

## **LEADER AS COACH TRAINING**

Coaching provides direction, guidance, advice and support to help individuals achieve a variety of key objectives. In organizations, performance coaching is commonly used “on the spot” to provide corrective feedback or to reinforce strong work and effort. Coaching also helps employees develop professionally, enhance their work skills and contribute to the overall goals and success of the organization.

IRI’s Leader as Coach training courses provide organizations an increased ability to invest in their people by training leaders to act as coaches. Training internal leaders provides organizations with a powerful means to improve overall business performance.

### ***APPROACH***

The IRI Leader as Coach training is built upon three sets of core competencies.

1. Validating that the expectations and standards associated with a job or role have been clearly described and understood in the context of the organization and its culture.
2. Assessment and observation of employee behavior and potential motivators related to performing tasks and managing relationships.
3. Using exemplary communication skills, (giving relevant and meaningful information, asking productive questions, and consistently using active and interpretive listening skills), when giving spot feedback and conducting scheduled coaching meetings.

Each competency relies on the outcome of the competency before it. Focusing on any one of the competencies and not all three puts the desired outcomes for coaching at risk and jeopardizes the leader-employee relationship.

### ***COMPETENCY 1: VALIDATING EXPECTATIONS AND STANDARDS***

Performance coaching is much more than telling employees what they should do, or asking them what they think or feel about something. Effective coaching begins when employees and their managers have a shared vision about what the employee is expected to achieve and the behaviors required to achieve it. By focusing on results, coaching conversations can help distinguish between genuine performance requirements and behavior style differences.

Also by focusing on results, an effective coach can help an employee move from average to excellent. A coach can use spot coaching and scheduled meetings to help an employee consistently exceed expectations by clarifying what has to be achieved and providing tips and suggestions on how to achieve it within the context and culture of the organization.

Coaching for development also requires validation. This validation is two-pronged in that the coach’s responsibility is to help employees clarify their goals for their future with the organization as well as the expectations associated with those goals. When the coach helps an employee clarify the vision for the future they can then jointly create a realistic path to achieve it.

## **COMPETENCY 2: ASSESSMENT AND OBSERVATION**

Coaching is designed, structured and executed to help employees move from where they are to where they want to be. For coaching feedback and conversations to be successful, coaches and employees must agree on where the employee is now in terms of knowledge, skill and ability. This agreement is a prerequisite to a healthy and productive coaching relationship.

The IRI Coaching Continuum is a decision tool that helps the coach and employee determine the baseline position of knowledge, skill and ability as it relates to specific tasks and goals. The baseline position can vary from “Novice” to “Master,” and most employees are typically at different levels for different expectations. The continuum includes some of the core principles of situational leadership but goes beyond that esteemed tradition. Research shows that the most effective coaching goes beyond a particular situation. It must address employees’ developmental or performance position as well as their communication and learning preferences.

Once agreement has been established about the employee’s position on the continuum, the leader can effectively observe the employee’s performance and gauge results. Collecting objective observations is the foundation for the next step – using exemplary communication to reward, correct or help the employee down the road..

## **COMPETENCY 3: USING EXEMPLARY COMMUNICATION SKILLS**

Leader as Coach Training teaches managers what to do and say to move employees to the next level of proficiency on the continuum until they achieve the goal of the coaching relationship. Through examples and practice, leaders in the training develop the necessary skills to convey meaningful information, ask productive questions, and use interpretive listening skills.

The training includes strategies for successful use of these communication skills for spot coaching and for mastery of the IRI Coaching Conversation Model. This model helps leaders create a positive connection with employees, identify issues that might impede progress, promote confidence, and measure progress and success.

## **DELIVERABLES**

The IRI Leader as Coach training is configured into half-day or full day instructor-led sessions with workbook, on-line assessment and laminated and electronic job aids.



### **CONTACT IRI CONSULTANTS TODAY**

For more information contact IRI Consultants:

[info@iriconsultants.com](mailto:info@iriconsultants.com)

313.965.0350