Overview

**Coaching Café Overview**

The Coaching Café is a short blended learning experience oriented around the concepts and skills found in the Harvard ManageMentor Coaching topic. The Coaching topic will help managers:

* Coach employees to become agile learners
* Conduct “in the moment” and planned coaching conversations
* Encourage reflection, listen, ask questions, and offer feedback while coaching
* Share feedback that facilitates growth

The learning experience has three components:

*60 to 90 minutes 60 minutes Ongoing*

Part 1: Pre-work (self-paced, individual)

Before the live Café session, participants are expected to complete the following assignments:

* Review the following online lessons from the Harvard ManageMentor Coaching topic:
  + A Coaching Mindset
  + Promote Learning Agility
  + Hold Coaching Conversations
  + Listen and Question Effectively
  + Give Constructive Feedback
* Complete the online assessment from the Harvard ManageMentor Coaching topic
* Complete the tool “Worksheet for Creating a Coaching Action Plan”
* Complete the tool “Worksheet for Giving Feedback”

Part 2: Café Session (live, group)

The Café session represents the core element of the learning experience. The purpose of this session is to provide an opportunity for managers to:

* Exchange ideas and questions with others
* Discuss how concepts and skills apply in the workplace
* Practice and begin application of those concepts and skills
* Build momentum and support for applying the concepts and skills in the workplace

The Café session focuses specifically on the following concepts and tasks from the Coaching topic:

* Establish a successful coaching relationship
* Listen and question effectively
* Give constructive feedback

Facilitating the Café session as outlined should take approximately 60 minutes. If the facilitator prefers a shorter session or wishes to spend more time on a specific concept or activity, they may want to cover only those concepts and activities that are most relevant to the group.

| SECTION | ACTIVITY | TIME |
| --- | --- | --- |
| **Introduction** | Show icebreaker question while participants are arriving to the session (THINK ABOUT A GREAT COACH YOU’VE HAD, PERSONALLY OR PROFESSIONALLY. WHAT DID THEY SAY OR DO TO HELP YOU DEVELOP?)   * Introduce facilitators. * Review tips for using technology during the session. * Set context: Coaching can have a dramatic impact on people’s growth, whether personally or professionally. Being an effective coach is an increasingly important part of every leader’s role, helping to motivate and retain employees. * Debrief icebreaker question. * Review session objectives. | 8 minutes |
| **Skill focus: Establish a successful coaching relationship** | Reflection activity:   * + Identify what a fictional manager should say and do to establish coaching with an employee.   + Debrief responses.   Facilitate practice activity   * + Have participants share how they plan to establish a coaching relationship with an employee they manage. Ask participants not to use the employee’s name in the session.   + Invite participants to use their completed tool “Worksheet for Creating a Coaching Action Plan” for reference. | 15 minutes |
| **Skill focus: Listen and question effectively** | How actively do you listen? Participants:   * + Identify how much talking a manager should do during a coaching conversation.   + Identify listening habits that participants find particularly challenging and share ideas for how to improve in these areas. * Facilitate practice activity: Ask the right questions during a coaching dialogue. Participants:   + Review the three question types.   + Critique and improve questions in a fictional coaching scenario.   + Review a summary of question-asking tips. | 18 minutes |
| **Skill focus: Give constructivefeedback** | Discuss why giving feedback can be difficult.   * Facilitate practice activity: Give feedback during a coaching dialogue. Participants:   + Practice identifying feedback mistakes in a fictional scenario.   + Review a summary of feedback tips. * Reflection activity: Help participants prepare feedback for someone they plan to coach:   + Invite participants to use their completed tool “Worksheet for Giving Feedback” as a reference.   + Have participants critique each other’s feedback (give feedback on the feedback). | 15 minutes |
| **Applying what you’ve learned** | Review session objectives and skill areas discussed.   * Review directions for completing the On-the-Job section of the online Harvard ManageMentor topic, including the action plan. * Close the session. | 4 minutes |

Part 3: Application (self-paced, individual)

After the live Café session, participants are expected to complete the following assignments:

* Complete the online On-the-Job section in the Harvard ManageMentor Coaching topic. The section provides learners with an opportunity to choose a skill to focus on and create an action plan for applying and developing the skill.
* Execute their action plan over a specified timeframe (e.g., 60 or 90 days).
* After the specified timeframe (e.g., 60 or 90 days), access the online On-the-Job section in the Harvard ManageMentor Coaching topic to update the action plan and reflect on the experience.