

PREPARED FOR

Manas – Center for Mental Wellness & Counselling

# Manager as Coach Programme

From Telling to Asking – A Leadership Transformation

Presented by Dr. Priya Dubey Sharma

Manas – Center for Mental Wellness & Counselling

UDYAM-MP-10-0120839



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## Programme Overview

This programme equips managers with the essential skills to adopt a coaching mindset, shifting from a directive approach to one that fosters growth and self-discovery within their teams. Participants will learn to leverage the GROW model and powerful questioning techniques to enhance team performance and well-being.

### Learning Objectives

- ✓ Understand the fundamental differences between a coaching mindset and a traditional telling/directive mindset, recognizing how the former fosters greater employee engagement and problem-solving capabilities.
- ✓ Master the GROW model (Goal, Reality, Options, Will/Way Forward), a structured framework for conducting effective coaching conversations that drive actionable outcomes.
- ✓ Develop the ability to formulate powerful, open-ended questions that stimulate critical thinking and encourage individuals to explore their own solutions.
- ✓ Enhance active listening skills to truly understand an individual's perspective, enabling more empathetic and impactful coaching interactions.
- ✓ Learn to differentiate between coaching for performance enhancement and coaching for overall well-being, applying appropriate approaches for diverse situations.
- ✓ Gain practical strategies to integrate a coaching approach into daily management practices, fostering a culture of continuous development and support within their teams.


#### WHO SHOULD ATTEND

This programme is designed for all individuals in leadership positions, including managers, team leads, and supervisors, who are looking to enhance their team's potential and foster a more supportive work environment.

## Programme Content

### 1. What Coaching at Work Actually Means

This section clarifies the essence of coaching within a professional context, moving beyond the notion of simply giving advice. It emphasizes how a coach empowers individuals to find their own answers, thereby increasing ownership and commitment. We will explore how this approach unlocks potential, boosts morale, and cultivates a problem-solving culture. Understanding this shift is crucial for effective leadership in today's dynamic work environment. This session provides practical examples of when and how to apply a coaching approach versus a directive one.

 **Activity: Small group discussion: Share a recent challenge where a coaching approach could have yielded better results than a directive one.**

### 2. The GROW Coaching Framework

The GROW model provides a simple yet powerful structure for guiding conversations towards productive outcomes. We will delve into each component: establishing a clear Goal, assessing the current Reality, exploring Options, and defining the Will/Way Forward. This framework ensures that coaching sessions are focused, action-oriented, and tailored to the individual's needs. Mastering GROW allows managers to facilitate meaningful discussions that lead to tangible progress and development for their team members. Practical scenarios will illustrate its application.

 **Activity: Role-playing exercise: Practice using the GROW model in a simulated coaching scenario.**

### 3. Powerful Questions That Open Up Thinking

The quality of questions asked directly influences the depth of insight gained. This section focuses on crafting open-ended questions that encourage reflection, challenge assumptions, and expand perspectives. We will explore question types that move beyond simple 'yes/no' answers, prompting individuals to think critically about their situation and potential solutions. Learning to ask effective questions is key to unlocking an individual's innate problem-solving abilities and fostering self-reliance. Participants will learn to avoid leading questions and encourage genuine exploration.

 **Activity: Pair work: Develop and practice asking powerful questions related to a common workplace challenge.**

#### 4. Listening at Level 2 and 3

Effective coaching hinges on deep, empathetic listening. This session differentiates between simply hearing words and truly understanding the underlying message, emotions, and unspoken concerns. We will explore Level 2 listening, which involves understanding the speaker's feelings and perspectives, and Level 3 listening, which focuses on intuition and sensing what is not being said. Developing these advanced listening skills enables managers to build stronger rapport, provide more relevant support, and address issues at their root. This fosters trust and psychological safety within the team.

 **Activity: Mindful listening practice: Participants engage in a guided exercise focused on attentive and empathetic listening.**

#### 5. Coaching for Performance vs Coaching for Wellbeing

This section addresses the nuanced application of coaching skills across different objectives. We will examine how to tailor coaching conversations to drive specific performance improvements, such as skill development or task completion. Concurrently, we will explore coaching strategies that support an individual's overall well-being, addressing stress, work-life balance, and resilience. Recognizing the distinction allows managers to provide holistic support, ensuring both professional growth and personal health are prioritized. This integrated approach leads to sustainable engagement and reduced burnout.

 **Activity: Case study analysis: Discuss scenarios and determine whether the primary focus should be on performance or well-being coaching.**

#### 6. Integrating Coaching into Daily Management

This final section focuses on practical application and sustainability. We will discuss strategies for weaving coaching moments into regular interactions, such as one-on-one meetings, project check-ins, and informal conversations. The aim is to embed a coaching culture where continuous learning and support become the norm. Participants will leave with a clear understanding of how to consistently apply their new skills to foster a more empowered, engaged, and high-performing team. This proactive approach builds leadership capacity and strengthens organizational resilience.

 **Activity: Action planning: Participants draft a personal commitment to incorporating specific coaching practices into their routine over the next 90 days.**

## Action Plan

Concrete steps for implementation.

Action	Owner	Timeline	Notes
Communicate the 'Manager-as-Coach' programme benefits to all leadership personnel.	HR	Week 1	Highlight the link between coaching skills and improved team performance metrics.
Schedule and conduct introductory workshops on the 'Manager-as-Coach' programme.	HR/Learning & Development	Month 1	Ensure all managers attend the foundational sessions.
Provide managers with resources and templates for the GROW model and powerful questioning.	HR	Week 2	Make these easily accessible via the company intranet or shared drive.
Encourage managers to initiate a 90-day coaching commitment with at least one direct report.	Manager	Month 1	Focus on setting clear goals and practicing active listening.
Facilitate peer learning sessions for managers to share coaching experiences and challenges.	HR	Month 2	Establish a safe space for open discussion and mutual support.
Incorporate coaching effectiveness into performance review discussions for managers.	Senior Leadership	Quarter 1	Recognize and reward the application of coaching principles.

## About Manas



### Dr. Priya Dubey Sharma

Founder & Consulting Psychologist | Applied, Organizational & Behavioural Psychologist | PhD | 18+ Years

Dr. Priya Dubey Sharma brings 18+ years of applied psychology to corporate wellness. She has worked with SBI, educational institutions, and corporate teams across India. Her evidence-based approach combines CBT, mindfulness, and culturally contextualised psychology for measurable outcomes. She is the creator of the Performance FOMO Index™ and the High-Functioning Distress Framework™.

### Manas – Center for Mental Wellness & Counselling

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**Disclaimer:** This document has been prepared by Dr. Priya Dubey Sharma – Founder & Consulting Psychologist (Applied, Organizational & Behavioural Psychologist, PhD, 18+ years), Manas – Center for Mental Wellness & Counselling (UDYAM-MP-10-0120839). Content is for programme overview and educational purposes only. Nothing herein constitutes legal advice regarding POSH Act compliance – organisations should consult qualified legal counsel for specific legal guidance. For clinical or psychological support, please reach out to the Manas Team for personalised guidance, or consult a qualified Psychiatrist or licensed mental health professional. © 2026 Manas – Center for Mental Wellness & Counselling. All rights reserved. Confidential – prepared specifically for the named organisation. For queries: [manu@manas365.com](mailto:manu@manas365.com) | +91 99818 13224