CENTER FOR LEADERSHIPAND**DEVELOPMENT**

Effective Leadership through Coaching | 3 Days

The most successful leaders recognize that their success depends upon the success of those they lead. Enabling others to grow and fulfil their potential by coaching them to discover and apply their talents and strengths is a core competency of effective leadership. Whether supporting employees to optimize their contribution, or enabling them to further their career aspirations, your coaching will have a positive impact and will foster an environment of growth and success.

WHO SHOULD ATTEND:
Anyone managing the performance of others, including executives, managers, supervisors and team leaders.

JOB ROLES:
Personal Development
Leader of Teams/Projects
Leader of Managers/Departments

OBJECTIVES:
- Develop a positive partnership that supports employee growth
- Provide effective coaching and feedback within a relationship of mutual trust
- Agree upon appropriate performance goals using the SMART technique
- Clarify the current state or reality of your employees' situation
- Create options for your employee and develop them into a plan
- Motivate and support your employee to achieve his/her goals
- Recognize and remove any obstacles to employee success

COURSE OUTLINE:

The Leader as Coach
Harnessing the Power of Coaching
Recognizing Talent and Potential
Identifying Values and Beliefs
The GROW Model
Structuring the Coaching Process
Applying GROW
Agreeing on the Development Goals
Providing Direction and Purpose
Identifying Appropriate Goals
Clarifying the Current Reality
Framing the Reality
Generating Self-Awareness
Overcoming Obstacles and Resistance
Exploring the Past
Discussing Options
Generating Options
Choosing an Approach
Structuring a Plan

Finalizing the Plan
Confirming the Will
Selecting the First Step
Motivating the Employee
The Importance of Trust
Avoiding Negatives in Coaching
Enhancing Trust Relationships
Giving Constructive Feedback
Structuring Feedback
Encouraging Growth and Development
Overcoming Roadblocks
Uncovering Common Roadblocks
Realigning or Re-evaluating Goals
Transitioning to the Next Stage
Taking an Inventory
Testing Readiness to Transition

We Ensure Personal & Professional Growth Through:

TOPIC-SPECIFIC, REINFORCEMENT MATERIALS TO ENRICH YOUR JOURNEY
eBooks, On-Demand Courses, Quick Videos,
Personal & Team Assessments, Tools & Templates.

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Post-Class Reinforcement Materials

Each of the Leadership and Professional Development courses include a suite of post-class reinforcement materials that are unique to each title. Content such as e-books, quick videos, personal and team assessments, tools and templates, and other materials, have been selected to ensure that you continue your journey to ongoing success beyond the classroom. All e-assets, such as books and videos, come with 1-year access.

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Reinforcement Videos
- Coaching and Mentoring are the Key to Leadership Development featuring Dan Labbad
- Job One, Two & Three of Developing Your People featuring Dianne Ledingham
- Six-Question Approach to Coaching featuring Marshall Goldsmith
- Habit 5: Seek First to Understand, Then to Be Understood featuring Stephen Covey
- Holding People Accountable featuring Patrick Lencioni
- The Pitfalls of Personal Goal Setting featuring Connie Podesta
- The Benefits Of Coaching featuring Jason Zeman
- Recognizing Readiness featuring G. Shawn Hunter
- Coaches Build Self Confidence featuring Jay Conger
- Good Coaches Ask Questions featuring Jack Zenger
- How to Be a Better Coach featuring Howard M. Guttman
- Setting Goals in Four Dimensions featuring Allison Rimm
- Small Behaviors Can Have Big Effects featuring Sue Powell
- How Leaders Can Improve the Quality of People's Thinking featuring David Rock
- Coaching Team Members featuring Jay Conger
- Ask the Right Questions featuring Jan Rutherford

Book Summaries
- Coaching for Breakthrough Success: Proven Techniques for Making Impossible Dreams Possible by Jack Cenfield and Peter Chee
- Bankable Leadership: Happy People, Bottom-Line Results, and the Power to Deliver Both by Tasha Eurich

Blueprints
- *Executive Coaching - Measuring the Importance and Finding the Resources* by Jim Gillece, Peter Dumoulin and R. Kenneth Hutchinson

Leader-Led Activities
- Benefits of Coaching Discussion Guide
- Coaching Challenges Discussion Guide
- Coaching Roles Facilitation Guide
- Coaching Skills Facilitation Guide
- Goal Setting Application Guide
- Preparing to Coach Application Guide

Self-Assesment
- Leadership Roles
- Rapport and Relationship
- Coaching Skills

Challenge
- Challenge: Coaching

Tools
- Organizational Benefits of Coaching
- Assessment Types
- Exploring Options
- SMART Goals
- Coaching Challenges
- Evaluation and Actions

Test
- Leadership Advantage Test Yourself: Coaching

Core Message
- Leadership Advantage: Coaching 3.0

Case Study
- Adopting a Coaching Role
- Assessing a Coachee
- Building a Positive Relationship
- Facilitating the Coaching Process
- Coaching Challenges

Key Concept
- Key Concept: What is Coaching?
- Key Concept: Benefits of Coaching
- Key Concept: The Coaching Partnership
- Key Concept: How to Determine Your Coaching Role
- Key Concept: Coaching vs. Other Practices
- Key Concept: Qualifications of Successful Coaches
- Key Concept: The Two Parts of the Coaching Process
- Key Concept: Establishing Purpose and Context
- Key Concept: Assessment and Insight
- Key Concept: Rapport and the Coaching Relationship
- Key Concept: Build a Positive Relationship
- Key Concept: Exploring Options
- Key Concept: Setting Goals
- Key Concept: Facilitating the Process
- Key Concept: Delegation, Feedback, and Motivation: A Refresher
- Key Concept: Dealing with Coaching Challenges
- Key Concept: Evaluating Progress and Committing to Ongoing Action

e-Books
- A Year with Peter Drucker: 52 Weeks of Coaching for Leadership Effectiveness
- Fearless Performance Reviews: Coaching Conversations that Turn Every Employee into a Star Player
- The Art and Practice of Leadership Coaching: 50 Top Executive Coaches Reveal their Secrets

Videos/Courses
- Importance of Coaching and Mentoring
- Coaching & Mentoring: Find the Guru
- Great Coaching: Don't Give the Answer
- Feedback That Can Have the Biggest Impact

Materials listed above are representative and do not include all assets, which are subject to change as titles and resources are always being updated.

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