

# Coaching Essentials for Leaders Overview

## Helping Leaders Emulate Great Coaches

Think about the great managers and great leaders with whom you've worked. What made them effective?

The unanimous response is that the most effective managers and leaders have the qualities of a great coach.

Leaders who utilize coaching skills have more effective teams, retain their key people, provide better customer service in their organizations, and experience higher productivity overall. People remember them and their positive impact.

The Ken Blanchard Companies® is dedicated to improving leaders' skills—particularly their ability to coach. Initially, learning to coach requires time and practice, but it will save time by making leaders and employees more effective.

Being more coach-like means that leaders will focus on drawing out ideas and solutions, collaborating, partnering, and focusing on the development of their people by using directive and supportive behaviors, while moving toward their organizational objectives and driving business results.

Coaching Essentials for Leaders is a skills-based training program that focuses on helping leaders to integrate coaching into their leadership style by developing core coaching skills and applying new behaviors to help develop their employees, colleagues, and teams.



“Coaching Essentials for Leaders is dedicated to improving leaders’ skills—particularly their ability to coach. The program addresses the single biggest problem managers and leaders face today: maintaining the balance between caring for their people and being tough when needed.”

Linda Miller, Corporate Alliance Executive for Coaching and Master Certified Coach (a credential from the International Coach Federation and an honor held by fewer than 300 individuals).

## Objectives

- Use coaching to accelerate individual and team progress toward an organization's objectives
- Create an environment of trust that accelerates the development of others so that they can more effectively contribute to the organization's goals
- Understand and use communication skills that develop self-reliance in others
- Understand and apply a four-step coaching process that results in clear agreements and initiates action
- Determine situations when coaching is appropriate for helping others reach a higher level of performance

## Strengths

Rather than being a training event, Coaching Essentials for Leaders is a learning process that allows learning to take place over time. Coaching Essentials

- Provides a simple coaching conversation model
- Includes three coaching sessions for better application of material
- Establishes a consistent language that fits with all leadership styles
- Has immediate, real-world application
- Teaches communication skills that improve Partnering for Performance conversations
- Provides specific coaching skills that can be applied immediately
- Establishes an internal coaching structure that gives leaders and managers the tools that equip them to talk through and resolve challenges
- Helps individuals achieve balance between their needs and those of the organization's change objectives

## The Process

Coaching Essentials for Leaders is for people who seek to learn and apply coaching skills with others in order to increase their effectiveness and influence within their organizations. This program is dedicated to increasing participants' ability to integrate coaching into their current leadership style.

**OUTCOMES:** Leaders who participate in this program will be able to utilize coaching skills to support others in taking focused and purposeful actions. This ability increases their organization's productivity, growth, business results, and industry impact.

**APPROACH:** Coaching Essentials for Leaders does not attempt to make leaders into coaches. Rather, leaders are encouraged to examine their current behaviors and leadership styles while experiencing how the use of coaching can make them more effective.

**LEARNER-CENTERED DELIVERY:** The leaders who will be participating in this training are already high functioning leaders who use coaching and other leadership skills daily. For that reason, our approach is to create a collaborative and interactive learning environment. Depending on how conversations flow during the session, materials may or may not be delivered in a linear fashion. Short segments of information stimulate conversations, and then the facilitators draw out the points from the participants, utilizing the participant workbook to support the learning. Thus, the learning experience is highly productive for busy people.

*“Coaching Essentials for Leaders does not attempt to make leaders into coaches. Rather, leaders are encouraged to examine their current attitudes, behaviors, and leadership styles while learning coaching skills that make them more effective managers.”*

*Madeleine Homan, Vice President of Blanchard Coaching Services and Master Certified Coach (a credential from the International Coach Federation and an honor held by fewer than 300 individuals).*

**LARGE AND SMALL GROUP DISCUSSIONS:**

Because the quality of the training is directly connected to the quality of the discussions among the participants and the facilitator, numerous interactions are built into the training design. Skill practices occur throughout the training with small groups of two or three people. We recommend that the participants bring current situations to the skill practices, thereby giving them an opportunity to do real work as they practice coaching and being coached.

**CUSTOMIZED SCENARIOS FOR PRACTICE:** If desired, Blanchard will work with an organization to develop specific scenarios that relate to common situations and that provide a focus for discussions, demonstrations, and/or skill practices.

**DEMONSTRATIONS WITH PARTICIPANTS:** As concepts are discussed, the facilitator may demonstrate the skills or concepts for the benefit of the group. Afterward, demonstrations are debriefed so that observations are shared and discussed.

**COACHING SESSIONS:** Research shows that training followed by coaching increases the level of skill retention. Blanchard® knows that training followed by coaching turns a training event into a learning process, thereby leveraging training costs. The focus is on applying the coaching concepts within the workplace and discussing areas of concern for the leader.

*“Effective leaders understand that the key to driving business results is developing and empowering their people to achieve the strategic objectives of the organization. Coach-like leaders are simply more proficient in inciting their people to stretch and meet their targets.”*

—Scott Blanchard



## Training Design

Coaching Essentials for Leaders includes two distinct segments: the training component to learn and practice the skills, and individual coaching sessions to support and apply the learning.

**TRAINING**—Coaching Essentials for Leaders is offered on-site in a 1 to 1 1/2 day format or in five 90-minute virtual sessions using WebEx. The following areas are threaded throughout each training session:

- Coaching skills
- Coaching processes
- Coaching skill practices

**INDIVIDUAL COACHING SESSIONS**—After the training, each participant receives a minimum of three coaching sessions. All individual coaching sessions are approximately 45 minutes long and are held over the telephone. Participants are carefully paired with a professionally trained coach, and all coaching is confidential. The primary benefits of these coaching sessions include

- Increased content application and retention
- Improved communication between participants and their direct reports and teams
- Effective practice and evaluation of coaching skills

## Delivery Options

- Keynote Speeches
- On-site and Remote Delivery
- Seminars and Public Workshops
- Training for Trainers

### What Participants Are Saying

*“The Coaching Essentials program was outstanding! I’m going to use the coaching process immediately. I’m aware that I have to practice the ‘What,’ ‘How,’ and ‘When’ questions until they come naturally. I would strongly recommend this program to my colleagues.”*

*“I was given the opportunity to take this class as an experiment. I was very eager to see what I could learn about coaching, because the majority of my work day is spent coaching managers in problem resolution and decision making. I have a tendency to be too directive in the interest of time. Learning to ‘get to the heart of the matter’ and to ‘make each conversation productive’ will make me more effective and will improve my leadership ability.”*

### Ordering and Information

In the United States  
760 489-5005 or 800 728-6000

In Canada  
905 568-2678 or 800 665-5023

In the United Kingdom  
+44 (0) 20 8540 5404

All Other Countries  
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COMPANIES