

## Management, Leadership & Skills courses

### Managers as Coaches

#### QUESTIONS & ANSWERS

##### Introduction

The CII **Management, Leadership & Skills courses** have been carefully designed to attendees with the skills and knowledge needed to thrive in a professional environment and strengthen their business practices.

The **Managers as Coaches** course focuses on developing and practicing fundamental coaching skills for managers to support team development.

##### Who should attend these training courses?

The course is ideal for Managers, Team Leaders, and those who want to learn how to get the best out of their team. Whether from financial services or general insurance background, coaching is an essential skill to help your team and business succeed.

The course offers an ideal introduction to coaching and is aimed at those who want to develop greater engagement and performance in those who they manage.

Whether you are looking to take the next step in your career as a manager or are in an existing team leadership role and want to develop your coaching skills, this course will help you on that journey.

##### What are the course timings?

The **Managers as Coaches** Tutor-led sessions are 90-minutes each, online via Zoom, at 11am (UK).

You will also be provided access to a suite of additional learning resources, which you can access at your own convenience.

Tutorial dates can be found on the course webpage here: [Managers as Coaches Training Programme](#).

##### What is covered?

###### Session 1

###### INTRODUCTION TO COACHING

Many leaders assume they are coaching when, in fact, they are simply providing direction. In this session, participants will:

- Explore the difference between jumping in with answers and advice and actual coaching conversations
- Discover the impact coaching has on individuals in the short and long-term
- Compare the three different levels of listening and assess their listening levels in most conversations
- Apply and practice engaged listening skills through role-play

## Session 2

### BUILDING YOUR COACHING TOOLBOX

The cornerstone of good coaching is asking powerful questions from a place of curiosity. This challenges most managers, resulting, at best, in asking a tentative question and, at worst, avoiding questions and defaulting to being directive. In this session, participants will:

- Evaluate the typical questions they ask and be challenged to take things further.
- Review the qualities of effective questions and why curiosity is so important
- Apply and Practice their questioning skills through activities designed to provide a safe environment for them to explore different types of questions.

## Session 3

### LEVERAGING COACHING FOR PERFORMANCE

Coaching conversations can often only be utilized when having a difficult conversation with a team member or when discussing career development. However, leveraging effective coaching skills provides an opportunity for dialogue and deeper understanding in many other discussions. In this session, participants will explore and practice these topics:

- Examine what a coaching conversation looks like when setting expectations and how mutually agreed upon expectations can be set by coaching.
- Apply coaching when having accountability conversations to engage the team members more fully.
- Examine the powerful coaching technique of Championing and how to use it with their team members.

## Session 4

### LEVERAGING COACHING FOR ENGAGEMENT

One of the most significant benefits of coaching conversations is not only creating a space for dialogue but also having the opportunity to apply deep listening skills to understand the values and motivators of team members. In this session, participants will explore and practice these topics:

- Examine their values & motivators as a basis for the connection between these and their engagement
- How to listen for team members' values and leverage that knowledge to engage the individual.
- Role-play an entire coaching conversation, including peer feedback.

**Are there any materials / texts provided with the course or is there any additional work required outside of the course hours?**

You will be provided with access to a suite of online learning resources once enrolled.

There is no homework needed from the participants prior to the sessions. After each session, you will receive action guides and extended learning content, but this is totally optional; no homework will be expected after the sessions. Making time to practice and embed the skills taught on the programme will however accelerate your confidence and skills as a coach.

## What if I cannot attend one of the sessions?

Our Programmes are designed to be fully interactive whether online or within a face-to-face classroom environment.

If you are unable to attend a session, your Trainer will provide you with a highlights video of the missed session. You will also have access to the support materials provided by the course Instructor.

## What if the course dates are unsuitable or the course is full?

Spaces are limited for each training course. Once a course becomes full, those dates will no longer be available for booking and a new set of dates will be published.

If you are unable to book a place because the course is full or the dates are unsuitable, please complete the [Register your interest form](#), stating what course you would like to attend, and we will advise you on the next available dates.

## How many spaces are on the course?

The maximum number on each course will be 14 Delegates. This is to ensure the greatest levels of participation and interaction between the Trainer and the Delegates.

## Who are the trainers?

Our training courses are delivered by carefully selected trainers and subject experts. Each trainer has been selected for their extensive knowledge and experience.

## What are the system requirements to join the online sessions?

Our online training sessions are delivered through Microsoft Teams or Zoom and your joining instructions will provide further details. Please ensure that you have the necessary app or software installed before the training session. Please refer to the Zoom system requirements [here](#) / MS Teams [here](#).

## Can I use the Training workshops towards CII qualifications, and will I get any certification from completing the Course?

The Management, Leadership & Skills courses are not part of the CII qualifications framework but can be used towards CPD requirements.

Delegates will receive a digital CPD certificate (pdf) via email, after attending the course. The Managers as Coaches Programme will also provide you with a digital badge which can be added to your profile.

## How do I book a place on a course?

To book your place on any of the [Management, Leadership and Skills](#) courses, please complete our [booking form](#), or email to business enquiries [business.enquiries@cii.co.uk](mailto:business.enquiries@cii.co.uk)

If you would like to speak to our Customer Services Department call: **+44 (0)208 530 0806**.

## How much is a place on the courses?

£399 for CII/PFS Members, £449 for non-members

## Can my employer / company pay for my place on this course?

### Corporate Orders

If your employer/company has an account set up with us, they can arrange for a Corporate Order to be processed through their Corporate Account. Your employer will need to provide their COL Account ID, along with the PIN for the person who wishes to attend the course. If no PIN is available, we will require the Delegate's **full name, address, email, DOB and telephone number** to set them up on our system. Please email new booking requests to your CII Relationship Manager or [business.enquiries@cii.co.uk](mailto:business.enquiries@cii.co.uk).

Please note, if your employer has a **group** of candidates seeking Training on a particular subject or exam preparation, it may be possible to arrange an in-house training course. Please contact [training@cii.co.uk](mailto:training@cii.co.uk) for more details or for general enquiries [business.enquiries@cii.co.uk](mailto:business.enquiries@cii.co.uk).

### Credit / Debit Cards

Card payments are taken over the telephone via our Sales Processing Team. Payment can be made using a card registered to yourself and your employer may agree for you to reclaim the cost of your course through your expenses. After your purchase, you will receive a payment confirmation via email when you book.

## What happens after I book?

Once you have placed your order, your booking will be processed, and you will receive a booking confirmation email. You will then receive a second email from the [Training Team](#), containing the joining instructions for the course, at least a week before the start of the course.

## Can I change my mind/cancel?

Please refer to our [Terms and Conditions](#), and our 14 day cancellation policy when booking on to our Training courses. Should you need to cancel your place before 14 days, please contact Customer Services Team on **+44 (0)208 530 0806** at least 14 days before the course start date.

## Are you offering any other Training Subjects?

We intend to add new courses to our Training calendar regularly. Keep an eye out for new courses by visiting our training pages on our website and social channels for updates on new courses.

We would be keen to receive any recommendations for future courses which you may like to attend. This form can be used to assist with registering your interest: [Click here](#)

## Feedback after the session

We value your comments and suggestions, and encourage you to provide us with feedback after attending any of our Training courses. You will receive an email at the end of the course, containing a link to complete an online Evaluation Form, which is reviewed by our Training Team.

## What if I am unhappy or want to make a complaint?

Complaints are to be directed to [complaints@cii.co.uk](mailto:complaints@cii.co.uk), which will be reviewed by the appropriate team.