



Coaching for High Performance

Coaches are leaders who do all they can to help people improve and succeed. It is a way of thinking and interacting with people that communicates high expectations, respect and caring. In this program, individuals learn the concepts and skills of a coaching style of management that builds commitment, drives employee engagement, gets results, and can be integrated into their existing repertoire of leadership skills.

A core emphasis of this program is that good coaches have many tools in their coaching toolkit. The best coaches leverage the skills and tools they have to select the most appropriate ones for the situation they are in. Whether they are coaching for performance, coaching for development or coaching to change a difficult situation they need to select the right set of tools and the right blend of skills for the situation. This course will provide them with a framework to help them decide what approach to use and when, and then how to use their skills and tools for maximum effectiveness.

Overall Program Objectives:

Participants have the opportunity to

- Use a clear, concise, repeatable framework for coaching that stimulates high performance in others.
- Energize people and provide the clarity on expected performance that leads to results.
- Leverage clarity to link employee objectives to the business priorities
- Design, identify and leverage effective questioning and listening skills to uncover and assess what is blocking the performance of others and increase their people's awareness and self-responsibility
- Practice delivering competent, relevant feedback.
- Determine how to build the competence and confidence of their people.
- Develop a specific action plan for enhancing personal coaching effectiveness.
- Use a process for confronting people who need to change behavior and/or improve performance.
- Use a coaching map to help them GROW others so that employees take ownership (with the guidance of the coach) for identifying and then taking action on the best solution to a challenge.
- Recognize people in a manner that is targeted, relevant and reinforces the behaviours that drive performance
- Determine where to start applying their new coaching skills for maximum results and impact.
- Recognize the importance of self-awareness and self-management in their development as a coach.



Core Program Description

The Coaching for High Performance Workshop consists of 3 phases.

Phase 1: Pre-work

Participants receive a link to a web page with an orientation to the program, and a short pre-work exercise consisting of 2 self-assessments (Listening, Rapport and Respect) intended to help them reflect on and prepare for the workshop.

Phase 2: Live Instructor-led Workshop (1 or 2 days)

The live workshop is designed as a highly interactive experience using experiential exercises, practice, examples, situations from a client's environment and group discussions. Agendas for both the 1 and 2 day versions are attached at the end of this description

Phase 3: Learning Application – The Coaching Companion

This is a series of six emails designed to extend the learning after the workshop and help them apply what they have learned in their day to day jobs. An email is sent to participants every two weeks for 3 months providing additional information on a core topic, an exercise to practice and a link to additional readings. Participants are encouraged to complete all activities within these emails and those who do are awarded with PCI Five Star Coaching status and included in a draw to participate in our annual client appreciation dinner.

Optional Sustainment Program

We offer an optional additional sustainment program that provides ongoing support to help imbed the learning of each participant. The optional support program can include the following 3 components:

Trainer As Partner

The Trainer As Partner program begins with the creation of a three-month action plan in the workshop. The plan is reviewed by the trainer, who sends tips following the workshop. Then, each participant has a 20-minute accountability call with the trainer to review progress and challenges at the three-month mark. The results of these follow-on calls are summarized into an anonymous report that pin-points successes and areas for further attention.

Manager As Ally

Manager As Ally is a structured process and set of supporting materials to engage participants' managers in reinforcing the application of skills learned back at work. Through video and a printable conversation guide, managers are supported in having three conversations with their employees: a focusing conversation two weeks prior to the workshop, an action plan review immediately following the workshop, and a check-in four to six weeks after the workshop.



**PERFORMANCE
COACHING**

Training from the inside out.

Peer Coaching

Our proprietary Peer Coaching process provides participants with the structure they need to set up partnerships that will lead to greater learning transfer. At the end of the workshop, participants are guided through a process with their partner to set up a two-month peer coaching schedule – building in the time, topics, and method for connecting in order to hold each other accountable.



Agenda for 1-Day Workshop (7 hours of content)

8:30AM Start

Program Introduction (8:30 – 9:00)

- Introductions
- Establishing program expectations

Coaching Overview (9:00 – 10:00)

- Good/Bad coach exercise to define coaching
- Building the relationship by establishing rapport and respect
- Overview the coaching model
- Helium pole exercise

Break (10:00 – 10:15)

Clarity (10:15 – 11:00)

- The challenge with clarity
- What coaches provide clarity on – goals, values, vision
- Gaining clarity exercise

Consulting Style of Communicating (11:00 – 12:00)

- Define style, purpose and skills
- Asking questions and active listening

12:00 – 12:30PM - LUNCH

Competence (12:30 – 1:15)

- Linking competence and confidence
- Coaching to skills and confidence exercise

Teaching and Mentoring Style (1:15 – 2:45)

- Define style, purpose and skills
- Framework for giving effective feedback
- Triad exercise to practice both feedback and listening skills

Next Step and GROW (2:45 – 4:00 – includes time for a self-guided break)

- Assess next step and set a performance goal on which you will be coached
- Structured one-on-one coaching exercise (coach and be coached)

Action Plan and Close (4:00 – 4:30)

- Commit to a 3 month action plan focused on your development as a coach

4:30PM Finish



Agenda for 2-Day Workshop (14 hours of content)

Day 1 - 8:30AM Start	Day 2 – 8:30AM Start
<p>Program Introduction (8:30 – 9:00)</p> <ul style="list-style-type: none">• Intros and expectations <p>Coaching Overview (9:00 – 10:00)</p> <ul style="list-style-type: none">• Identify Good/Bad coach exercise• Defining coaching• Overview of coaching model• What's the block exercise• Helium pole exercise <p>Break (10:00 – 10:15)</p> <p>Clarity (10:00 – 11:00)</p> <ul style="list-style-type: none">• What coaches provide clarity on• Gaining clarity exercise• Identifying employee informational needs exercise	<p>Day 1 Review (8:30 – 9:15)</p> <p>Transition Curve (9:15 – 10:00)</p> <ul style="list-style-type: none">• Coaching people through the emotional cycle of change <p>Recognition (10:00 – 11:15)</p> <ul style="list-style-type: none">• Define key principles• The role of giving people influence and ownership• Translating these principles into action <p>Break (11:15 – 11:30)</p> <p>Next Step (11:30 – 12:00)</p> <ul style="list-style-type: none">• Set a performance goal on which you will be coached
12:00 – 12:30 - Lunch	12:00 – 12:30 - Lunch
<p>Consulting Style (12:30 – 1:15)</p> <ul style="list-style-type: none">• Define style, purpose and skills• Asking effective questions• Active listening exercise <p>Competence (1:15 – 2:45)</p> <ul style="list-style-type: none">• Linking competence and confidence• The next step – performance goals• The learning curve• Coaching to skills and confidence exercise <p>Break (2:45 – 3:00)</p> <p>Teaching and Mentoring Style (3:00 – 4:30)</p> <ul style="list-style-type: none">• Define style, purpose and skills• Providing competent relevant feedback• Giving feedback exercise	<p>GROW (12:30 – 2:00)</p> <ul style="list-style-type: none">• Structured one-on-one coaching exercise allowing them to coach and be coached on the goal set in next step exercise• Debrief how to use in workplace <p>Confronting Style (2:00 – 3:00)</p> <ul style="list-style-type: none">• Recognize when to use• Outline a clear map• Demonstrate the skills <p>Break (3:00 – 3:15)</p> <p>Philosophy & Where to Start (3:15 – 4:00)</p> <p>Action Planning & Close (4:00 – 4:30)</p> <ul style="list-style-type: none">• Putting learning into action using a proven process
4:30PM Finish	4:30PM Finish