out of this particular session.</p> <p>c5 minutes</p>	<ul style="list-style-type: none"> • What do you want / need to improve in your influencing skills? • What are your specific development goals in this area? • In what situations would you like to be more influential? • What will be the benefits of improving your influencing skills, for yourself / for others? • What would success look like in this session?
<p style="text-align: center;">Reality</p> <p>Asking questions to assess the individual's current level of knowledge of best practice and to assess their current skill level.</p> <p>If knowledge of best practice is low, then the Handout/Summary can help the individual understand what 'good' looks like.</p> <p>c15 minutes</p>	<p>Check Self-Awareness and Current Skill Level</p> <ul style="list-style-type: none"> • What does influencing mean to you? <p><i>(Definition: Getting somebody to do something while maintaining or enhancing a positive relationship)</i></p> <ul style="list-style-type: none"> • How would you describe your own influencing style? • When do you find it easy to influence? • When is it difficult for you to influence? <p>If appropriate, talk through the results of the Influencing Styles Questionnaire...</p> <ul style="list-style-type: none"> • Are the Coachee's total Push and Pull scores equally balanced or is one much higher than the other? • Does the Coachee have a spread of scores across the different styles in the Push and Pull sections or are some significantly higher than others? • Does the Coachee have some styles that they appear to favour more than others - is there a particular reason for this? <p>Give constructive feedback based on your observations from the questionnaire and the Coachee's feedback.</p>

<p>Practical Activity</p> <p>A practice session (e.g. role play) can be used to observe current skill levels and provide feedback and insights into specific development needs.</p> <p>c15 minutes</p>	<p>Ask the Coachee to decide which style they generally prefer to use.</p> <p>Role play, getting them to firstly use their preferred style and then an alternative style in the same situation. Select a scenario that would work best if they used their least preferred style, e.g.</p> <ul style="list-style-type: none"> • If they usually use 'push', you could get the Coachee to role play a coach • If they usually use 'pull', you could get the Coachee to role play an urgent situation like complaining about terrible service <p>After the 10 minutes' role play, give feedback and discuss learning points.</p>
<p>Options</p> <p>Exploration of different development options, looking for practical ways forward.</p> <p>Other resources are suggested to supplement the ideas of the individual and the coach.</p> <p>c10 minutes</p>	<ul style="list-style-type: none"> • What opportunities are there in your day-to-day work to practice influencing (one-to-one meetings, team meetings, presentations)? • Who are the good influencers that you can learn from? • What can you learn from these people? • What other resources are available that will help you improve your influencing skills? <p>Other Tools</p> <ul style="list-style-type: none"> • Non-Verbal Communication - Handout • Influencing Styles - Push and Pull - Handout • Influencing Styles Questionnaire – Diagnostic <p>Other Resources</p> <p>Books</p> <ul style="list-style-type: none"> • Richard Storey – 'The Art of Persuasive Communication' • Dale Carnegie – 'How to Win Friends and Influence People'

<p style="text-align: center;">Way Forward</p> <p>The coach asks the individual to commit to specific actions that will be most helpful in progressing personal development.</p> <p>c5 minutes</p>	<ul style="list-style-type: none"> • Which of the options are the best to take forward? • When will you do this? • How will you evaluate your success? • What additional support do you need from me? • When will we review your progress?
<p style="text-align: center;">Coaching Notes</p> <p>Use this page to record any personal notes, e.g. additional questions to ask the coachee, insightful comments made by the coachee, agreed actions, etc.</p>	<p style="text-align: center; font-size: 48px; opacity: 0.2; transform: rotate(-30deg);">SAMPLE</p>