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Manager-as-Coach I & II

An online or in-person intensive, interactive experience for leaders.

PROGRAMS OVERVIEW

Manager-as-Coach is an intensive and highly interactive 2-day group experience for 16 people managers led by professional coach-facilitators. The goal of the program is to give managers a practical, hands-on coaching method that enables transformation of routine problem solving into employee development, and to develop leadership and management skills. Our coaching model emphasizes employee engagement, emotional intelligence, reducing resistance, and influence skills. Highly experiential, the program emphasizes practice with significant facilitator and peer feedback designed to impart or deepen self-awareness and leadership range.

Manager quality is one of the primary drivers of retention and engagement. Skilled coaching accelerates results, drives accountability and further engages others in ways that leverage discretionary effort.

Managerial Developmental Coaching enables others to:

- ✓ Develop their own skills
- ✓ Unleash their own talent
- ✓ Solve problems independently
- ✓ Take on new challenges
- ✓ Feel encouraged and supported in their careers

The word "coaching" has come to mean many things to many people across numerous contexts. To us, the power of coaching is greatest when managers and leaders integrate coaching skills in the service of developing others and thereby help transform groups and entire organizations.

By transforming everyday problem solving into focused developmental opportunities, managers significantly deepen employee commitment and engagement while developing their own leadership. A developmental coaching approach builds trust and relationships by putting the manager-coach in service of the employee-client, building a process of collaboration and partnership rather than giving advice, or telling others what to do. Putting development at the center of the problem solving and business goal attainment process is a high-leverage way for teams and businesses to achieve more, showing that human development and business results are not mutually exclusive. In fact, an increasing body of research strongly suggests the exact opposite.

Developmental coaching, in essence, is a core management and leadership capability. It lies at the heart of employee engagement and in actualizing what it means to truly be a modern learning organization.

> *"This is not your normal training company: this is a custom program developed for us by a company with the right expertise and who knows us very well… This is a powerful experience for all who participate."*
>
> *— Director of Global Talent Acquisition and Development*

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Programs

MANAGER-AS-COACH I

– Introduction to the coaching model and practice

– Coaching scenario practice using personal coaching and influencing cases, with extensive facilitator and group feedback to each participant

– Influencing: How it is used in the context of coaching, or any situation

– "Who am I as a Leader?" An exploration of self-awareness, aligning beliefs with self-presentation

– Difficult Conversations

MANAGER-AS-COACH II

– Review of the coaching model and significant practice emphasizing personal coaching and influencing cases, with facilitator and group feedback to each participant

– Advanced issues in developmental coaching, including (1) separating assumptions from observation; (2) converting problem-solving into developmental growth opportunities

– Conflict styles; working with conflict in coaching

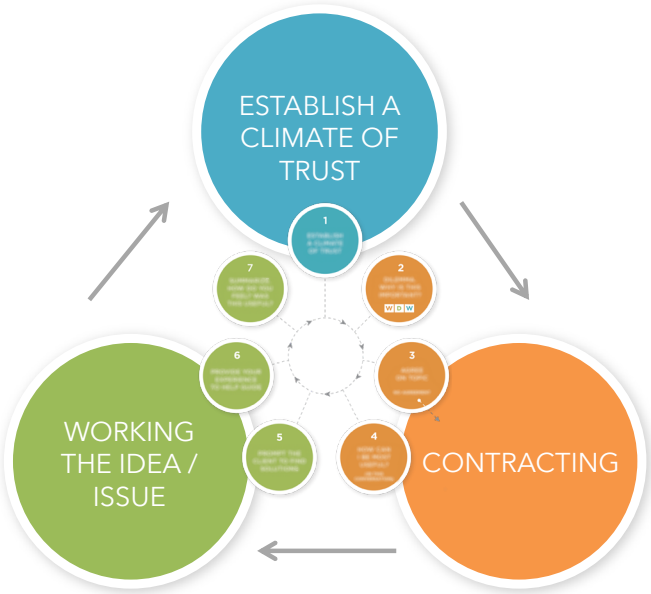
– Identifying and framing developmental dilemmas

– Heightening awareness and skill development in effectively coaching across cultural differences.

CUSTOMIZABLE OFFERINGS

As with any Koss Associates offering, Manager-as-Coach is customizable to meet client needs. We emphasize tightly coupling the program's learning agenda with broader organizational change, alignment, or leadership development challenges.

> *"The opportunity to be coached and practice what we have learned was most valuable. A very open atmosphere to grow in!" – Morton Grove, IL*
>
> *"The course was of great value and will be used to a great extent in my role to coach staff for continuous improvement" – Axminster, UK*
>
> *"It was good to be taken out of comfort zone by doing the role play situations. Best learning experience I have had in recent memory." – Axminster, UK*



DEVELOPMENTAL COACHING MODEL

The high level model shows the three main phases in coaching. Participants will practice 7 steps to engage employees in their own development while also getting business results.

About Us

Koss Associates helps clients better plan, manage, implement and sustain change globally and across cultures. We combine groundbreaking ideas and creativity with hard work and practical, lasting value.

Our unique blend of expertise in culture, talent infrastructure and leadership enables us to create lasting solutions at multiple levels in your organization and in multiple ways. We can work at the scale of your entire organization, or with one person. Or both.

Koss Associates is based in Berkeley, CA, USA, with affiliates across North America, Europe, and Asia.

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Faculty

Our global team brings together trusted professionals with specialized understanding of the dynamics of business within global and culturally diverse work environments to provide you with tailored, effective, local-language solutions.

Lisa Koss
lives in the United States and facilitates in English, Spanish and French.

Rita Jokay
lives in Hungary and facilitates in Hungarian and English.

Yen Kai
lives in Singapore and facilitates in English.

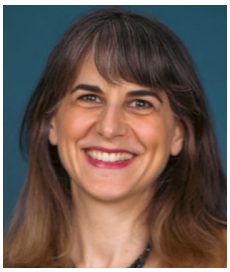
Beata Mate
lives in Hungary and facilitates in Hungarian and English.

Alejandro Builes Jaramillo
lives in Columbia and facilitates in Spanish and English.

Francesco Pimpinelli
lives in Italy and facilitates in Italian and English.

Shiao-Yin Kuik
lives in Singapore and facilitates in English.

Sonia Rao
lives in China and facilitates in Mandarin.



Becca Bartholomew
lives in the United States and facilitates in English.

Friedhelm Muller
lives in Germany and facilitates in German and English.

Iris Kuhnert
lives in Germany and facilitates in German and English.

Andy Zhu
lives in China and facilitates in Mandarin.

Peter Skoglund
lives in Sweden and facilitates in Swedish and English.

Marie-Gabrielle Amadieu
lives in Belgium and facilitates in French and English.

Karen Soderberg Hinchliffe
lives in the United States and facilitates in English and Swedish.

Harold Hill
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