

# I want to start coaching at work

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For new and aspiring supervisors, team leaders, and managers

A practical and interactive online course



# Welcome to the Course

**O**ver 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 have created this introductory online course for new and aspiring managers, team leaders, and supervisors called *I want to start coaching at work*.

The 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 to introduce you to coaching at work.

Alongside these 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:

- Questions that you can use in coaching conversations;
- Reflection and feedback forms for the practical coaching sessions;
- Guides on how to create SMART objectives;
- Self-analysis tools; and
- A next step tool so that you can make sure you get the most from completing the course.

As coaching is very much a practical skill, we have built into the course milestone points where you are asked to put into practice the skills and knowledge that you learn by having real coaching conversations with people you work with. But we recognise that you can't always arrange a practice session when you need to so we also include 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.

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 four main 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 give you a solid foundation from which to begin coaching in your workplace.

Once you have learned these skills, you will not look back.

We look forward to seeing you on the course soon.



\* Chat GPT account required

I want to start coaching at



The screenshot shows a coaching course interface. The top section displays a welcome message: "I want to start coaching at work". Below this are sections titled "About this section" (with a sub-section on "A GOAL, NOT A PLAN"), "Management has and continues to change", and "Introduction" (with a sub-section on "Preparing for the first section"). Each section includes a video thumbnail, a summary text, and a "View activity" button.



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

- ▲ Define coaching and explain why it is important
- ▲ Identify and use essential coaching skills
- ▲ Explain and use a simple coaching process
- ▲ Apply an understanding of motivation theory when coaching
- ▲ Explain the value and use of self-coaching



Welcome to the Course



What is coaching all about?



Coaching Skills



Understanding Motivation



Self-coaching



Next Steps



# Setting the foundations

You begin by exploring what coaching is and what it isn't. This will lay the foundation upon which the more practical aspects of this course builds.

As well as identifying the fundamentals of coaching (its purpose and the three pillars upon which effective coaching rests) you also learn about the process of change and consider how coaching can be used to support change.

You end the section with an introduction to the GROW model of coaching, a simple but powerful coaching framework around which the course is based.

The section includes video lessons on the key areas as well as a knowledge check so that you can assess your progress

# What is coaching all about?

## Learning objectives

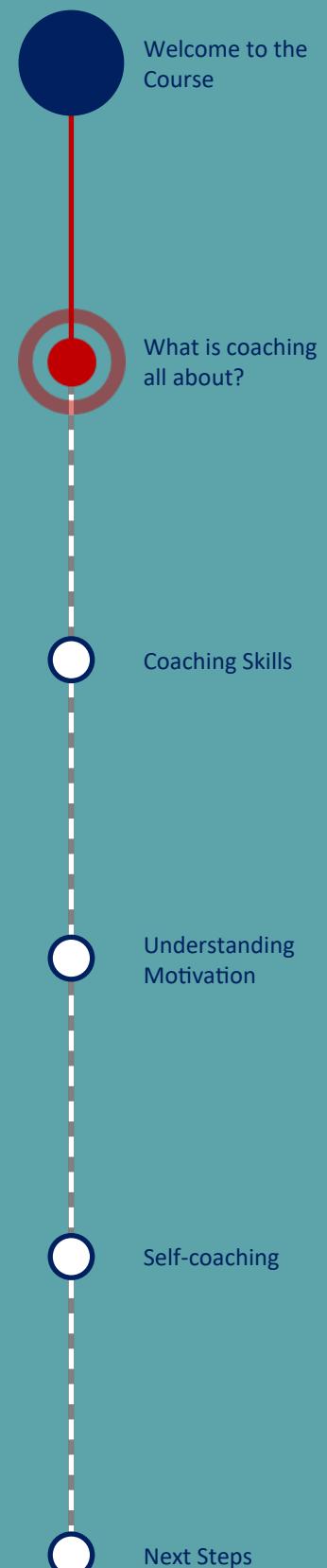
By the end of this section you will be able to:

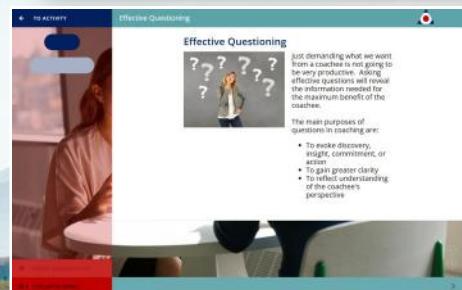
-  Define coaching
-  Explain the difference between coaching, training, and mentoring
-  State the three pillars of coaching
-  Explain the cycle of change
-  Explain the GROW Model

## Block features

 Video

 Interactive Quizzes





# Focusing on the skills

Having looked at what coaching is and been introduced to the model of coaching on which the course is based, you move on to look at the practical skills of coaching.

You begin the section by considering what qualities a good coach will have and then identify the various skills that you will need.

You then focus more closely on the two most important skills: questioning and listening.

In exploring questioning you'll learn the difference between open and closed questions and then look more specifically at the types of questions you can use within the framework of the GROW model.

Turning to listening, you'll complete a light-hearted listening exercise before looking at how levels of listening can vary, think about what causes this, and identify things you can do to be a better listener.

The section concludes with you being asked to complete some practical coaching conversations in your workplace. These are an **extremely important** part of the course and you are strongly advised to do them before moving on to the next part of the course. The course includes feedback and reflection tools to help you get the most from these conversations. For those unable to arrange a practice session we also include 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.

\* Chat GPT account required

# Coaching Skills

## Learning objectives

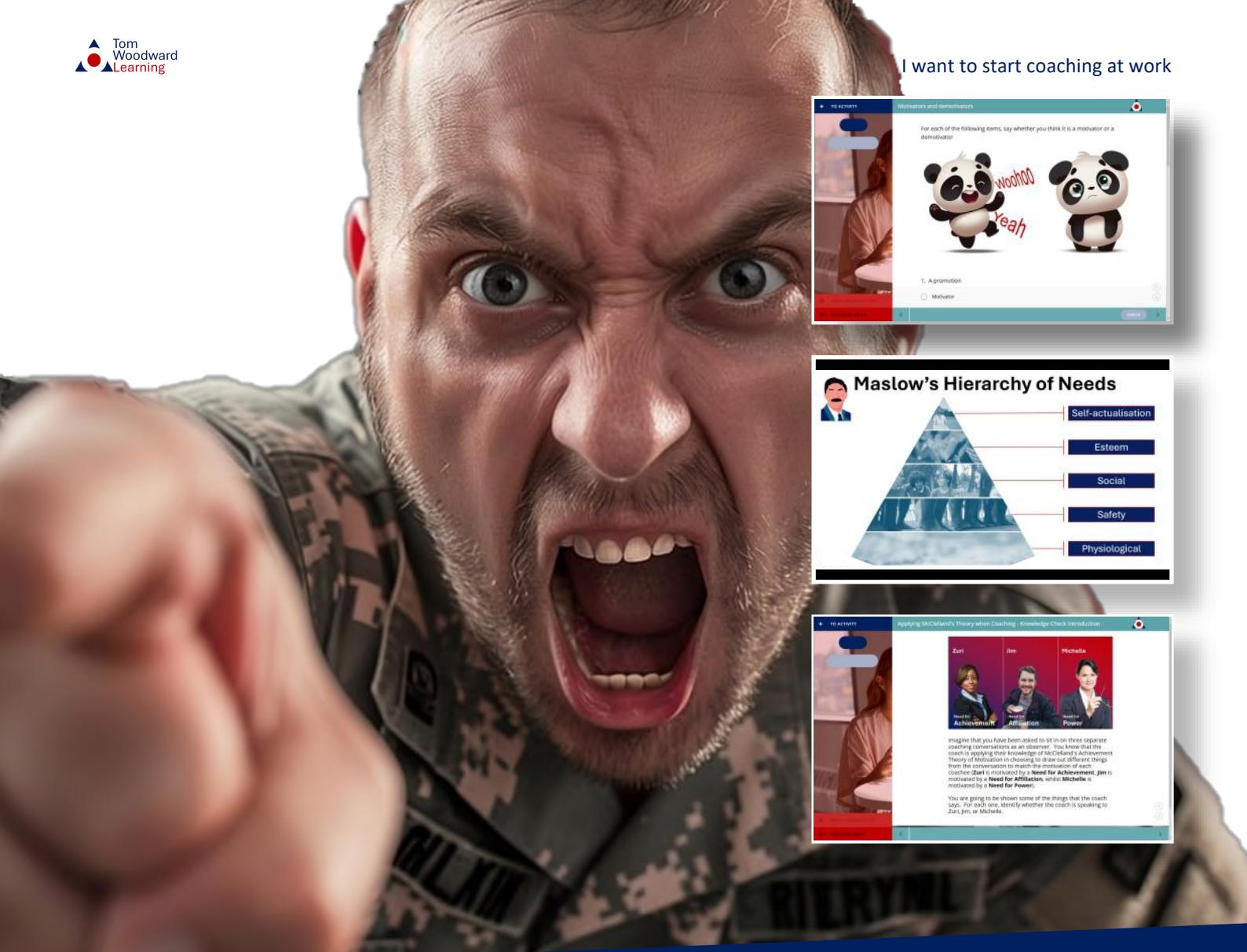
By the end of this section you will be able to:

- Identify the qualities and skills that make a good coach
- Explain the difference between open and closed questions
- Give examples of effective GROW questions
- Explain the different levels of listening
- Identify things you can do to be a better listener

## Block features

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





# Tailoring your coaching

In this section of the course you explore the topic of motivation. You begin by looking at two of the most well-known models of motivation theory. You then explore the work of David McClelland, whose Achievement Theory of Motivation builds on this earlier work and provides a simple reference point to apply your understanding of motivation when coaching.

As well as considering how you can apply an understanding of motivation to help your coachee, you will also explore how motivation affects you as a coach.

Once again, the section concludes by asking you to complete some practical coaching conversations in your workplace. As well as being able to put into practice your learning from the previous section again, you are also asked to apply your learning around motivation to your coaching conversation. The **AI-driven Coaching Practise Partner\*** also supports this exercise if you are unable to arrange a real conversation. These conversations continue to be an **extremely important** part of the course and you are strongly advised to do this before moving on to the next section. Feedback and reflection tools are again included to help you get the most from the practical application of your learning.

\* Chat GPT account required

# Understanding Motivation

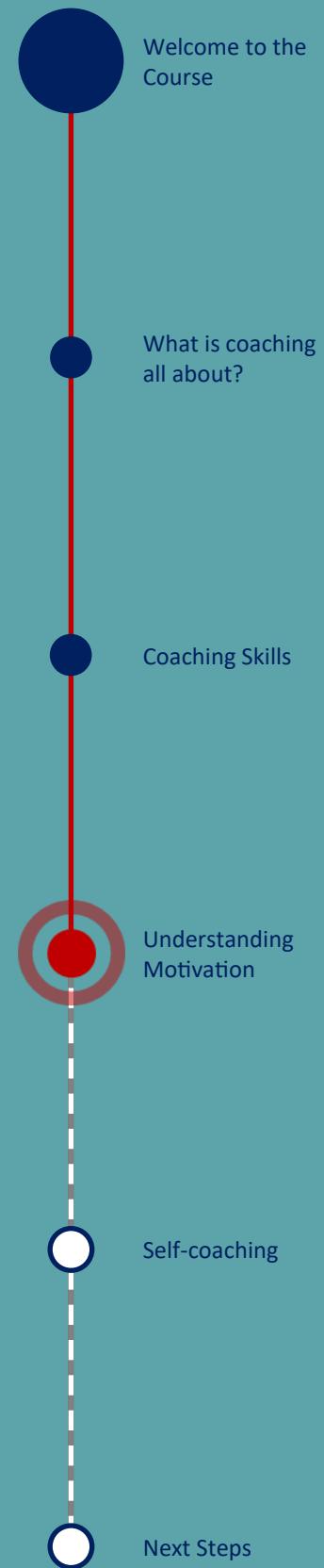
## Learning objectives

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

- Describe three models of Motivation: Maslow's Hierarchy of Needs, Herzberg's two-factor model, and McClelland's Achievement Theory of Motivation
- Explain how you can use your understanding of motivation when coaching

## Block features

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





**About this section**

**Learning focused on coaching others.** For this section we are going to look at self-coaching.

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

- State the three key skills required for self-coaching
- Explain the use of the GROW model for self-coaching
- Describe and use SMART objectives
- Complete a personal development plan

You will also be asked to have a final practical coaching conversation with your practice and embed the things you have learned in the course into your coaching tools to support you with this back to work. You will also be asked to take the initiative to arrange the coaching session itself.

[View section](#)

**Everything You Wanted to Know  
about Self-coaching**  
but were afraid to ask



# Coaching yourself

Self-coaching can help you become more resilient, adaptable, and confident. It can also help you make better decisions, improve your relationships, and even find a different work/life balance. It's a powerful exercise because it leads you to inner exploration and understanding of your own thoughts and feelings.

In a final video lesson you will be introduced to self-coaching and how you can apply the things you have learned earlier in the course to do this.

You will look in more detail at tools you can use for goal setting and self-analysis, tools that you can also use in coaching conversations with others.

You will also explore the kinds of questions you can use to think about your own coaching practice through self-coaching.

This section concludes with a final opportunity to put your learning into practice. As well as helping you to embed further the learning from the course, you are also encouraged to complete a self-coaching exercise and to establish this as a regular and ongoing part of your coaching at work.

# Self-coaching

## Learning objectives

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

- State the three key skills required for self-coaching
- Explain the use of the GROW model for self-coaching
- Describe and use SMART objectives
- Complete a personal SWOT Analysis

## Block features



Video



Downloadable Resources



Tools



# 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: [I want to start coaching at work demo](#).

If you want to buy a place on the course, you can do that on our website at [www.TomWoodwardLearning.com](http://www.TomWoodwardLearning.com).

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.

Work through each section of the first page to help you gain some focus around what would be beneficial to you in terms of actions for next steps.

**Remember:** In setting these actions you are giving a commitment to your future self to complete them. This will mean you get the maximum benefits 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 this?**

**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?

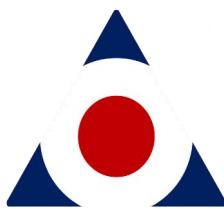
**A** Is it clear who is going to do this?  
Can I do it (do I have the right knowledge, skills, tools, resources, access, or ability)?

**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)?

[www.TomWoodwardLearning.com](http://www.TomWoodwardLearning.com)

# About Us



## Whilst others dream, we help them do.

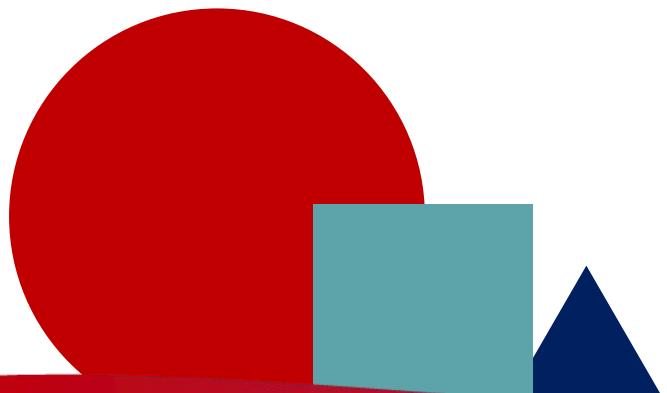
Tom Woodward Learning began in 2024, so yes, as a business it's only a baby.

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.



*I want to start coaching at work* is a practical and interactive online introduction to the skills of performance coaching. It's been designed for people who are unable to attend a face-to-face programme but wish to learn the basics of coaching so they can introduce it into their day-to-day practice at work.

For more information about this and the other courses that we provide, visit us at:  
[www.tomwoodwardlearning.com](http://www.tomwoodwardlearning.com)