

COACHING FOR SUSTAINABILITY

Growing Towards a Coaching Culture



Psychologist Daniel Goleman established that “Emotional intelligence is the sine qua non of leadership. Without it, a person can have the best training in the world, an incisive, analytical mind, and an endless supply of smart ideas, but he still won’t make a great leader.” And one of the best ways to improve emotional intelligence (EQ) is with coaching. EQ coaching enables leaders to attain both the personal mastery and people mastery skills.

Coaching is no longer restricted to private conversations for the privileged few at the top. It’s not just a perk for rising stars. Today coaching is woven into the culture of the organization and impacts people at every level. You know you have a strong coaching culture when coaching conversations flow in all directions—upwards, downwards and sideways. Learning becomes a way of life as people actively seek feedback and support.

Developing a coaching culture is a game changer that shifts the way people work together. A strong coaching culture offers customized support at every level, and as a result, people fully engage in crucial, candid, respectful conversations. As a result, companies with strong coaching cultures have much higher employee engagement, greater revenue growth and radical improvement of results.

LEARNING OUTCOMES

By the end of the program, participants should be able to discover the following benefits:

- Recognize own leadership and behavioral styles
- Gain understanding of what coaching is and how it complements in day to day management
- Develop competence and confidence in using an integrated coaching approach to hold meaningful conversations and giving feedback
- Develop a Game Plan for options, action-taking and accountability.

- Develop their team to be more self-sufficient and find the answers to questions themselves using a structured process that is aligned to the ICF (International Coach Federation) core competencies.
- Wear the hat of a Coach-Leader through mentor-coaching.

LEARNING MODELS

- ✓ Profiling Tool: Personality Profiling
- ✓ C.O.C.A. Model: Qualities of a Coach-Leader
- ✓ G.R.O.W. Model: Step-by-Step Coaching process

LEARNING APPROACH

- ✓ Individual/Group Activities
- ✓ Real Case Scenarios
- ✓ Private Coaching sessions
- ✓ Supervised Coaching sessions
- ✓ Interactive group discussion & sharing

TARGET AUDIENCE

Mid-to-senior level leaders who lead other managers; operational, group or department managers; or leaders who work up, down and across the organization.

COURSE OUTLINE

Module 1: COACHING OVERVIEW

PRE-COURSE WORK ASSIGNMENT

- Review and understand concepts and models
Outcome: Review, understand and apply key concepts/models that will be used throughout the program.

COACHING OVERVIEW

- What Coaching is and is not
- When can Coaching be applied
- Managers as Coach-Leaders
Outcome: Definition of Coaching; Defined 'coaching' and explained how it differs from training, mentoring and counseling

Module 2: QUALITIES OF A COACH-LEADER

PERSONALITY PROFILING

- Personality Assessment
Outcome: Determine personality type, identify behavioural traits, bring out the best in you

C.O.C.A. MODEL

- Essential qualities of a Coach-Leader
- Coaching Tools & Techniques in accordance to ICF core competencies
Outcome: Identify qualities and techniques to be an effective Coach-Leader, Active and Reflective Listening Skills, Powerful Questioning techniques

Module 3: STEP-BY-STEP COACHING

COACHING MODEL

- G.R.O.W. Model
- Coaching Skills & Techniques applied:
 - ❖ Suspending Judgment
 - ❖ Active Listening
 - ❖ Powerful Questioning
 - ❖ Feedback Giving

- Set Game Plan to co-create Action Plans
- Set Commitments
- Manage Accountability

Outcome:

- a. Structured flow for coaching.
- b. Role play effective questions using the G.R.O.W. model to establish:
 - Reality and Clarity of Issue for Coaching
 - Identify Roadblocks & Create Awareness
 - Challenge & Reframe Perspectives
 - Explore options
 - Set commitment for change
 - Explore potential barriers to action
 - Progress follow-up

Module 4: COACHING CLINIC

COACHING-IN-ACTION

- Practice! Practice! Practice through Private and Supervised coaching sessions
- Outcome:** Coaching in action facilitated by Coach-Facilitators and evaluated by participants using real case scenarios

FORWARD ACTION PLAN

- Coaching at the workplace
- Outcome:** Identify 2 direct reports for coaching at the workplace



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