

AGENDA

Hands-On Coaching in the Skills of Coaching: Leadership Skills for Managers & Supervisors

Participants are asked to bring six to nine “people situations” with them. During the meeting they will receive special coaching on how to succeed at getting support and measurable results.

Introduction

- ◆ Leadership: An ability, not a job title
- ◆ The Leadership/Coaching connection
- ◆ Verify Intuitive skills and logical skill set

What Leaders Listen To That Others Do Not

- ◆ A new look at logic, emotions and decision-making
- ◆ Video-coached examples
- ◆ Skill-building exercises with specialized coaching

Outcome: The ability to tell the degree to which others are following or not following you at any given moment. The ability to accurately read degrees of buy-in or trust.

How Leaders Establish Conversational Rapport Quickly

- ◆ Credibility skills without using artificial techniques
- ◆ Video-coached examples
- ◆ Skill-building exercises with specialized coaching

Outcome: The ability to prove respect for anybody’s point of view. . . in a completely honest manner. The ability to start a coaching session that generates openness and rapport.

How Leaders Get the Key Facts: Analytical Business Skills

- ◆ Clarifying needs, problems and opportunities in-depth (superior diagnostic skills)
- ◆ Leading others toward targeted solutions
- ◆ Creating open-mindedness
- ◆ Video-coached examples
- ◆ Skill-building exercises with specialized coaching

Outcome: The ability to correctly analyze logical needs and the ability to tailor solutions to individual points of view.

How Leaders Position (Align) Their Ideas

- ◆ Intellectual and empathetic aligning as a personal skill
- ◆ Video-coached examples
- ◆ Skill-building exercises with specialized coaching

Outcome: The ability to “follow” and reason with someone else’s point of view. How to position your ideas and coaching, both factually and emotionally, for faster acceptance.

How Leaders Get “Buy-in,” Support and Commitment

- ◆ Making yourself easy to follow when coaching a change in point of view
- ◆ Video-coached examples
- ◆ Skill-building exercises with specialized coaching

Outcome: The ability to lead (get followers) even in the face of initial resistance. The ability to inspire confidence in others is learned as an explicit skill and proven in implementation.

How Leaders Manage Resistance or Reluctance

- ◆ Using leadership skills in high risk, high resistance situations
- ◆ Video examples of higher degrees of skill
- ◆ Skill-building exercises with specialized coaching

Outcome: Increased confidence and competence even in high risk, high resistance situations.

How to Bring about Commitments and Closure

- ◆ Obtaining firm decisions from others
- ◆ Commitments versus agreements
- ◆ Video examples of exact how-to’s
- ◆ Skill-building exercises with specialized coaching

Outcome: The ability to obtain mutual commitments instead of maybes. Measurable skills linked to measurable business results.

Coached Applications

1. Living Within the Rules
2. Enhancing Average Performance
3. Maintaining High Standards of Performance
4. Coaching Job-Related Skills/Behaviors
5. Evaluating Employee Performance
6. Providing Corrective Feedback
7. Motivating for Results
8. Delegating
9. Giving Directions
10. Handling Employee Complaints
11. Supporting Employees
12. Praising Performance
13. Preparing and Conducting Meetings
14. Establishing a Working Relationship with your Manager

Outcome: The ability to replicate the skills in any supervisory and/or coaching situation. The ability to set goals and measure performance and results.



COACHING:

Leadership Skills for Managers & Supervisors

LEADERSHIP: *the personal ability to obtain others' wholehearted support and commitment for a common course of action.*

Challenge

There is a big difference between making a quality **product** and obtaining a quality **performance** from people.

A product is a thing. It can be engineered, measured, manipulated and easily changed to fit any set of specifications. Math, physics and statistical measurements are the tools you would use to work raw materials into quality products.

People are another story entirely. They cannot be engineered, measured, manipulated or easily changed to fit any set of specifications. To influence them at all requires far different tools from math, physics or statistical measures. You cannot "work" them like raw materials into the exact outcome you want.

For most managers, when it comes to employee performance, the challenge is how to start conversations and navigate through to generate a quality outcome. No wonder most avoid the matter and hope that it improves on its own. It seldom does.

People are the greatest asset of any company and they represent the most critical factor in the success of plans and strategies.

Philosophy

People have to *give* you their cooperation. They have to *give* their commitment to a "job well done." That's an issue of willingness.

Willingness issues need to be addressed by your leadership ability, because leadership is *the personal ability to obtain the willingness and commitment of others to join in a common course of action.*

As part of all managerial or supervisory leadership, a need will always exist to influence people in a positive way, so that they commit to perform in an extraordinary way. That's how to get quality results.

To influence people in a positive way is to lead people for quality results. That's what **Coaching: Leadership Skills for Managers & Supervisors** is all about. It is organized around the tasks common to most managers and supervisors, whether they are in manufacturing or service businesses.

Process

Initially you will be working to enhance the following elements of your influencing skills:

- ◆ Establish common goals for any conversation requiring cooperation and teamwork.
- ◆ Determine the other person's degree of willingness, acceptance, or "buy-in."
- ◆ Know when you've got commitment rather than just agreement, compliance or appeasement.
- ◆ Prove respect and establish credibility with anyone in any frame of mind.
- ◆ Analyze a situation for accurate problem-solving.
- ◆ Help remove defensiveness when dealing with resistance or differences.
- ◆ Take people from a negative point of view to an open-minded (Neutral) frame of mind, or higher.

During this development, we will be introducing supervisory and managerial procedures that, when used in concert with these influencing skills, will increase your overall effectiveness as a manager or supervisor.



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