



The Coach Approach to People Management



A **learning & development program** for managers and leaders comprised of:

- ▶ Customizable, modular, workshop sessions
- ▶ Self-paced learning and practice exercises
- ▶ Online resource library for extended learning
- ▶ Optional 1-1 coaching to reinforce learning

WHAT IS THE COACH APPROACH?

Exceptional leaders recognize the importance of relationships in managing people to achieve results. They understand the role their actions and words play in shaping a high-performing, supportive, and inclusive workplace culture. They understand their most important role is as a coach.

When leaders employ a *coach approach to people management*, they build inclusive relationships with their team members that are built on mutual respect and based on “power with” rather than “power over.” Coaching managers and leaders engage their team in meaningful conversations and a collaborative partnership to ensure they:

- ▶ Know what is expected of them
- ▶ Have the tools and resources they need
- ▶ Are balancing productivity/performance with wellbeing and engagement
- ▶ Receive necessary support when they get stuck or face a challenge
- ▶ Are delegated to appropriately and consistently
- ▶ Are applying their talents and growing their strengths
- ▶ Are valued for their contributions and share responsibility for the team’s goals
- ▶ Receive both timely and effective appreciative feedback (reinforcement) and developmental feedback (redirection)

LEARNING OBJECTIVES

- 1 To gain a greater understanding of the why, how, and when of coaching, including how it can support your organization’s engagement, inclusion, and equity efforts.
- 2 To increase self-awareness and capacity to engage in coaching behaviors through cultivation of a coaching mindset.
- 3 To gain and master the foundational coaching skills including using feedback for support, development, and performance.
- 4 To learn and practice a simple but powerful coaching conversation model.
- 5 To have renewed confidence and ability to coach effectively in today’s ever-changing workplace environment.

COURSE OVERVIEW

- ▶ This course is completely customizable to meet your organization's needs.
- ▶ A typical course would be divided into 2 days of training approximately 2 - 3 weeks apart, covering 2 modules per day. 25 - 30 participants maximum recommended.
- ▶ Course add-on modules that provide advanced learning options can be found on the next page and can be integrated into main training days or act as stand-alone sessions.

Module 1



Introduction to the Coach Approach

Prework + approximately 2.5 - 3 hours training

- ▶ Program orientation & creation of learning community
- ▶ Definition, benefits/value of, and when to use the Coach Approach
- ▶ Developing a coaching "power with" mindset
- ▶ Basics of brain-based coaching practices and Psychological Safety

Module 2



Foundational Conversation Tools

Approximately 2.5 - 3 hours training

- ▶ Review of self-work learning
- ▶ Learn and practice Tool #1: Engaged Listening
- ▶ Learn and practice Tool #2: Thoughtful Inquiry

Module 3



The Coach Approach to Feedback

Pre-work + approximately 2.5 - 3 hours training

- ▶ Review of self-work learning
- ▶ Assessing feedback skills - both giving and receiving
- ▶ Learn and practice two types of feedback - appreciative (reinforcement) and developmental (redirection)

Module 4



Coaching Conversation Model & Practice

Approximately 2.5 - 3 hours of training

- ▶ Review of self-work learning
- ▶ Introduction to and practice of G.R.O.W. model
- ▶ Using G.R.O.W model questions
- ▶ Course reflections & intentions

COURSE ADD-ONS:

- ▶ Any of the following modules can be added to the basic course at any time, either as part of the original course or as monthly/quarterly advanced learning sessions.
- ▶ Each module includes a virtual or in-person 2-hour workshop and follow-up resources.
- ▶ 1-1 coaching for additional skill building and reinforcement is available for participants at any time for an additional fee.

Fundamentals of Psychological Safety



Great managers and leaders are intentional about cultivating and maintaining an environment of psychological safety on their teams.

This workshop provides managers and leaders the opportunity to:

- Increase their awareness and understanding of psychological safety in the workplace.
- Identify concrete actions steps they can start using with their teams immediately.

Managing with Your Strengths



Great managers study their own unique set of talents and strengths, productively grow and apply them to their role, and manage areas of overuse or weakness.

This workshop provides managers and leaders the opportunity to:

- Explore the ways their dominant CliftonStrengths help/hinder their success as a manager.
- Further develop their coaching style through the lens of strengths.

***Prerequisite: Strengths 101**

Constructive Conflict Resolution for Managers



Workplace conflict is an inevitable part of being in relationship and interacting with others that can offer the chance for meaningful learning and development.

This workshop provides managers and leaders the opportunity to:

- Increase their comfort and skill in managing conflict on their team.
- Learn how to effectively facilitate Adelante's 3 X 6 model of constructive conflict resolution.

Course Facilitator:

Alicia Santamaria is Founder/CEO of San Francisco-based Adelante Coaching + Consulting. As a professional certified coach she collaborates with organizational leaders and managers to create high performing and positive workplaces that meet the changing needs of today's workforce.

