



ST. NORBERT COLLEGE CONTINUING EDUCATION INSTITUTE LEADERSHIP SERIES

COACHING FOR SUCCESS

LEARNING FORMAT: CLASSROOM

Too many leaders cling to outdated ideas of what it takes to be a good coach. They can't let go of the misguided concept that good coaches help their teams learn from mistakes, focusing on improvement and correcting performance after mistakes happen. In today's work environment, organizations can't afford trial and error; they need things to be done right the first time.

This course develops leaders who help people achieve their goals and avoid problems—a positive experience for themselves and those being coached. Leaders learn a proven coaching process—a continuous cycle that ensures they identify coaching opportunities, provide needed coaching and support, observe performance, and measure results until the desired outcomes are achieved. They learn how coaching for success benefits individuals, strengthens work groups, and supports company objectives and priorities.

DO YOU FACE ANY OF THESE ISSUES?

- > Do leaders spend their time getting individuals back on track instead of setting them up for success?
- > Are your leaders missing opportunities to expand the capabilities of their work groups?
- > Do leaders tell people what to do rather than encourage involvement and build commitment?

PERFORMANCE OBJECTIVES

Helps leaders:

- > Prepare people to successfully handle challenging situations and tasks.
- > Expand their teams' capabilities to give the organization a competitive edge.
- > Delegate with confidence in their team's ability to assume new responsibilities.
- > Spend less time reacting to problems because they have prepared their work groups to succeed.

PRIMARY COMPETENCIES DEVELOPED

- > Aligning Performance for Success
- > Coaching

SECONDARY COMPETENCIES DEVELOPED

- > Communication
- > Developing Others
- > Gaining Commitment
- > Inspiring Others

COURSE OVERVIEW

- > **Opportunities for Success:** Learners discuss the three types of coaching: coaching for success, coaching for improvement, and managing performance problems. They discuss the benefits of coaching for success, identify opportunities to proactively coach members of their work groups, and learn the coaching process.
- > **A Model of Success:** A video shows a leader using a "telling" approach to coach for success. Leaders discuss the importance of balancing seeking and telling and the benefits of using a seeking approach. In a video case study, learners identify how the leader uses the Interaction Process, and seeking and telling.
- > **Putting Skills into Practice:** Using a Discussion Planner, learners prepare for and conduct a coaching-for-success discussion using a prepared situation. They conduct three skill practice rounds, with feedback after each round. Learners use a Discussion Planner to begin preparing for a coaching-for-success discussion they will conduct when they return to the workplace.
- > **Make It Ongoing:** Leaders recognize the importance of observation and measurement in identifying ongoing coaching needs. They discuss the importance of providing feedback and using the STAR format. Learners discuss the need to provide the type of support individuals and teams need to take responsibility for handling a situation or task.

VIDEO SEGMENT SUMMARIES

- > An ineffective coach uses the same "telling" coaching style and approach with four very different people and situations.
- > A team leader coaches a team member to negotiate a sensitive change in requirements with a longtime supplier.
- > Scenarios illustrate challenging situations that a leader might face in the course of coaching people for success. (Optional)

COURSE DETAILS

- > **Target audience:** Frontline leaders through mid-level managers.
- > **Course length:** 3 hours, 25 minutes. Course can be lengthened with optional activities.
- > **Facilitator certification:** DDI-certified facilitator required.
- > **Prerequisites:** Essentials of Leadership.
- > **Series:** Suitable for all environments.
- > **Group size:** 8 to 16 people.
- > **Pework:** No.

For more information, contact:

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