

# Coaching<sub>for</sub>Success

## ***High Impact Learning to Support Management and Leadership Development***



### **The Opportunity:**

Enhance the coaching and feedback skills of supervisors and managers.

### **The Approach**

Choose from a variety of integrated, experiential learning offerings, including;

1. Coaching Conversations – solving problems and building commitment thru GROW
2. Playing to Strengths, Managing Weaknesses – the Gretzky Principle
3. Clarifying Expectations thru Fieldmarking
4. Masterful Feedback – ensuring employees receive the feedback they need to be successful
5. Coaching for Success – Reinforcing the Learning
6. Career Coaching for Managers
7. Leading in Difficult Times
8. Making Difficult Conversations Easier

### **Content and Delivery**

Coaching for Success introduces a fresh, new approach to enhance the career coaching, performance management, and feedback skills of managers. The content is simple, inspiring, proven and practical. It is applicable to both seasoned managers with substantial coaching expertise and new supervisors with limited people management experience.

Participants greatly appreciate the animated, enthusiastic delivery peppered with real stories from the trenches and balanced with an engaging, participatory workshop approach. They particularly love the practice sessions and practical tools they walk away with.



## ***The Modules***

### **Module One: Coaching Conversations – solving problems and building commitment thru GROW**

This module will fundamentally shift the way a leader/coach ‘see’s’ coaching and experiences a coaching conversation. The workshop begins by ‘pulling out’ from the group the actual things a manager/coach does when they are coaching individuals in organizations. This creates a foundation for understanding distinctions between ‘putting in’ and ‘pulling out’. Participants become aware of a general predominant bias towards ‘putting in’. Next steps include:

- Introduction to the GROW model – a framework for a successful coaching conversation
- GROW Model practice – working in pairs in live coaching conversations to practice the GROW model. Each participant practices as a coach and a client
- Practical application conversation – sharing of best practices to overcome obstacles and improve the quality and frequency of coaching conversations.

Participants will leave with a significantly higher awareness of when it’s appropriate to put in and when it makes more sense to pull out. They have a solid understanding of the GROW model framework for coaching. They will have increased confidence, capability and commitment to conducting a successful coaching conversation

Time: 2 \_ – 4 Hours

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### **Module Two: Playing to Strengths, Managing Weaknesses**

As a result of this workshop participants will:

- Understand how the concept of Playing to Strengths, Managing Weaknesses applies to their role as a leader and coach
- Complete a self-assessment of their own transferrable skills
- Consider ways to redesign their own role to better play to their own strengths and manage their weakness
- Prepare for Career Dialogue discussions with direct reports to understand the employees desired career direction and create a win/win role to inspire top performance
- Discuss ways to implement ‘The Gretzky Principle’ (play to strengths, manage weaknesses) within their team and/or department and agree on next steps.

Time: 2 – 3 Hours



## Module Three: Clarifying Expectations thru Fieldmarking

As a result of this workshop participants will:

- Appreciate the importance of clarifying expectations for team members / direct reports.
- Understand the three dimensions of appropriate expectation setting – roles and goals, organizational expectations, leader expectations.
- Receive specific tools and strategies to assist in clarifying expectations
- Recognize the requirement to solicit expectations of themselves from direct reports and have a process and supporting tool to do so.
- Prepare for and commit to having expectation clarification conversations with their colleagues and boss.

Time: 2 – 3 Hours

## Module Four: Masterful Feedback

This module begins with a large group conversation to uncover best practices in delivering feedback and pitfalls to avoid.

Participants are offered new distinctions to assist them in effectively leading feedback conversations including:

- Reinforcing feedback vs. corrective feedback – what's the difference and what's the optimal ratio between the two?
- Observation, Assessment and Advice – three critical distinctions within feedback
- Feedback is easy when expectations have been clarified – the link to Fieldmarking
- A powerful way to deliver feedback – Observation and impact
- Feedback vs. recognition – what is the difference?
- The 'Pulling Out' way to deliver feedback – helping the performer to provide feedback to themselves

Participants will leave with significantly higher awareness about the distinctions within feedback, best practices to use, pitfalls to avoid and a framework for conducting a successful feedback conversation.

Time: 2 – 4 Hours



## **Module Five: Career Coaching for Managers**

This module is designed to significantly enhance the career coaching capabilities of managers.

Participants are introduced to key concepts and a framework to assist them in effectively leading career coaching conversations with direct reports. They will assess their effectiveness in leading and managing their own career and identify activities which will assist themselves and direct reports in attaining career success. Items covered include:

- Career Management 101- key concepts, assumptions and beliefs
- Career Leadership Activities
- Career Dialogue Framework – 10 important questions to ask
- Difficult scenarios and situations

Time: 2 – 4 Hours

## **Module Six: Leading in Difficult Times**

This module is designed for the supervisors and/or managers who are leading an area or department going through significant change. Changes could include restructuring or the sale of an asset. The workshop objectives are:

- Reach a common understanding of our current situation
- Learn some proven tools, strategies and techniques to support successful team leadership in difficult times
- Create a leadership team action plan to ensure sustained success

The Agenda items include:

- The Change Cycle
- Our current situation – half empty and half full
- Business As Unusual – a conversation on what works, what does not
- What else works in difficult times?
- Creating Our Action Plan
- Communications Plan, Wrap-up

Time: 4 - 7 hours

# Making Difficult Conversations Easier



## Overview

The six hour Making Difficult Conversations Easier (MDCE) Workshop provides professionals, team leaders and managers with the awareness, skills, tools and confidence they require to initiate and successfully conduct difficult conversations.

Participants will confidentially review difficult conversations they are facing. They will chose one and run this situation through the MDCE framework. Upon learning new approaches and tools participants plan, prepare and practice to enable future success in this and other difficult conversations within their professional and personal lives.

## Agenda

### Introduction

- Why is this so difficult?
- Identifying your current difficult conversations
- Clarifying your current approach
- What's worked before – your existing best practices
- The MDCE Framework
- Dealing with defensiveness, blame, and other obstacles
- On track, not sidetracked
- Words and statements to avoid
- Preparing your opening statements
- Practicing your opening statements

### M – My Stuff

- Preparing for difficult conversations
- The 10 critical questions to ask yourself
- My Stuff Self Assessment

### D – Dialogue

- Putting In – my reality statement
- Pulling Out – understanding your reality
- 7 pull out questions
- Dialogue – exploring options and obstacles
- Questions to support dialogue

### C – Contracting

- Reaching agreement on a path forward
- Important elements in an agreement

### E – Engage

- How to keep connected and prevent myself from getting into this mess again
- Special considerations for extra tough situations – group discussion
- Your summary - pulling it all together
- Action planning

**Target Size:** up to 24 participants

## Coaching For Success - Reinforcing the Learning



This is a reinforcing workshop intended to further assist supervisors and managers in applying the Coaching for Success approach. Ideally it will follow up 8 – 12 weeks after the Coaching for Success Modules. The agenda includes:

- Review of Coaching for Success approach
- The Coaching Game Show
- GROW model coaching practice
- Successes and Challenges – playing to strengths, clarifying expectations, masterful feedback
- Review of Making Difficult Conversations Easier
- Practice in Making Difficult Conversations Easier
- Action Planning

NOTE: this workshop can also be broken down into modules

**Target Size:** up to 24 participants

**Workshop Length:** 3 - 8 hours

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