



## COACHING FOR HIGH PERFORMANCE

### LEARNING FORMAT: CLASSROOM

Coaching at the mid and senior-level is significantly different from coaching at lower organizational levels, as leaders are now expected to continue to lead across generations while also leading people from different functions and increasing productivity across the board. Leaders need to develop multidirectional coaching skills and learn the proactive inquiry method for more effective interactions with their teams.

### DO YOU FACE ANY OF THESE ISSUES?

- Do your leaders lack the skills to coach their direct reports, peers, or even senior leaders?
- Are leaders able to create a coaching culture in your organization?
- Do leaders spend more time sharing their expertise rather than asking provocative questions while coaching?
- Do your leaders struggle to drive performance, engagement, and retention?

### PERFORMANCE OBJECTIVES

#### Helps leaders:

- Clearly differentiate and seek higher-level coaching opportunities that provide significant payoff to the individual, team, and organization.
- Apply enhanced skills to conduct more compelling, collaborative, and rewarding coaching discussions.
- Seek and offer feedback that people can accept and act on to ensure achievement of business goals.
- Monitor and measure the continuous improvement of coaching skills in themselves as those they coach.
- Build and sustain a coaching culture within their team, department, or unit.

#### Primary Competencies Developed:

- Coaching & Developing Others 3.0
- Building Organizational Talent 3.0

### COURSE OVERVIEW

- **Session Opening:** Participants discuss qualities of a good coach, what differentiates coaching at higher levels, and use the trust equation to evaluate their own trustworthiness.
- **Advanced Coaching Skills:** Participants are introduced to authentic listening, empathy, and provocative inquiry skills to increase engagement levels and the value of their coaching.
- **Skill Application (Rounds 1 & 2):** Working with a partner and using the coaching opportunity identified in pre-work (course prep), participants conduct coaching discussions applying the advanced coaching skills. Partners provide feedback on strengths and areas for improvement.
- **Monitoring Your Value as a Coach:** Participants are introduced to five indicators of their effectiveness as a coach. Results, Returns, Referrals, Replication, and Receptivity. A self-assessment is provided to help participants monitor their effectiveness as a coach.
- **Summary and Call to Action:** After discussing the coaching culture in their organization, participants identify what they want to stop, start, and continue doing to enhance their leadership coaching skills.

### COURSE DETAILS

- **Target audience:** Mid-level, operational and senior-level leaders
- **State-fundable:** Yes (some positions may be ineligible for state funding)
- **Course length:** 4 hours. Course can be lengthened to 5 hours.
- **Facilitator Certification:** Senior-level certified facilitator required
- **Prerequisites:** None
- **Optimal Group Size:** 8 to 16. 20 maximum.
- **Course Prep:** Yes. 20-30 minutes to evaluate one's own coaching skills and identify a coaching opportunity to develop during the session.
- **Notes:** Suitable for all environments.

### RELATED COURSES

- Advanced Coaching
- Coaching for Peak Performance
- Developing Organizational Talent
- Making Change Happen
- Mastering Emotional Intelligence