Soft skills

Developing Your Team's Skills: Manager-Coach

Two days to move from the manager who solves problems to the one who makes the team grow. You learn to spot each team member's real level, run a coaching conversation through questioning, organise on-the-job learning and track progress. The exercises start from your skills matrix and from situations lived in the workshop, warehouse or customer service; you leave with the development plans of two team members.

Duration : 2 days

Objectives

1. Tell the expert, directive and coach postures apart, and choose the one that suits the team member and the situation
2. Assess the skill and autonomy level of each team member using a multi-skill matrix
3. Run a structured coaching conversation: goal, current situation, options, commitment
4. Build an individual development plan based on daily work: tutoring, pairing, assigned missions
5. Track progress and give feedback that reinforces learning

Programme

Day 1 — morning

• What a manager-coach does, and does not do: the difference from the trainer, the tutor and the technical reference

• Four manager postures depending on the team member's skill and commitment

• Self-diagnosis: your spontaneous reaction to a team member's mistake or question

• Why skills are built first at the workstation

Day 1 — afternoon

• Skills and multi-skill matrix: building the one for your team

• Lack of know-how, lack of practice or lack of motivation: making the right diagnosis

• Spotting critical skills and knowledge held by a single person

• Exercise: development priorities for your team over the next six months

Day 2 — morning

• The four-step coaching conversation: goal, reality, options, commitment

• Open questions, silence, rephrasing: letting the team member build their own solution

• Role plays on situations brought by participants

• Frequent pitfalls: giving the answer too early, turning coaching into control

Day 2 — afternoon (workshop)

• Individual development plan: goal, on-the-job actions, support, deadline, proof of progress

• Organising tutoring and pairing without disrupting operations

• Short follow-up points and feedback on progress

• Workshop: development plan for two members of your team, then knowledge test

Teaching methods

• Self-diagnosis of managerial posture at the start of the session

• Building the skills matrix of your own team

• Coaching conversations played in groups of three, observed and debriefed

• Cases from production, logistics and services: a line leader training a new operator, a warehouse manager preparing their deputy

• Individual action plan written at the end of the session

Assessment and documents

Knowledge test and a coaching conversation observed in role play, with a follow-up evaluation at D+1. Each participant receives a numbered certificate, verifiable online, and the skill acquired is recorded on their Inspirra training passport; the company receives the training report.

Bilingual materials for every participant; each classroom course comes with its digital twin on OmniLearn.

Good to know

A 360° diagnostic before and after the session makes it possible to measure how managerial posture evolves. To hand over responsibilities rather than skills, the course "Delegating Effectively: Assign, Follow Up, Empower" complements this module.

Practical information

Duration	2 days
Audience	Managers, team leaders, department heads, supervisors
Prerequisites	Managing a team, even a small one
Group size	Groups of 6 to 12 participants, in-company
Format	In-company, face to face on your site
Language	French, Darija or English; bilingual materials
Funding	OFPPT special training contracts (TFP), GIAC, Maroc PME: we prepare the applications with you, at no extra cost.
Programme customisation	Programme adapted to your procedures, your equipment and your audience

Frequently asked questions

How does it differ from "Becoming the Technical Reference in Your Field and Passing It On"?
The technical reference passes on their own know-how. The manager-coach helps each team member progress, including on skills they do not master themselves, by getting them to think and organising on-the-job learning.

Do I need to be managing a team already?
Yes. The exercises rely on your real team: skills matrix, development priorities, individual plans. A manager just taking up the role can start with "Giving Clear Instructions and Getting Results".

What should I prepare before the session?
The list of posts in your team, a multi-skill matrix if one exists and a few job descriptions. Team members' names can be replaced by initials.

Can this training be funded?
It can be included in your training plan and submitted under the OFPPT special training contracts. We prepare the file with you; eligibility depends on your company's situation.