

LtC

(Leadership through Coaching®)



HOW TO REALLY CONNECT WITH YOUR TEAM

The coaching style of managing is now acknowledged as the best way to connect what people want with organizational goals. Coaching improves individual performance through deep conversations which build long-term capabilities. Coaching, more than any other kind of management style, has been found to increase *engagement* - the probability that talented staff will stay rather than seek opportunities elsewhere.

Managers who practice coaching skills are no less effective at delegation and task performance than other managers. But they are more inclined to really listen, and to successfully link their employee's hopes, aspirations, and long-term goals with their daily work.

Coaching demands a high level of *emotional self-awareness* and *empathy* in the manager - the capacity to hold the employee's best interests at heart without projecting their own personal prejudices or resentments, and the ability to enter into genuine *dialogue* to find common meaning.

Work is now faster and more connected than at any time in history, yet talented people still need somewhere to go, and most people feel happiest working alongside other people. Successful managers know how to coach a high performing team.

Coaching is evolving as a practical, time-effective, evidence-based method for helping people improve their performance in areas of leadership, communication, interpersonal, and cognitive skills.

BENEFITS

- Understand the case for coaching from emerging research findings.
- Recognize the Four Horizons of coaching.
- Get valuable insight into your leadership *personality* through the Hogan Leadership Forecast Report.
- Explore evidence-based frameworks for what motivates behaviour.
- Experience dialogue techniques for giving and receiving feedback.
- Practice the FORMat® Model for successfully conducting a coaching dialogue.
- Learn about the four Emotional Intelligence Competencies.
- Practice identifying and responding to emotion in yourself and others.
- Find out how to use coaching approaches to better manage performance without stress.
- Apply selective coaching strategies to become more persuasive and influential with colleagues, clients, and stakeholders.

The **Leadership through Coaching®** program is a deep exploration of personal strengths and limitations, together with the practice of evidence-based coaching skills for enhancing human performance. Participants first complete the Hogan Leadership Forecast http://www.intentional.com.au/docs/Hogan_Leadership_Forecast.pdf - a psychometrically rigorous online assessment of their values, personality, and regressive or self-defeating behaviours. Participants are then debriefed on their reports in one-on-one private sessions before Module 1.

Module 1: Coaching Assumptions

This one-day program explores the “big assumptions” underlying why we behave the way we do. Review your life path from multiple perspectives through both theory and practice. Take away a more open and compassionate view of yourself and others.

Coaching Experience

Participants receive two one-on-one private coaching sessions between the learning modules and a third session after Module 2 in order to gain deeper personal insight and better integrate coaching skills into their leadership style.

Module 2: Coaching Practice

The second one-day program builds *emotional competence* and sets up the frameworks for safe and effective coaching dialogue. Learn to question, challenge, reflect, and recreate narrative themes to make better sense of your own and others' performance.

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Individual
Assessment

Individual
Assessment
Debrief

Module 1
Coaching
Assumptions

Coaching
Session
#1

Coaching
Session
#2

Module 2
Making Sense

Coaching
Session
#3



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is a Leadership Coach Psychologist specializing in wisdom-related performance in the Asia-Pacific region. He is the Principal of Sydney-based consultancy ITC Pty Ltd, an Associate Program Director at the Mt Eliza Executive Education Centre - part of Melbourne Business School, and an invited lecturer in “coaching in organizations” at the University of Sydney Coaching Psychology Unit. He is the author of “Coaching for Wisdom: Enabling Wise Decisions” in: D.B. Drake, D. Brennan, and K. Gørtz (Eds.) (2008), *The Philosophy and Practice of Coaching: Insights and Issues for a New Era* (pp. 161-176), San Francisco, CA: Jossey-Bass.

More about Peter Webb at: <http://www.intentional.com.au/about.html>