TRAINING

Adult learning theory states that lessons need to be applied and evaluated by adults for optimal learning. We integrate this theory into our training by incorporating individual exercises, role-play, teamwork, skill practice, coaching, and evaluations.

This workshop will be customized and have verbiage, role-plays and exercises that are "real-life" to your organization. We can also incorporate your competencies and the use of tools from your performance management process.

OBJECTIVES

At the conclusion of this training program, the participants will be able to:

- Understand the role of the coach
- Develop others to reach their full potential
- Learn to deliver feedback for improved performance
- Practice effective coaching techniques

COURSE CONTENT

WHAT IS A COACH?

This module opens by introducing the concept of coaching. We define coaching as:

- Unlocking a person's potential to maximize his or her performance

We encourage:

- Focusing on an individual's strengths and managing their weaknesses
- The group defines the skills and traits of a strong coach.

We also discuss:
- Why coaching is a priority
- How to make it happen
- Meeting on a regular basis
  - What defines "regular" basis
  - How to make that happen
- Incorporating Sciele's competencies into the coaching process

EXERCISE: COACHING SELF-ASSESSMENT

EXERCISE: UNCOVERING TALENTS/STRENGTHS OF MY PEOPLE

DiSC Behavior Styles

The coaches learn to identify their own styles and the styles of others. This tool is used to improve communication and productivity. The styles are:

- **Dominance** – a D's focus is on the bottom line. This person is assertive and to the point.

- **Influence** – an I's focus is on creative ideas and motivating others. This person is also assertive and very people oriented.

- **Steadiness** – an S's focus is on harmony, teamwork, and people. This person is less assertive but very team oriented.

- **Conscientious** – a C's focus is on details and processes. This person is less assertive and enjoys working alone.

Our focus is on understanding the styles and how to adjust to others so that we can communicate and coach more effectively. It is stressed that there is no good style or bad style. In fact, most people have a combination of styles, yet still find that one is dominant.

Topics to be covered:
- Assessing your own style
- Assessing the styles of those around you
- Styles under pressure
- Flexibility as the key to success – learning to adjust to the other person is the key to success when coaching and communicating with other people.
- Adjusting and coaching – to all levels of the organization

EXERCISE: DiSC Assessment

EXERCISE: Video Clips – Adapting to each style

EXERCISE: Case Studies/Role-plays
This exercise provides skill practice and ideas on how to adjust to the different styles.

SETTING GOALS/OBJECTIVES

Goals and objectives are the cornerstone for coaching and giving feedback. Goals allow the manager and the employee to be on the same page. We discuss the components of successful goal setting. This includes:

- Setting SMART objectives
- Using Sciele's performance management tools
- Following up and re-evaluating goals as needed
- Ownership of the objectives by the coaches
- Alignment of goals with company competencies and objectives

EXERCISE: GOAL SETTING

Each coach helps an employee set a realistic goal for the upcoming quarter.

GIVING FEEDBACK

A successful coach gives feedback on a regular basis – both positive and constructive. Emphasis is placed on proper timing, appropriate settings, and learning to "serve it up" so that the other person can hear and understand what is being said. Steps include:
- Ask permission
- State what you observed – behaviors vs. judgments
- Ask what it meant
- Share the impact
- Ask employee for solutions
- Summarize agreed upon actions

EXERCISE: JUDGMENTS VS. OBSERVABLE BEHAVIORS

This is a fun, interactive exercise where participants observe a variety of behaviors and must share what they saw by stating observable behaviors. As judgments pop up in the conversation, we stop and talk about the impact when we make a judgment. Then we help change the judgment and state it as an observable behavior.

EXERCISE: CREATE YOUR OWN ROLE-PLAY

The managers list real-life examples of the types of feedback they need to give to their employees. We discuss the situations, role-play, and share feedback.

THE COACHING SESSION

We look at coaching from three perspectives:
- Maximizing potential
- Improving performance
- Career development

An effective coaching session incorporates:
- Appropriate timing and setting
- Objectives which are set in advance
- Setting boundaries
- Following the steps of effective coaching

Effective coaching steps include:
1. Put the employee at ease and get their feedback first by asking open questions
2. Acknowledge and listen
3. Make your observations – positives first
4. Let the employee suggest solutions for improvement then add your suggestions
5. Agree on appropriate actions

EXERCISE: ROLE-PLAYS

Video-taped role-plays of coaching sessions with feedback and evaluations.

ACTION PLANNING

- Each participant creates an individual action plan
- This plan should be shared with their coach/manager and be considered part of their objectives/development plan

CLASS SIZE

Maximum of 16 people per workshop.

EXPENSES

The Training Edge, LLC will be reimbursed for all reasonable travel expenses for airline and ground transportation, hotel accommodations, meals, parking, tips and shipping of materials.