

# THE LEADER AS COACH

“The manager needs to have a coaching mindset, looking for opportunities to help others learn.... The coach and coachee relationship must be one that rests on a foundation of trust that can allow the coaching dialogue to take place.”

## COURSE OVERVIEW

While leaders sometimes need to coach their employees, the skills and mindset of an optimal coach are distinct from that of a leader. This is why some individuals with strong leadership capabilities are in fact less than optimal as coaches. This program is designed to help leaders understand the approach of an optimal business coach, as opposed to a business leader. From there, the program focuses on proven coaching techniques to solve workplace problems, improve performance and motivate employees.

Performance coaching starts with a strong coaching relationship of trust, going in both directions. Followed by clearly defined performance objectives and standards. Good coaches measure individual and group contributions against clearly defined standards for performance. When gaps are identified, these are clearly and positively communicated, then they work diligently to close the gaps. Holding others accountable to their goals provides opportunities for growth, learning, and ongoing motivation.

In this program you'll learn to recognize traits and behaviors of an effective coach. You'll explore how to deliver constructive feedback and avoid common feedback barriers. With the help of a proven coaching process, you'll be able to improve the performance of others, and create guidelines for measuring performance.

This course helps leaders to better understand their role in getting the most from their people. Using a coaching model and active listening skills, coaches will understand how to motivate their people to perform well. This program provides opportunities in a safe environment to practice handling a variety of coaching challenges.

Ian Hunt



## AUDIENCE

FL Front-Line Leaders

LL Leaders of Leaders

## FORMATS

In-Person: 6.5hrs.

Virtual: 2 hrs. X 3 sessions

## BUSINESS IMPACT

- 1 Leaders become more effective at analyzing the development needs and coaching opportunities for their team members.
- 2 Leaders are better able to deliver coaching feedback in a positive and productive manner that drives change.
- 3 Leaders learn the traits and behaviours of high-impact coaches, and how these align with (or differ from) their natural style.
- 4 Leaders build confidence and capabilities for dealing with difficult situations and challenging people.
- 5 Overall employee proficiency, productivity and engagement are improved significantly when their leaders are effective coaches.
- 6 Leaders learn to apply a proven coaching model that ensures accurate diagnosis of coaching and development needs.

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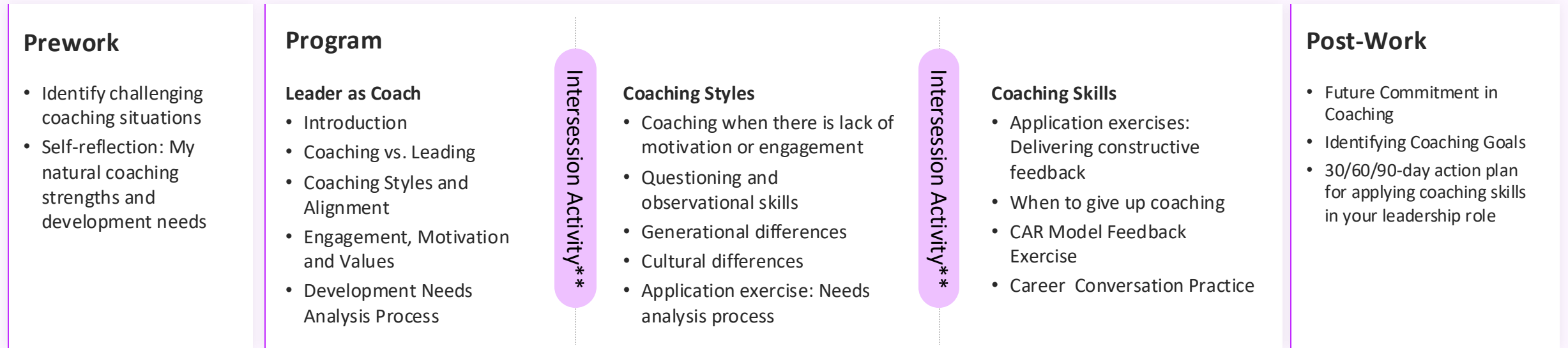
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## LEARNING JOURNEY



\*\* Only applicable to VILT

## LEARNING OBJECTIVES

- Define coaching vs. leadership and identify traits and behaviors of an effective coach
- Apply a methodical development needs analysis process to identify coaching opportunities vs. performance management situation.
- Follow objective guidelines for assessing performance and delivering constructive feedback in a positive and productive manner.
- Learning a variety of approaches and techniques to celebrate success.
- Develop greater social awareness: ability to interpret others' emotions and identify the actions that you can take to create effective coaching outcomes.
- Develop familiarity with a variety of models, theories, and domains of psychology and leadership and apply these in coaching practice.
- Grater ability to observe and reflect on coaching conversations, discern needs and issues that are not overt/obvious, and adjust accordingly.
- Apply coaching skills in situations where the coachee is resistant or unwilling to acknowledge development needs.
- Distinguishing between a coaching approach and other leadership approaches, and which is most appropriate for a variety of situations.
- Holding others accountable for commitments in the coaching engagement.

## EXPERIENCED FACILITATORS



Teresa D.



Mike E.



Audrey H.



Norma G.



Sharon E.



Themum C.



Dr. James K.



Phil C.



Silvia F.

Our global team of facilitators is ready to deliver this program now. We can also train your facilitators to deliver the program internally if needed.