

## The Art of Coaching: Enabling Employees to Achieve Their Potential - 2 Days

### *Course 224 Overview*

- You Will Learn How To**
- Apply coaching techniques to unlock employee potential and maximize performance
  - Harness the art of coaching to forge collaborative relationships
  - Structure a framework for mutually effective learning and development
  - Develop the coaching skills, attitudes and behaviors to foster success at all levels
  - Recognize and adapt to individual and situational differences
  - Create a positive, supportive environment that generates goodwill and engagement

**Course Benefits** To increase return on investment and boost productivity, your employees need to perform at their very best. This course provides the vital coaching skills to enable you to develop the potential of your employees, peers and others. Through practical workshops, technique modeling and role-playing activities, you enhance your leadership abilities with proven coaching techniques that provide a pathway to excellence for the entire organization.

**Who Should Attend** Managers, new and experienced leaders, those who wish to become coaches, performance managers and anyone interested in helping others reach their potential.

**Workshop Course** Workshops, using technique modeling, role-play, self-assessment and group activities, include:

- Establishing your coaching baseline
- Analyzing your coaching mind-set
- Developing coaching questions
- Applying practical coaching techniques to real and simulated situations
- Utilizing "coaching cards" to elicit individual needs and values
- Profiling your personal coaching styles
- Adapting your coaching style to individuals and situations
- Developing a personal blueprint for coaching excellence

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### Course 224 Outline

#### The Powerful Art of Coaching

##### The spirit and practice of coaching

- Creating a symbiotic relationship between organizational and individual performance
- Building a performance-enhancing culture
- Forging a partnership of trust and respect

##### Benefits of coaching

- The positive effect on the bottom line
- Reinforcing and maximizing training outcomes
- Reaping the emotional rewards of achievement

##### Coaching: The critical cornerstone of leadership

- Benchmarking coaching attitudes and skills
- Experiencing "magnificence"

#### Structuring the Learning and Coaching Cycle

##### Setting the foundation

- Clarifying expectations through well-formed outcomes
- Examining alternative pathways to achievement
- Eliciting the current reality
- Committing to a course of action
- Drafting the coaching contract

##### Supporting the learning process

- Creating a learning environment
- Demonstrating the art of high-quality listening
- Asking structured questions
- Sharing perceptions
- Identifying proactive and reactive coaching opportunities

##### Reviewing the results

- Establishing shared insight through quality feedback
- Encouraging self-evaluation
- Fostering self-awareness and self-responsibility
- Closing the loop and reviewing success

#### Honing Your Coaching Skill Set

##### Creating a supportive environment

- Building trust and mutual respect
- Providing "psychological safety"
- Demonstrating emotional intelligence

#### Leveraging coaching language techniques

- Utilizing the questioning technique
- The use of silence
- Reinforcement
- Redirecting
- Reframing
- Coaching language patterns
- Clarifying goals
- Solving problems
- Overcoming limiting beliefs
- Exploring deeper emotions

#### Adapting Your Coaching Style to Individuals and Situations

##### Developing insight into self and others

- Assessing individual needs
- Eliciting values and motivators
- Setting challenging and realistic goals

#### Adopting appropriate coaching styles

- Profiling your personal behavior patterns
- Managing the coaching dynamic
- Selecting effective interventions
- Flexing between different coaching styles

#### Overcoming internal and external barriers to coaching

- Challenging mental models
- Recognizing and addressing reluctance

#### Team coaching

- Creating a common vision of excellence
- Ensuring interactivity for maximum benefit

#### Coaching for Commitment

##### The passion of the coach

- Instilling passion and commitment in others
- Unleashing the power of positive dialog
- Optimizing individuality and uniqueness
- Co-achieving through mutual support and learning
- Promoting transformational coaching

#### Meeting the moral commitment of modern leadership

- Creating the climate for performance excellence
- Providing leadership to instill self-belief