

# **Management Style – Coaching:**

## **Maximize return on knowledge capital**

### **Create and sustain a learning organization**

#### **Overview**

In today's economy, leveraging your knowledge capital is the key to gaining market share, maintaining your innovation edge and protecting your profitability. Is your organization optimizing the knowledge capital of your people? Are you constantly growing the knowledge capital resources of your company? Are you tapping into the full potential of your employee base?

This program is directed at your middle level managers. It trains them to integrate the skills of coaching into their existing management style. By integrating coaching skills into their management style, managers directly support constant learning of their employees. Managers successfully unlock the potential of their employees, thus increasing both the quantity and the usage of the knowledge capital in your company. Coaching skills allow your managers to drive continuous improvement in the skill set of their employees - the foundation of a learning organization.

#### **Content**

- GROW Model for coaching process
- Basic coaching skills
- Situational model to assist in deciding when to use coaching style
- Heightened awareness of personal styles and preferences, allowing coach to work with employees with different personal styles and preferences
- Introduction of MBTI as tool to understand working with differences
- Action learning as a tool to increase on-the-job learning
- Practice periods for participants to practice coaching in their daily business
- Master Coach support system
- Tools for measuring effectiveness of coaching
- Practice based learning approach

#### **Goals**

Upon completion of this course, you:

- are able to use the GROW model to organize and execute your coaching sessions
- have practiced and can use basic skills to implement coaching as a

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management style with confidence

- know your own MBTI profile and use that knowledge to improve your coach / coachee relationships
- understand the principles of action learning and can implement it in your own workplace
- will have had the support of a master coach as you have tried out your coaching skills on-the-job
- will have received feedback from peers and from master coaches about your coaching style
- will know how to assist your coachees to set clear goals for their coaching interaction with you as their coach
- will be able to decide when it is appropriate to use a coaching style with your employees and when it is not

#### **Target Group**

All middle level managers in any company that is committed to improving / maximizing its capability to tap into the knowledge capital of its employees. Managers with 3-7 years of experience will have the chance to integrate coaching into their management style as they are developing their style. Managers with more than 7 years experience will face the challenge of how to add this skill to their already existing management style. Managers who are managing employees (and not other managers) will see the greatest impact with their direct reports, although all levels of management will benefit from this course.

#### **Notes**

This course can be offered in English and in German. If more than 3 participants are coming from the same department the instructors would like to be informed. This course is designed for 8 - 16 participants per group. This course is intended to be rolled out to the middle level of management. In order to reach this population effectively, a train-the-trainer program has already been developed to support the preparation of internal trainers.