

Course ID

**COACH**

Course Duration

**2 days**

Course Title

**Coaching for Superior Performance**

**Related Courses**

- Leadership: Be the Leader Others Want to Follow (LEAD, 1 day)
- Step up to Supervision! (SUPERVISE, 1 day)

**Aimed At**

Managers, supervisors, and others who need to provide performance feedback or coaching to those who work for or with them.

**Group Size**

5-25

**Prerequisites**

Six months experience with leading, supervising, or informally coaching others.

**Course in a Nutshell**

Do you find it difficult to talk to your employees about their performance? Do they react defensively when given performance feedback? Do you encounter push-back when you request them to do something for you?

Leaders may or may not be born, but coaches are definitely made. Presented in this course is a system for coaching and feedback that works whether you are dealing with a new employee or a seasoned veteran. We will teach you the techniques for giving feedback which will have your employees thanking you for the constructiveness in which it is offered. We will show you how to inspire, motivate, and support your employees while giving them the direction and clarity they need and deserve.

**Customize It!**

Customize this course to your specific needs at little-to-no additional cost. We offer distinct versions tailored for:

- Managers and supervisors who need to coach or provide performance feedback as an ongoing part of their managerial responsibilities.
- Those who need to be coached, so they can develop the skill to work with their manager or coach to get the most out of the coaching relationship.
- Organizations who wish to implement an internal coaching system and need people trained to act as qualified coaches.
- People who are seeking to be executive or career coaches.

**Learn How To**

- Balance employee self-esteem against the need for continuous improvement.
- Use coaching and delegation techniques that achieve task ownership and improved performance.
- Use feedback techniques that overcome defensiveness and resistance and create the desire for improvement.
- Unleash positive energy and rekindle motivation.

- Follow a three-stage process for setting expectations, providing necessary support, and linking to a performance appraisal process.
- Understand employee needs and tailor management style to better fit those needs.
- Provide performance evaluation feedback which encourages employee development.
- Understand what you can do to keep a highly marketable employee from leaving the company.

## **Course Outline**

- Introduction to Course and Coaching
  - Course objectives and road map
  - Exercise: Discover how our goals often get in the way of good coaching
- What Is Coaching?
  - Coaching vs. management: What's the difference?
  - Video: Leader as Coach
  - Discussion: Coaching at all levels of the organization
  - Case Study: How we often miss the key components of coaching
  - Becoming coachable: The behaviors that support learning
- Performance Management as a System
  - Performance model overview
  - Setting expectations using a competency review form
  - Clarifying competencies to set employees up for success
  - Creating a development plan that motivates and clarifies goals
- Giving and Receiving Feedback
  - Making positive feedback effective
  - Creating a strategy for providing negative feedback constructively
  - Following five steps to becoming more approachable
- The Coaching Process
  - Coaching as a nine-step process
  - Template and discussion: Using the best words at each step of the process
  - Role play and critique: Why did the person coached feel deflated?
- Create Environment That Supports, Develops and Motivates
  - Case Study: Why is Arthur resigning?
  - Listening inventory: How well do I listen?
  - Strategies for improved listening
  - Understanding body language: Did they say what they meant?
- When Employee Performance is Sub-standard
  - Role play: Giving negative feedback that doesn't bruise the ego
  - Group work: Ways not to give negative feedback
  - Group work: Coaching to motivate a struggling performer
  - Moving from coaching to counseling and disciplining
  - Case study: Documenting when employees don't meet expectations
  - Strategies for re-motivating an employee who is capable but not performing
- Close Out: Wrap-up and Q & A

**How You Will Learn**

- A seasoned instructor will present this course in a highly interactive “workshop” (lecture/practice) format.
- Case studies, role plays, and group activities will help you understand and apply the feedback and coaching system, so that you can put it to effective use as soon as you get back.
- You will receive a printed Participant Handbook which will help you remember and retain what you learned in class and apply it on your job.

Revised

Nov. 26, 2005