

COACHING FOR SUCCESS

Too many leaders can't let go of the misguided concept that good coaches help their teams learn from mistakes. They focus on improvement and correct performance after mistakes happen. In today's environment, organizations can't afford trial and error; they need things to be done right the first time.

This course develops leaders who help people achieve goals and avoid problems, a positive experience for themselves and those being coached. Leaders learn a proven coaching process ensure they identify coaching opportunities, provide needed coaching and support, observe performance, and measure results until desired outcomes are achieved. They learn how coaching for success benefits individuals, strengthens work groups, and supports company objectives and priorities.

DO YOU FACE ANY OF THESE ISSUES?

- Do leaders spend their time getting individuals back on track instead of laying the groundwork for them to be successful?
- Are your leaders missing opportunities to expand the capabilities of their work group?
- Do leaders tell people what to do rather than encourage involvement and build commitment?

PERFORMANCE OBJECTIVES

Helps leaders:

- Prepare people to successfully handle challenging situations and tasks.
- Expand their team's capabilities, to give the organization a competitive edge.
- Delegate new responsibilities with confidence.
- Spend less time reacting to problems because they have prepared their work group to succeed.

PRIMARY COMPETENCY DEVELOPED

- Coaching
- Aligning Performance for Success

SECONDARY COMPETENCIES DEVELOPED

- Communication
- Developing Others
- Gaining Commitment
- Inspiring Others

For more information contact:
Joy Sommers at Saint Paul College
651-846-1438 or joy.sommers@saintpaul.edu

COURSE OVERVIEW

- **Opportunities for Success:** Learners discuss the three types of coaching: coaching for success, coaching for improvement, and managing performance problems. They discuss the benefits of coaching for success, identify opportunities to proactively coach members of their work group, and learn the coaching process.
- **A Model of Success:** A video shows a leader using a "telling" approach to coach for success. Leaders discuss the importance of balancing seeking and telling, and the benefits of using a seeking approach. In a video case study, learners identify how the leader uses the Interaction Process, and seeking and telling.
- **Putting Skills into Practice:** Using a Discussion Planner, learners prepare for and conduct a coaching for success discussion using a prepared situation. They conduct three skill practice rounds, with feedback after each round. Learners use a Discussion Planner to begin preparing for a coaching for success discussion they will conduct when they return to the workplace.
- **Make It Ongoing:** Leaders recognize the importance of observation and measurement in identifying ongoing coaching needs. They discuss the importance of providing feedback and using the STAR format. Learners discuss the need to provide the type of support individuals and teams need to take responsibility for handling a situation or task.

VIDEO SEGMENT SUMMARIES

- An ineffective coach uses the same "telling" coaching style and approach with four very different people and situations.
- A team leader coaches a team member to negotiate a sensitive change in requirements with a longtime supplier.
- Scenarios illustrate challenging situations that a leader might face in the course of coaching people for success. (Optional)

COURSE DETAILS

- Target audience: Frontline leaders through mid-level managers.
- Module length: 4 hours. Course can be lengthened with optional activities.
- Facilitator certification: DDI-certified facilitator required.
- Prerequisites: Essentials of Leadership or IM Essentials.
- Series: Suitable for all environments; health care comparable version is Coaching Staff.
- Group Size: 8 to 16 people.
- Prework: No

RELATED COURSES

- Coaching for Improvement
- Managing Performance Problems
- Adaptive Leadership
- Delegating for Results
- Developing Others
- Mastering Interaction Skills