

Coaching Circles Guide

Idea:

- For local departments to start their own Coaching Circle to support their managers in developing their coaching skills and to engage staff and each other in a more thoughtful way.

Goals:

- To support Building a Coaching Culture for UC Berkeley in order to build better collaborative partnerships between managers and staff
- To enable the success of our organization, including Achieve Together

Organization/Facilitation:

- Coaching Circles should be organized within a department by a department leader or manager, a Master Coach, a Learning and Development partner, or an HR Business Partner
- Group should be self-facilitated
- Coaching Circle can meet on any desired interval; it is recommended to start with monthly gatherings for 1.5-2 hours
- All departmental supervisors/managers should be invited to participate
- Alternate sessions between two types of Circles:
 - Ongoing coaching conversations
 - Formal Check-in conversations
- People can attend on a drop-in basis when they are available

Connection to other Building a Coaching Culture Components:

- It is recommended that managers attend the full “Growing as a Coach” class offered by Staff Learning and Development before joining the Coaching Circle
- The Circle is an opportunity to continue to develop and practice coaching skills and using the coaching framework taught in the class, and to apply it to local issues and experiences
- Over time you are building a local peer coaching network
- Participants can also attend the Cal Coaching Network Community of Practice to continue their development as a coach and to build a wider campus network
- Resource materials for Growing as a Coach are online, and additional tools and resources will continually be added; Coaching Circles can refer to any of these resources as helpful

Coaching Circle: Sample Sessions

Sample Session #1:

- Focus: Formal Check-in Conversations:
 - This practice is to help managers get comfortable with how to check-in with the 6 questions and to make this conversation as organic and useful as possible
 - Use a coaching approach to this conversation whenever possible
- Group intros
- Open discussion of questions, concerns, lessons learned, advice re: check-ins
- Skill-Building:
 - Divide into pairs: Manager and Employee - assign roles, practice, rotate
 - Someone needs to volunteer to be facilitator/timekeeper
- Reconvene as large group and debrief; share ah-ha's

Sample Session #2:

- Focus: Ongoing Coaching:
 - This practice is to help managers get comfortable with using the coaching framework and having different types of coaching conversations as appropriate
 - Practice key skills of deliberate listening and asking powerful questions
 - Types of coaching conversations:
 - Problem-solving
 - Performance
 - Development
- Group intros
- Open brainstorm of issues to discuss and practice for coaching conversations
- Select 1-2 issues for each session (rotate between the 3 types of coaching conversations)
- Skill-Building:
 - Divide into groups of 2-3:
 - Group of 2: coach and coachee - assign roles, practice, and rotate
 - Group of 3: coach, coachee, and observer - assign roles, practice, give feedback, and rotate
 - Someone needs to volunteer to be facilitator/timekeeper
- Reconvene as large group and debrief; share ah-ha's