

# The Coach-Like Leader Program

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## Executive Summary

Effective coaches and leaders => increased results, increased sales, and a positive, co-operative work environment.

The purpose of this program is to provide powerful, ongoing learning and personal development sessions that will nurture managers and leaders to become proficient and masterful internal coaches.

## Program Components

- 1. Classroom training – ‘The Coach-Like Leader’**
- 2. Continuous development**
  - a. Learning partnerships
  - b. Fieldwork (homework)
  - c. Teleforums
- 3. One-on-one telephone coaching** (*optional*) will help individuals improve their coaching skills, clear up any confusion they may have, and hold them accountable to start coaching their staff.

## Classroom Training: The Coach-Like Leader

### Key Content:

- 1. The Developmental Mindset**
  - a. Sets a standard and provides a common framework
- 2. The roles of the manager**
  - a. Managers have many different roles, such as boss, implementer, and coach. In order to maximize their effectiveness, managers must understand the intent, values, behaviours, and boundaries for each role.
- 3. Conduct collaborative coaching conversations** using the following skills:
  - a. Ask powerful questions
  - b. Listen at a deep level
  - c. Intrude and bottom line
  - d. Champion
  - e. Give/receive feedback
  - f. Acknowledge
  - g. Intuition
  - h. Create accountability
  - i. 5 Self management skills
  - j. Gremlin management (unhelpful self talk)
  - k. Coach the person, not their story
  - l. Design your rules of engagement
- 4. Tribal Leadership**

Without leaders building the tribe, a culture of mediocrity will prevail. Without an inspired tribe, leadership is impotent. This section shows leaders how to create a culture within their team/tribe to promote excellence and greatness.

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## 5. How to make coach-like leadership a way of life

- a. The coaching kick off
- b. Creating a safe and courageous space
- c. The initial discovery session
- d. Scheduling coaching
- e. The coaching conversation
- f. Tools

## Continuous Development

### A. Learning Partnership Conversations (Triads) - Weekly

In groups of three, triads work together to maintain a leadership conversation and practice coaching skills with each other. These conversations support their learning; help them stay focused on progressing towards a culture of developing others and expanding their leadership capacity. These conversations provide participants with an opportunity to improve their relationship, leadership and coaching skills.

### B. Fieldwork/Homework

After each teleforum, the group will be assigned some practical and some reflective tasks. Homework can take many forms, and will put their learning into practice. For example, participants may be asked to formalize their coaching conversations by scheduling them. Or, they may be asked to consciously hold back on providing solutions when asked a question by a staff member, and note what happens. Or, they may be asked to write about how they will create a safe environment.

### C. 6 X Customized Telephone Conference Calls (Teleforums)

Facilitated by Skill Shift Inc., the Teleforums reinforce skills learned in the classroom. Teleforums are an opportunity to share best practices, to ask questions, to share challenges and to receive coaching and feedback from facilitators and colleagues. 60 minutes per call.

## One-on-one telephone coaching (optional)

One-on-one coaching will help individuals improve their coaching skills, clear up any confusion they may have, have them experience coaching for themselves so they can transfer the learning to their own staff, and hold them accountable to start coaching their staff. Participants may be reluctant to share information or experiences in the group setting. One-on-one coaching gives everyone an opportunity, in a safe environment, to work on their own individual issues. The results are more commitment to the process, more proficiency and mastery of skills, and a clearer understanding of how to proceed.

### Audience:

This program is suited for all people who are in a position to inspire and influence higher performance in others: Supervisors, Managers, Directors, VP and C-level Executives.