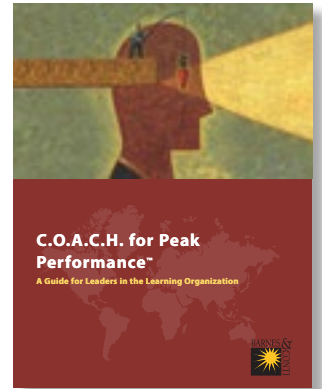




C.O.A.C.H. for Peak Performance™

A Guide for Leaders in the Learning Organization



The most effective organizations are learning organizations — settings in which individuals and teams are able to adapt to continually changing environments, act decisively while in uncharted territory, uncover opportunities where others see only chaos, and perform at their best when the stakes are highest. To meet these challenges, an organization must create a culture that promotes and supports learning and coaching at all levels and in any direction.

C.O.A.C.H. for Peak Performance™ builds on the knowledge and experience of those who coach outstanding individuals and teams preparing for important performances or competitions. When we are focused on an important upcoming performance, our desire to learn and improve skills is at its peak. In this program, we show you how to take advantage of this readiness to create a successful coaching relationship and the best possible results.

Successful coaching is more than cheerleading or giving advice. Leaders who coach high performers establish trust, act with respect, and create a safe space for learning while they guide those whom they coach to build on, improve, practice, and apply new or more advanced skills. Rather than following a "recipe," they focus on each individual's needs, hopes, and readiness and design an optimized process for achieving results they envision together.

OBJECTIVES AND OUTCOMES

As a participant, you will be able to:

- ▶ Define the role of coaching in performance management
- ▶ Identify the competencies involved in coaching and evaluate your own levels of competence
- ▶ Practice a set of communication skills that support effective coaching
- ▶ Analyze the role that motivation plays in designing an approach to coaching
- ▶ Practice a coaching process and related activities that build toward peak performance in others
- ▶ Promote and implement a "culture of coaching" in your organizations.

WHO SHOULD PARTICIPATE?

- ▶ Anyone in the organization who has the responsibility for supporting others' high-performance or is willing to take it on.

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COURSE OUTLINE:

- ▶ **The Nature of Coaching**
 - Introduction to key concepts and the performance coaching approach
 - The role of performance coaching in performance management the role and characteristics of the best coaches
 - Benchmark exercise
- ▶ **Competencies for Effective Coaching**
 - Overview Of The Key Competencies For Effective Performance Coaching; Application To The Benchmark Exercise
 - Identifying Needs In Performance Coaching
 - Prewrite Review
 - A Model For Developing Competence
- ▶ **Coaching and Communication**
 - Presentation and skill practice of communication skills for building all coaching competencies
 - Application of skills to realistic coaching situations
 - Feedback and coaching on communication performance
- ▶ **Performance Motivation**
 - Review of main motivational theories
 - Applying motivation in performance coaching
 - Completion of work challenge assessment for self and others to determine primary intrinsic motivators
- ▶ **Dealing With Readiness and Resistance**
 - Assessment and development of readiness for performance coaching
 - Application to specific coaching opportunities
- ▶ **The Performance Coaching Process**
 - Introduction to and in-depth practice of each element of the coaching process
 - Development of coaching plans using planning guide
 - Rehearsal for real coaching opportunity
- ▶ **Creating the Coaching Culture**
 - Introduction to the elements of organizational culture
 - Identification of barriers to coaching; planning for positive change
 - C.O.A.C.H. principles.