

## ADVANCED COACHING

### LEARNING FORMAT: CLASSROOM (onsite only), VIRTUAL, & WEB COURSE

In many organizations, good coaching is no longer enough. Today's high-performance workplace requires leaders who can quickly assess business priorities and the capabilities of deployed talent. Leaders must have the skills to take advantage of every coaching opportunity, even when they don't have time for formal coaching conversations. And leaders need to do more to recognize the unique contributions of employees.

In this course, participants will learn four advanced coaching techniques that develop proficiency in using the Interaction Essentials in challenging situations. Leaders learn to ask powerful and insightful questions and how to drive higher levels of employee engagement through appreciation.

### DO YOU FACE ANY OF THESE ISSUES?

- > Do leaders know how to coach but do not have time to do it?
- > Do your leaders tell their employees how to get things done instead of seeking their insights and gaining their buy-in?
- > Do employees feel like they are not appreciated by their leaders?

### PERFORMANCE OBJECTIVES

#### Helps leaders:

- > Increase the agility and impact of their coaching.
- > Make the most of each coaching opportunity.
- > Provide input to help team members gain timely insights into their work.
- > Enhance the confidence and competence of their staff on an ongoing basis.
- > Build an engaged workforce that feels challenged and valued.

### PRIMARY COMPETENCIES DEVELOPED

- > Coaching
- > Gaining Commitment

### SECONDARY COMPETENCY DEVELOPED

- > Inspiring Others

### COURSE OVERVIEW

- > **Coaching Opportunities:** In an opening video activity learners see a leader use advanced coaching techniques in a sequence of interactions over time and across communication methods. Facilitator makes the connection between advanced coaching and the use of the Interaction Essentials. Four advanced coaching techniques are introduced.
- > **Advanced Coaching Self-Insights:** Learners assess their use of the four coaching techniques. Discussions follow - first in pairs and then in a large group - around participants' strengths and development opportunities.
- > **Scan and Plan:** Learners use a radar screen tool to capture the intersection between deployed talent and business priorities, and identify where they should focus attention.
- > **Seize Every Moment:** In a small group activity, learners analyze two scenarios and determine key information needed to conduct the coaching conversation. Facilitator debriefs the findings of both groups.
- > **Spark Insight:** In a two-part video activity, learners compare and contrast the questioning techniques of a good coach and an advanced coach. Participants build on the scenarios they analyzed earlier by identifying high-impact questions. They work in pairs to practice sparking insights in a coaching conversation.
- > **Engage Through Appreciation:** A quick "myth/fact" activity introduces the Engage Through Appreciation technique. Facilitator shares the adaptation of STAR for expressing appreciation. Using the radar screen from an earlier activity, learners practice writing appreciation for a team member.
- > **Session Close:** Facilitator leads a "lightning review" of the advanced coaching techniques.

### VIDEO SEGMENT SUMMARIES

- > A leader uses various communication methods and takes advantage of brief but timely opportunities to provide reactive coaching to a team member.
- > A leader provides adequate coaching to a team member who seeks his advice.
- > The same leader sparks discovery within the team member by asking the right, high-impact questions at the right time.

### COURSE DETAILS

- > **Target audience:** Frontline leaders through mid-level managers.
- > **State-fundable:** Yes (onsite only)
- > **Course length:** 4 hours (onsite); 3 hours (virtual); 2 hours web course
- > **Facilitator Certification:** Certified facilitator required.
- > **Prerequisites:** Communicating for Leadership Success or Essentials of Leadership and Coaching for Peak Performance.
- > **Optimal Group Size:** 8 to 16. 20 maximum.
- > **Course Prep:** Yes. 15 minutes.
- > **Notes:** Suitable for all environments. Onsite training available in Spanish.

### RELATED COURSES

- > Adaptive Leadership
- > Coaching for High Performance (for mid-level managers)
- > Coaching for Peak Performance