

The Power Playbook: Supercharge Your Coaching at Work

For supervisors, team leaders, and managers who want to take their coaching to the next level

A practical and interactive online course

Welcome to the Course

Over the last three decades management worldwide has undergone remarkable changes. There's been a flattening out of middle management and the remaining managers are expected to have good people skills and team building capability.

Managers are expected to do more with fewer people and are continually required to develop the business they work for and the team they are responsible for. The interpersonal skills and emotional intelligence that make a productive workplace are critically important.

The role of the manager has moved away from the idea of the '**command and control**' boss to that of a **partner**, encouraging self-managing team members.

This happens when managers move away from a 'teaching' role where they tell and advise, and instead adopt a '**coaching**' role where team members are able to take responsibility for improving their performance and achieving their development goals.

Unfortunately, not everyone can attend face-to-face training to develop these skills, which is why here at **Tom Woodward Learning** we created the introductory online course for new and aspiring managers, team leaders, and supervisors called *I want to start coaching at work*.

Our follow-up course, *The Power Playbook: Supercharging Your Coaching at Work* builds on the skills and techniques in that introductory course. This course, which can be accessed on **desktop** and **laptop** PCs, **tablets**, and **mobile phones**, adapting to each platform as required for the best learning experience, combines videos and activities that will help you take your coaching to the next level.

Alongside the video lessons and the activities that accompany them, we've also included a range of resources to support your learning and help you put that learning into practice. This includes:

- Powerful questions that you can use in coaching conversations;
- Self-analysis tools;
- Scenario-based exercises;
- Access to the **AI-driven Coaching Practise Partner***, which allows you to practice using your new skills and receive feedback in three work-based scenarios; and
- A next step tool so that you can make sure you get the most from completing the course.

You can complete the course at your own pace and revisit any areas you are unsure about whenever you need.

The course is divided into nine sections. You will find details of each of the sections and what it covers in the pages of this booklet.

Coaching is an essential skill for any manager.

We've designed this course to build on the solid foundation of our introductory course. Even if you have not completed that course, but do have some experience of coaching, this course will help you elevate your skills.

We look forward to seeing you on the course soon.

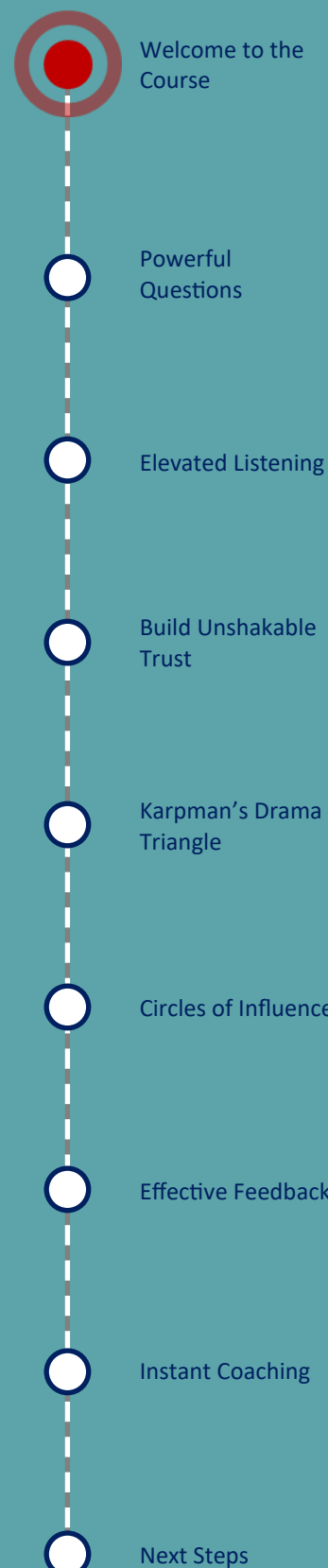


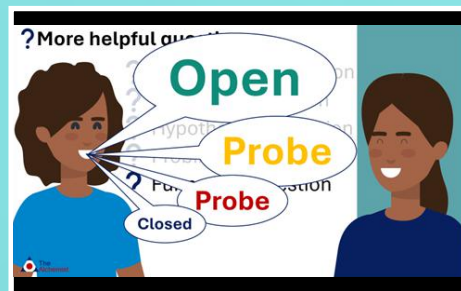
* Chat GPT account required



By the end of this course you will be able to:

- 1 Master the art of asking powerful, thought-provoking **questions** that drive meaningful coaching conversations.
- 2 Elevate your coaching with enhanced active and intentional **listening** that deepens connection and understanding.
- 3 Build unshakable **trust** in your coaching relationships, knowing exactly why it's the key to success — and how to create it.
- 4 Unlock the power of Karpman's **Drama Triangle** and use it to shift dynamics, turning challenges into winning strategies for both you and your coachees.
- 5 Empower your coachees with the **Circles of Influence** framework, guiding them to tackle their most pressing challenges with clarity and control.
- 6 Deliver **feedback** that is both constructive and actionable, igniting growth, sparking reflection, and driving real performance improvements.
- 7 Implement **instant coaching** techniques that create pivotal learning moments, accelerating your coachee's development and delivering measurable business impact.





Levelling up the basics

The section revisits one of the two core skills of coaching that were introduced in *I want to start coaching at work* — questions.

In this section you will find out about the effect powerful questions have on the brain of the coachee before moving on to look at different types of question and identifying which ones are useful in a coaching conversation and which ones or not.

You will then explore Socratic questioning and see how it can provide a framework to challenge assumptions, promote reflection, and guide coachees towards actionable solutions.

The section then brings this together by looking at when to use which types of question before moving on to put this into practice with some scenario-based activities and access to the **AI-driven Coaching Practise Partner***, which allows you to practice using your new skills and receive feedback in three work-based scenarios.






The section concludes by looking at how you can use questions to bring a coaching session to a successful conclusion.

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Mastering the Art of Powerful Questions

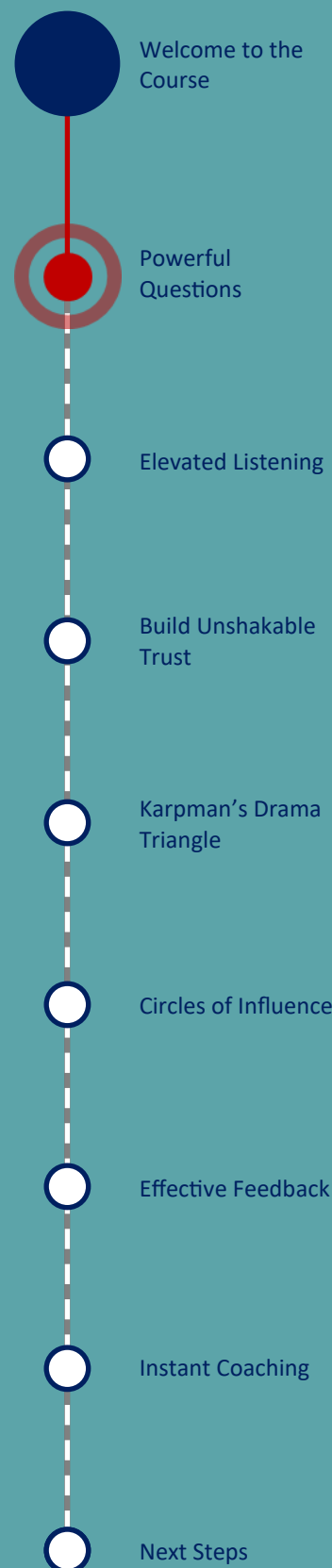
Learning objectives

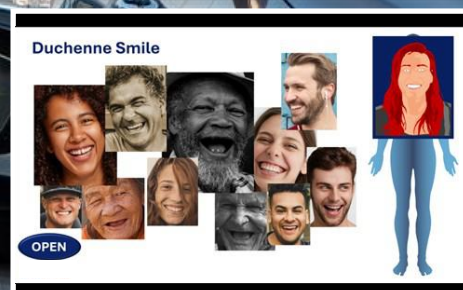
By the end of this section you will be able to:

-  Describe different types of questions and explain which ones are most useful in coaching conversations
-  Describe Socratic questioning and how it can be used in coaching
-  Use Socratic questioning for self-reflection
-  Describe ways to improve your questioning
-  Describe how to use questioning to close a coaching session

Block features

-  Video
-  Interactive Quizzes
-  Downloadable Resources
-  Tools
-  AI-driven Coaching Partner





Focusing on core skills

The section revisits another of the two core skills of coaching that were introduced in *I want to start coaching at work* — listening.

You'll begin by considering what makes an outstanding listener and be introduced to the research of Jack Zenger and Joseph Folkman and the four characteristics that they identified can make you an outstanding listener.

You will then have the chance to complete a self-assessment of your own listening skills.

With this new insight into your own levels of listening in hand you will learn a range of 'quick win' actions that you can use to level up your learning

before moving on to find out moving on to look at six strategies for improving your listening skills.

This section on listening with intention concludes with an introduction to the science of body language and an exploration of 10 behaviours that you may see during a coaching conversation and what they mean.

This section includes a number of scenario-based quizzes, including two audio activities, so that you can practice using the skills you learn.

Elevating Your Listening

Learning objectives

By the end of this section you will be able to:



Describe what makes an outstanding listener



Identify ways to improve your listening skills



Identify and use an understanding of some elements of body language to elevate your listening to the intentional level

Block features



Video



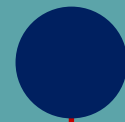
Audio



Interactive Quizzes



Tools



Welcome to the Course



Powerful Questions



Elevated Listening



Build Unshakable Trust



Karpman's Drama Triangle



Circles of Influence



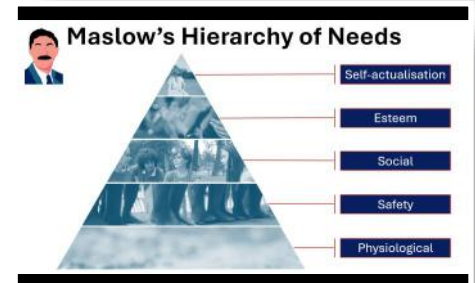
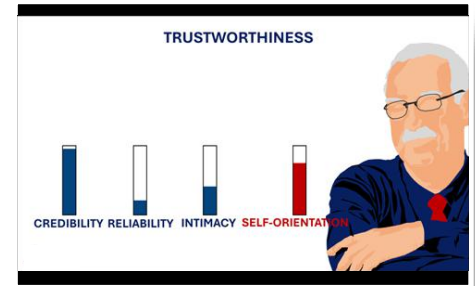
Effective Feedback



Instant Coaching



Next Steps



Applying Maslow's Theory when Coaching - Knowledge Check introduction

Imagine that you have been asked to sit in on three separate coaching conversations as an observer. You know that the coach is applying their knowledge of Maslow's Achievement Theory of Motivation in choosing to draw out different things from the conversation to match the motivation of each coachee (Zuri is motivated by a **Need for Achievement**, Jim is motivated by a **Need for Affiliation**, while Michelle is motivated by a **Need for Power**).

You are going to be shown some of the things that the coach says. For each one, identify whether the coach is speaking to Zuri, Jim, or Michelle.

Being trusted and trusting others

In this section of the course you explore the topic of trust. Trust is essential in a coaching relationship. Your coachee must feel able to trust you so that they are willing to be open with you.

You begin with a brief introduction to the various trust models that have been put forward before taking a closer look at one of these — The Trust Equation.

Using the Trust Equation you will explore what makes someone trustworthy and through scenario-based activities explore the application of The Trust Equation in a coaching conversation.

You'll then look at the simple things that you can do to build trust with your coachee.

The section ends with an exploration of unconscious bias and how this can effect your trust in your coachee. You'll be able to consider to what extent your perspective is influenced by unconscious bias with a self-assessment activity.

Building Unshakable Trust When Coaching

Learning objectives

By the end of this block you will be able to:



Explain why trust is important in coaching



Describe a model of trust called the Trust Equation



Use your understanding of the Trust Equation to identify ways to build trust in coaching



Use key questions to explore your own unconscious biases

Block features



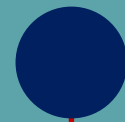
Video



Interactive Quizzes



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Turn challenges into winning strategies

At some point in your coaching, the issue of conflict is likely to come up. And when it does, it may feel like standing at the edge of a storm.

In this section you will look at Dr Stephen Karpman's Drama Triangle — a model that shed light on the intricacies of social interactions during intense conflicts between people. You'll use the model to think about a time when you were in conflict with someone and identify the 'role' you took in that conflict.

You'll then look at the Winners Triangle. You'll explore what someone needs to do to escape the

Drama Triangle and move into one of the more productive roles in the Winners Triangle. You'll use the conflict situation that you thought of at the beginning of the section to consider what you could have done differently.

Alongside working through your own experience of conflict, this section includes a number of scenario-based activities as well as another opportunity to use the **AI-driven Coaching Practise Partner*** to familiarise you with the use of the model in a coaching conversation. You'll also be given a tool to support your use of the model in your own coaching conversations.

* Chat GPT account required

Escaping the Drama Triangle

Learning objectives

By the end of this block you will be able to:



Describe Karpman's Drama Triangle



Explain how to spot when someone is in the Drama Triangle



Describe the elements of the Winners Triangle



Identify strategies that you or a coachee can use to move from the Drama Triangle to the Winners Triangle

Block features



Video



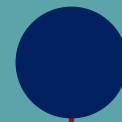
Interactive Quizzes



Tools



AI-driven Coaching Partner



Welcome to the Course



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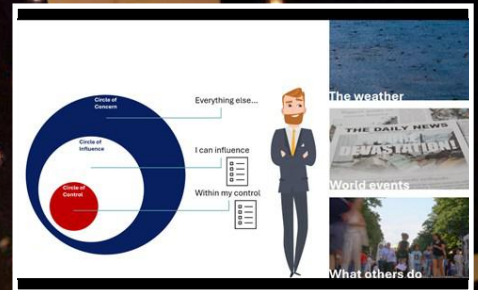
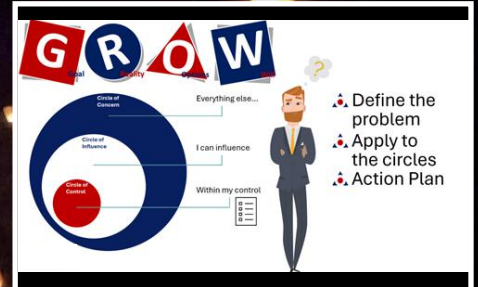
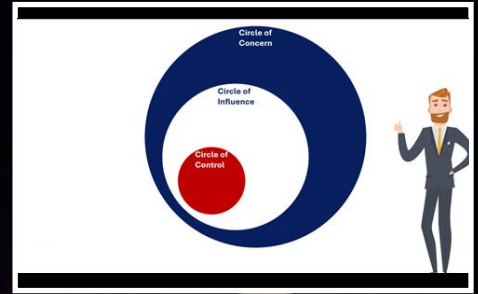
Effective Feedback



Instant Coaching



Next Steps



Learning to let it go

There will be times when your coachee can feel overwhelmed by a problem they are facing.

In this section you'll be introduced to the Circles of Control, Influence, and Concern — a framework that can be traced back to Stoicism but made popular by Stephen R Covey in *The Seven Habits of Highly Effective People*.

After being introduced to the framework you'll be given a tool to help you apply the approach to a problem that you are currently dealing with. You'll be taken through the three steps of applying the model and then explore how you can use the tool and the approach with your coachees.

Having learned how to apply the model to current problems you will then look at how to increase the circles of control and influence to better equip you for future challenges.

The section concludes with some scenario-based knowledge check questions to help embed the learning.

Harnessing the Circles of Influence for Success

Learning objectives

By the end of this block you will be able to:



Describe the Circles of Influence framework



Use the Circles of Influence framework to work through a problem you are currently having to deal with



Explain and demonstrate how to use the Circles of Influence framework with a coachee

Block features



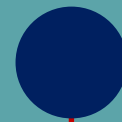
Video



Interactive Quizzes



Tools



Welcome to the Course



Powerful Questions



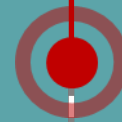
Elevated Listening



Build Unshakable Trust



Karpman's Drama Triangle



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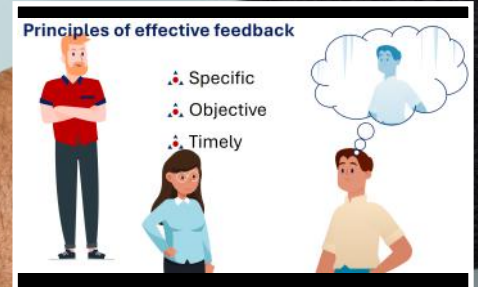
Effective Feedback



Instant Coaching



Next Steps



The give and take of feedback

A great coach will tell a coachee what they need to know and that may not always be what they want to hear! Knowing how to be truthful with your coachee by providing constructive and effective feedback will help them quickly close the gap between where they are and where they want to be.

You'll begin by thinking about your own experience of receiving feedback and use that to identify the characteristics of effective feedback.

You'll then be introduced to the COIN feedback model and how to use it to provide structured feedback. You'll also look at some potential pitfalls when providing feedback and how to avoid them.

As well as completing a number of scenario-based activities focused on effective and ineffective feedback (including a scenario using the **AI-driven Coaching Practise Partner***) you'll be given a tool and guidance to help prepare for giving feedback in your own coaching conversations.

As important as understanding how to give effective feedback is, you also need to know how to receive feedback well. Not only will this help you when receiving feedback, understanding this can be useful in shaping how you provide feedback.

The section concludes by looking at how people react when given feedback before considering eight things you can do to improve how you receive feedback.

* Chat GPT account required

Giving Feedback that Drives Growth & Change

Learning objectives

By the end of this block you will be able to:



Describe the principles of effective feedback in coaching



Explain the difference between effective and ineffective feedback



Prepare to give feedback in a way that encourages coachee development



Explain why being able to receive feedback is as important as being able to give it

Block features



Video



Interactive Quizzes



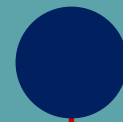
Downloadable Resources



Tools



AI-driven Coaching Partner



Welcome to the Course



Powerful Questions



Elevated Listening



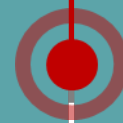
Build Unshakable Trust



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Instant Coaching



Next Steps



Seizing those coaching moments

According to Max Landsberg in *The Tao of Coaching*, one of the myths of coaching is that it requires lots of time.

In this section of the course you'll see that this does not always have to be the case and that for those seeking immediate solutions and quick takeaways, instant coaching can be a great way of helping someone in the moment.

You'll begin by exploring the difference between instant coaching and the more traditional long-form coaching. You'll also discover the benefits that having instant coaching in your 'toolkit' can bring.

With this understanding in mind you will then look at how to spot opportunities for instant coaching before completing a scenario-based activity to put your learning into practice.

You'll then look at how the GROW model remains a useful guide for instant coaching but with greater emphasis on highly focused questions to get to the heart of the matter and identify a way forward quickly.

Unlock Instant Coaching for Immediate Impact

Learning objectives

By the end of this block you will be able to:



Explain the difference between instant coaching and more traditional coaching



Spot opportunities for instant coach



Use the GROW model for instant coaching



Use highly focused questions to drive forward instant coaching moments

Block features



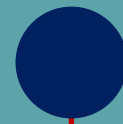
Video



Interactive Quizzes



Downloadable Resources



Welcome to the Course



Powerful Questions



Elevated Listening



Build Unshakable Trust



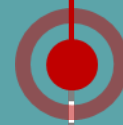
Karpman's Drama Triangle



Circles of Influence



Effective Feedback



Instant Coaching



Next Steps

Next Steps

Every one of our courses ends with a Next Steps section. This will enable you to test your learning as well as provide you with a 'Takeaways' booklet that summarises all the key learning points for the course so that you have an easy reference guide to help you apply your learning.

The courses also include a next steps planning tool which helps you to review your learning, recognise what you do well, and identify what you need to improve on. From this you can then put together your next steps action plan — **'My Commitment to Me'** — using SMART methodology. If you send a copy of your plan to us we will contact you shortly after your plan's deadline to remind you of your commitment and encourage you to put your plan into action if you have not already done so.

Have we sparked your interest?

This booklet gives you an insight into the course. If you want to find out more we have created a demo version, which includes an overview video alongside a brief extract from the course itself. This will give you an opportunity to experience a small part of the course on our learning platform. You can access the demo for free here: [The Power Playbook: Supercharging Your Coaching at Work](#).

If you want to buy a place on the course, you can do that on our website at [The Power Playbook: Supercharge your coaching at work](#).

The course is also available via [Udemy](#).



Next Steps — Preparation

This document has been designed to help you put together an action plan so that you can gain the most benefit from the course that you have just completed.

Then, use the second page of this form to put together your action(s).

Remember: In setting these actions you are giving a commitment to your future self to complete them. This will mean you get the maximum benefit from the learning you have done. It's your gift to you. Don't let yourself down!

What have you learned on this course?

What feedback have you received and/or what did you notice when you reflected on

What are the key challenges facing you and/or your business?

How could coaching resolve these?

Next Steps — My Commitment to Me

Actions In the space provided below, write at least one action that you are going to do as a consequence of completing the Tom Woodward learning e-learning course I want to start coaching at work!

Action 1

Action 2

Action 3

Remember to make your actions SMART

For each action you have committed to doing, ask yourself the questions detailed below. If your answers to these questions indicate that your action is not SMART, rewrite it to make it so.

S Is it clear what I want to achieve?
Will achieving this goal have an important impact?

M Can I tell from this action how much or how many?
Will this enable me to tell if I have accomplished the action?

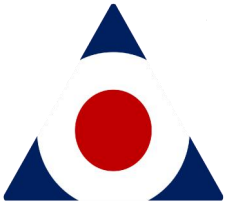
A Is it clear who is going to do this?
Can I do it (do I have the right knowledge, skills, tools, resources, access, or ability)?

R Have I got everything or need or can I get it to achieve this action?
Is this action aligned with my other goals, or the overarching goals of my team or business?

T What is the timeframe for achieving this action?
Is it realistic (is it too short)?
Is it too long? (and so motivation may fail)

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About Us



Whilst others dream, we help them do.

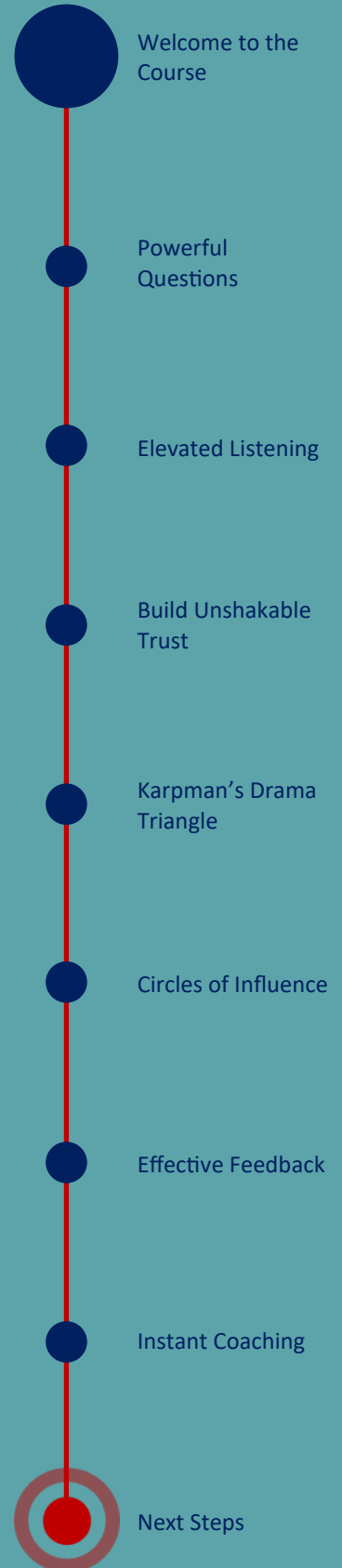
Tom Woodward Learning began in 2024, so yes, as a business it's only a baby.

Our founder, having worked for various large organisations throughout his 30+ year career, wanted to bring the quality learning and development solutions that these businesses took for granted to the small business owner, where pricing and availability could often be a barrier.

By 'democratising' access to the kind of learning and development solutions that small businesses might not normally be able to access we hope to make a big difference to the success of small businesses, their owners, and the people who work with them everywhere. Whilst others dream, we really want to help them do.

And as a small business ourselves, we aim to bring to our service and product offering an understanding of the challenges that face the small business entrepreneur.

Tom Woodward Learning is based in Torbay, England. The beautiful English Riviera provides a fantastic backdrop as well as a source of inspiration as we reach out to wherever people feel we can make a difference for them.





The Power Playbook: Supercharge Your Coaching at Work

The Power Playbook: Supercharge Your Coaching at Work course is crafted to equip you with advanced coaching techniques and practical skills that will elevate your leadership impact and build trust within your team. It's your chance to lead by example, turning challenges into growth opportunities and transforming team culture for the better. It builds on our introductory coaching course *I want to start coaching at work*.

For more information about this and the other courses that we provide, visit us at:
www.tomwoodwardlearning.com



Contact: info@tomwoodwardlearning.com

The interweb: www.tomwoodwardlearning.com