

Agenda

Two Day Train the Coach Workshop

and One Day Manager as Coach Workshop

Day One

Section 1 – Coaching Principles

- 8:00 **Welcome, Objectives, Agenda and Workbook, Ground-Rules**
- In this section the participants are oriented to the skill practice nature of the workshop. The fundamental purpose of the training is the increasing the readiness of participants to apply sound, coaching skills to helping others achieve positive long-term change in behavior.
- Review Coaching Principles/Process/Behavioral Coaching Skills**
- The three key principles that underlie the coaching methodology are reviewed and the skills the coach will help the leader learn to effectively use stakeholders are examined.
- Behavioral Goal Setting – Skill Practice Trios**
- This skill practice session deals with helping a leader with a balanced approach to choosing a specific behavioral goal through a thorough cost/benefit analysis.
- Action Planning – Small Group Exercise**
- This skill practice session deals with how to turn stakeholder suggestions into actionable behavioral steps within a concrete monthly action plan.
- 12:00 **LUNCH**

Section 2 – Coaching Skills

- Behavioral Rehearsal – Skill Practice Trios**
- This skill practice session deals with the ins and outs of conducting an actual rehearsal with a leader on how to communicate the start to an important conversation.
- Behavioral Reinforcement – Skill Practice Trios**
- This skill practice session deals with how to pay attention to here-and-now behavior while action planning with a leader who is being coached.

After Action Assessments – Skill Practice in Pairs

This skill practice deals with using a specific form of After Action Assessments, called an AAR, with a leader who has just received his/her first mini-survey results after six months of coaching.

Feedforward Exercise

All the participants engage in a practice session where they act as both coaches and recipients of coaching while using the “Ask, Listen, Thank” skills associated with checking in with Stakeholders.

Modeling the Leader Skills

The complete 7-step approach pioneered by Marshall Goldsmith regarding how successful leaders get better is examined through the lens of what “to do” and what “to avoid.”

Story Telling Set-Up

The participants are instructed in how to construct a short and compelling story surrounding their experiences during this day of training. (For a one-day Manager As Coach this is practiced as the final activity for the day).

Prep for Day Two

During the two-day train-the-coach the participants are led through what will be covered during day two along with their assignments for the summary labs (roles they will play during each lab – coach, leader/actor, observer/consultant)

Wrap-up/Next Steps and Commitments

For the Manager As Coach the skills for the workshop, along with the process of behavioral coaching are summarized and each leader communicates one thing they will commit to implement within the next few days

5:00

End of Day

Day Two

Section 3 – Flow of Coaching Engagement

8:00

Overview of Day Two

The flow of a yearlong coaching assignment is laid out to the participants along an outline of the activities for the day.

SMART START: Setting Expectations through the Coaching Contract

The initial phase of a coaching assignment is reviewed with an emphasis on practicing using a coaching contract to set expectations for the coaching assignment.

SMART START: Enrolling Stakeholders

How to enroll stakeholders is demonstrated and practiced by the participants using various approaches (helping a leader prepare to enroll the stakeholders or enrolling the stakeholders as the coach).

IMPLEMENTING SUGGESTIONS: Increasing the Focus

In small teams participants take a set of actual stakeholder suggestions and create an action plan that is shared with the other teams. This furthers the participant's skill practice in ongoing Action Planning.

SUSTAINING SUCCESS: Preparing for the Mini-Survey

The Mini-Survey process is shown to and practiced by the participants in pairs. As a unique variation on the standard 360° feedback report, this is an important part of the measurement process to explain to a leader.

SUSTAINING SUCCESS: Reinforcing the 7-Step Encouraging Development Process

The Do's and Don'ts of involving Stakeholders is an integral part of this process. The instructors demonstrate how to use this model effectively with a leader who is confused or reluctant to embrace the process.

12:00

LUNCH

Section 4 – Coaching Labs

1st Coaching Lab – Undecided Leader

The first lab deals with the early going of a coaching assignment where a leader is questioning key aspects of the process.

2nd Coaching Lab – Learning to Respond

The second lab deals with a typical month in the middle of the process where a leader is responding in a less than preferred manner to stakeholder suggestions.

3rd Coaching Lab – Reluctant to Involve Stakeholders

The third lab deals with the relatively common “ups and downs” of a leader’s motivation to continue with the process for the needed duration to ensure new habits are formed.

Story Telling Practice

This skill practice session deals with practicing the art of storytelling that is both clear and compelling. Participants work in pairs to work on their story and refine it based on both feedback and feedforward.

Group Summary of Coaching Lab Experience

Participants come back from the Labs and a discussion takes place where the key learning is identified and further questions are addressed.

Section 5 – Conclusions and Wrap-Up

Coaching Skills Self Assessment (Post-survey)

The participants conduct a self assessment of the seven coaching skills covered during the training. This is done at the conclusion of the training to both reinforce that the participants possess some of the needed skills and provides some clarity of where the participants can further their own development as behavioral coaches.

Summary Points

Participants conclude their experience in the train-the-coach by answering the questions “What is clear to me now is...?” followed by “What I commit to do is...?” The program ends with an introduction to the Stakeholder Centered Coaching network and website.

4:30

End of Day Two