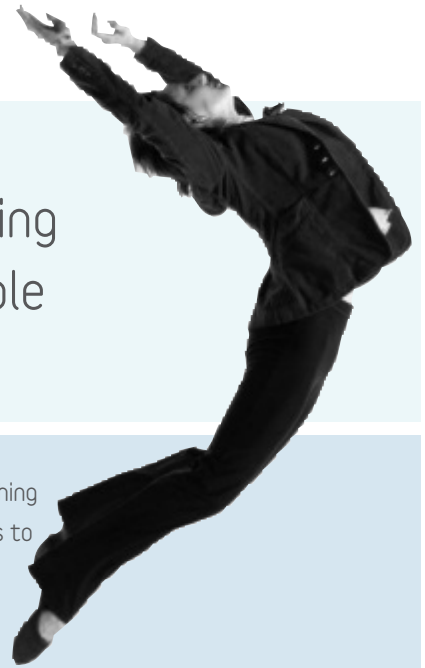


Developing Technical Coaches



Individual coaching is at the core of **Delta Partnership's services**, whether we are working directly with individuals or creating sustainable capability in a team of internal coaches.



Our new focused service - **DEVELOPING TECHNICAL COACHES** - develops the skills and competence of coaches operating in technical environments. It builds on our experience of one-on-one coaching by encouraging an approach where exchange of experience and know-how embeds skills and understanding within the organisation.

DEVELOPING TECHNICAL COACHES was piloted within an international energy business but can be applied in any technically-based organisation, department or team.

Who should take part?

The programme is ideal for developing coaching capability in technical professionals who already have considerable experience in their own discipline.

What are the benefits?

The programme delivers the following benefits:

For Individuals

- enhanced competence and skills
- greater clarity and confidence

Technical coaches on our 2006 pilot project reported that they:

- benefited from in-depth personal review of their coaching practice where they could explore individual coaching case studies in depth and support each other through the process

- learned more about coaching and different approaches to coaching others
- developed their skills in contracting, building rapport, listening, questioning, giving and receiving feedback, goal setting and maintaining momentum in coaching sessions

For Organisations

Armed with what they've experienced, technical coaches will accelerate the development and effectiveness of their technical clients. This in turn will result in improved organisational performance.

The company where we carried out our pilot project of Technical Coaching is evaluating the benefits in more detail. Unofficially the company estimates that they have saved millions of dollars by speeding up the time it takes for young technical professionals to join operational projects. Anecdotal reports suggest that the programme has also made a significant contribution to stemming wastage and resignations amongst technical professionals. This is in an industry where there is an increasingly competitive marketplace for scarce technical skills.

How it works

Our experienced executive coaches work in a coach-the-coach role for 6 - 12 months.

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The programme comprises two strands:

Personal Coaching and Supervision

Each technical coach commits to a series of personal coaching and supervision sessions at monthly intervals. These enable the coaches to review their progress and the challenges facing them in a confidential setting. Each coach is also observed in a live coaching meeting with a new technical professional client. They receive structured feedback and review their learning after the session and set revised development goals, which are then reviewed in subsequent sessions.

Coach Development Workshops

Coaches participate in a series of bi-monthly development workshops. The aim of the workshops is to give the team of technical coaches space to step back from day-to-day demands of the job, review their experience and expand their skills and knowledge. Each workshop includes some time spent in action learning & peer supervision reviewing live issues and individual coaching cases. Coaches learn and apply a simple and powerful reflective technique to enhance their listening and observation skills and learn from each other.

The workshops can also include input and discussion on key themes for example:

- the multiple roles of the Technical Coach
- learning to use a range of coaching styles and interventions from directive to non-directive
- contracting effectively with coachees for maximum success
- critical success factors for project success
- understanding different learning styles and ways coaches can respond to these appropriately in coaching sessions
- appreciating stakeholders' needs and expectations and responding effectively
- exploring team dynamics
- asking questions to reinforce learning
- principles of effective coaching: collaboration, accountability, awareness, responsibility, commitment, action and results
- contradictions, dilemmas and conflicts in the technical coach's role

How it works in practice

To discuss how this approach could help accelerate development of the technical professionals in your organisation, please contact Delta Partnership on **+44 (0)1932 829730**.