

Helping Others Succeed: A Manager's Guide to Coaching

Successful managers use coaching as a major part of their leadership strategy, unearthing the potential of each of their team members. Managers love to coach when they get the chance, and those being coached say it positively impacts their satisfaction and the contribution at work. So the challenge lies not in convincing your people to coach, but in training them to coach more effectively.

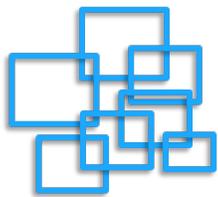
COACHING: A FLEXIBLE LEADERSHIP TACTIC

Being proficient at coaching allows a manager to adapt to almost any situation: Coaching team members through difficult situations, coaching high or low performers, or coaching an employee around their career. While all managers should master the fundamentals of coaching and the primary tenets of any coaching conversation, managers who truly excel at coaching understand how to flex to each situation and the individual needs of each person that they coach.

LEARNING METHODOLOGY

Helping Others Succeed incorporates a combination of workplace training best-practices. Highly experiential in nature, the program supports participants' need for reflection, group discussions, real examples, case studies, and several opportunities for practice.

Helping Others Succeed has a modular design. By building a learning journey specific to your own needs, you can focus your training efforts, equipping managers to coach effectively in every situation they encounter, meeting the diverse needs of those that they coach.



The modular design allows for a tailored learning experience, targeted at organizational strategies and the relevant challenges of managers, all the while enabling companies to adapt to shifting priorities in the workplace. The design also provides flexibility in the length of training, allowing organizations to capitalize on the time in the classroom.

CORE Coaching Modules

- 1 Coaching Partnerships**
Incorporates a feedback mechanism which facilitates the discovery of how each team member has unique needs – and what those unique needs are!
- 2 CLEAR Coaching**
A deep dive into the CLEAR model of coaching, with built-in practice sessions.

FOCUSED Coaching Modules

- 3 Coaching Through Difficult Situations**
Buckets difficult situations into two categories:
A) a challenging employee (personality, behavior, etc.)
or
B) a challenging context (merger, layoffs, etc.)
- 4 Virtual Coaching**
Adapts coaching principles and methods to virtual employees
- 5 Performance Coaching**
Focuses coaching specifically on the contribution of employees
- 6 Career Coaching**
Focuses coaching specifically on the satisfaction and career development of employees
- 7 Impromptu Coaching**
Encourages managers to capitalize on downtime to further coach employees

In addition, we offer recommendations for sustaining the learning and embedding it into your specific culture. Whether that is through cohort-based interactions, internal messaging, or structured learning journeys, you can create a compelling and tailored approach to developing your coaching culture.

INDIVIDUALIZED APPROACH

Every employee in your organization is different. Every employee has different values, experiences, needs and motivators. So a “one-size-fits-all” coaching approach simply will not work. Good coaching focuses on the relationship and reflects an individualized approach, tailored by each manager for each team member.

The best coaches have learned that what works best for one employee may derail another. Helping Others Succeed provides managers with a time-tested tool that facilitates the discovery of team members’ unique needs. By requesting feedback from employees about their perspective on specific coaching actions, managers have actionable data on how to be the most effective coach possible.

A UNIQUE MODEL

Though each coaching relationship is unique and customized, managers (especially new managers) benefit greatly from a framework for how to have a coaching conversation.



Developed by Peter Hawkins, Emeritus Chairman of Bath Consultancy Group, the CLEAR model is a tried and tested methodology used extensively to coach and to supervise coaches. The CLEAR model prioritizes the relationship; determining how the manager and employee will work together, and how the manager can be most helpful to the employee.

Unlike many coaching models, the CLEAR model is not solely about what the employee’s goals are, but rather a combination of the employee’s goals, the manager’s goals, and their working relationship. The model also builds in feedback loops in which the manager can follow-up with the employee on actions to which he/she has committed, and solicit feedback about how to be an even more effective coach.

BUSINESS OUTCOMES

People drive results. Without engaged people moving the organization forward, even your best business strategies will fail. This course is designed with the manager in mind, but the benefits far outweigh just that population.

Managers will:

- Create an environment where ideas, feedback, and concerns are freely discussed
- Increase their personal satisfaction and success
- Deliver on the needs of their organization while keeping individual team members energized
- Make the most of their team members’ unique talents
- Build their teams’ “bench strength”
- Retain top talent

Their employees will:

- Be more productive and produce higher-quality work
- Attain greater satisfaction
- Become more actively committed to their own development
- Be able to achieve their personal goals while delivering on the organization’s
- Experience an increased sense of ownership to multiply their reasons to stay – and stay engaged



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