



Institute for Professional Excellence

Coaching Skills for Managers

Stop Solving Their Problems. Start Coaching Their Potential.

Every manager knows the trap: an employee brings you a problem, and suddenly it's yours. You're carrying their workload, chasing their deadlines, and wondering why nothing changes.

Coaching Skills for Managers, offered through Davenport University's Institute for Professional Excellence (IPEX), shows you how to hand ownership back for good.

Across two interactive half-day sessions filled with hands-on activities and real-world role plays, you'll learn to set expectations so clear they eliminate 90% of performance problems before they start, confront issues without blame, and use the GROW coaching model to turn tense conversations into commitment.

You'll leave with practical scripts you can use on the floor the very next shift, and a team that solves problems instead of delivering them to your door.

After completing this program, participants will be able to:

- Apply the four-stage Cycle of Accountability to set clear goals and ensure follow-through
- Set SMART expectations that eliminate the ambiguity behind 90% of performance problems
- Shift employees from "renting" their jobs to owning them, and hand back responsibility instead of carrying it themselves
- Confront performance gaps directly using a four-step scripting tool that addresses behavior without blaming
- Coach employees to solve their own problems using the GROW model (Goal, Reality, Options, Way Forward)
- Navigate high-stakes, emotional conversations by creating safety through mutual purpose and mutual respect

Learn more: davenport.edu/ipex/management | 616.233.2589

Coaching Skills for Managers Topics

Session 1: Building a Culture of Accountability

- **Leadership & Accountability** - Accountability as ownership, not blame, and the manager's impact on engagement
- **The Accountability Cycle** - Front-loading SMART expectations that stop performance problems before they start
- **Creating Ownership** - Owning vs. Renting and escaping the Manager's Trap of carrying your team's problems
- **Monitoring & Feedback** - Tracking progress and delivering constructive feedback that helps employees grow

Session 2: Coaching Through Conflict & High-Stakes Conversations

- **Reframing Conflict** - Recognizing healthy vs. unhealthy conflict and treating friction as an opportunity
- **Confronting Without Blaming** - A four-step scripting tool practiced through realistic role play
- **GROW Coaching** - Handing problems back to employees with the Goal, Reality, Options, Way Forward model
- **Crucial Conversations** - Creating safety, listening empathetically, and resolving conflict so everyone wins

Who Should Attend

Frontline supervisors, team leads, and managers at any level who want to stop fixing problems for their teams and start coaching their people to own results. Ideal for both new and experienced leaders ready to master accountability and high-stakes conversations. No prior training required.

IPEX is an IACET Accredited Provider. IPEX offers IACET CEUs for its learning events that comply with the ANSI/IACET Continuing Education and Training Standard. You can earn 0.6 CEUs for successful completion of this program.

