

Coaching Connections

The Catalyst to Organizational and Behavioral Change

Developmental and directive coaching are key enablers in leadership development, organizational and behavioral change. Yet few companies employ these powerful tools. Creating a top-down coaching culture that cascades throughout the organization can quickly produce a sustainable competitive advantage and a proven return on investment. *Coaching Connections* is level II in CornerStone's series of leadership development offerings. This program provides a comprehensive four-phase framework for further developing your leaders' coaching skills and addresses the fundamental reasons why leaders often do not embrace coaching as a development tool on their own - skill, confidence and accountability. This flexible framework provides an opportunity for leaders to hone their coaching skills while at the same time providing tracking tools and processes to enable data and results capture at the enterprise level. The application/certification component (Phase 4) ensures both skills attainment and accountability.



Four-Phase Framework:

Phase I: Coaching Connections Workshop

Workshop leaders not only clearly explain the concepts of developmental and directive coaching, but employ them during the presentation. Participants are divided into teams of three (coach, employee, observer) for role play exercises where they experiment with the concepts, skills and techniques presented. They leave the session with the foundation, processes and tools to implement a top-down executive coaching program within their organizations. Participants will learn and understand:

- What are Developmental and Directive Coaching?
- A Coach's Impact
- The Difference Between Leading, Managing and Coaching
- Why We Don't Coach
- Critical Coaching Success Factors
- Feedback – The Key to Change (Ask vs. Tell model)
- Six Key Elements of Effective Coaching



Phase II: Webinar – Delivering a 360 Feedback Session and Activity-Based Goal Planning

360 profiles are skill-based Talent Assessments based on Competencies: Administrative, Organization Strategy, Interpersonal, Leadership, Organizational Knowledge, Thinking, Communication, Motivation and Self Management. The assessments compare self assessment to leader/peer and direct report assessments and recommend action plans for development in specified areas of improvement. Leader coaches learn to interpret assessment results, deliver feedback sessions and turn feedback into developmental and activity-based (business) goals.

Coaching Connections

The Catalyst to Organizational and Behavioral Change

Phase III: Six Individual Coaching and Follow-Up Sessions (by telephone)

Session 1: Participants learn the three phases of behavior change and are given very tactical coaching techniques such as the *Ask vs. Tell Model* and the *CornerStone 1-10 Talk Track*.

Session 2: Focus is on defining success (what is a successful coaching session(s) - goal attainment, action steps, timelines, measurement criteria, milestones?)

Session 3: Follow-Up and Accountability (setting clear expectations, defining next steps, confirming understanding, monitoring progress)

Session 4: You will create and deliver a developmental/career coaching session (turning 360 feedback into developmental goals, using the *Ask vs. Tell* model). Participants debrief with their CornerStone coach after delivering the session.

Session 5: You will create and deliver a directive (performance improvement) coaching session (handling difficult conversations, resistance and objections, using the *1-10 Talk Track*). Participants debrief with their CornerStone coach after delivering the session.

Session 6: Tracking Progress and Sustaining Momentum. Participants are given tracking tools to capture coachees' progress. Results can then be rolled up at the organizational level for periodic review by senior leadership providing a way to monitor coaching progress enterprise wide.

Phase IV: Application/Certification

"Certifying" leader coaches has a number of benefits. First, it addresses many leaders' concern that "I don't know how to be a coach" thus removing an obstacle to (or excuse for not) coaching direct reports. Second, certification is something that can be formally recognized in a performance appraisal system and can work in conjunction with the tracking tools introduced in coaching session six. If the organization is serious about creating a coaching culture certification can even be a requirement for advancement for leaders at all levels and participation in an "elite" incentive compensation program.

Application/Certification can include attending the *Coaching Connections* workshop and the 360/Activity-Based Goal Planning Webinar, completing the six coaching sessions, delivering a 360 feedback session or coaching session and passing oral and written tests. Participants may also conduct a short coaching role play before a "certification board". If participants complete these activities they may be awarded a Certificate of Completion and "certified" (and expected) to both coach and cascade their learning to their workgroup and team leaders.



For more information, please contact us at
clservices@cornerstoneleadership.com

or visit our website at
<http://services.cornerstoneleadership.com>