



The Extraordinary Coach™

Effective leaders have the potential to significantly increase their personal leadership impact by utilizing coaching skills to raise the productivity and effectiveness of those they work with.

Leaders who coach and develop others have a huge impact on bottom-line results. In *The Extraordinary Coach 2-day Workshop*, you will develop the essential coaching skills that are required to be a great leader. In addition, you will learn what extraordinary coaches do well and how you can maximize your leadership impact and inspire others to perform at their peak.

"I have been utilizing the skills acquired in this workshop with my current team and have found it to be personally gratifying...This is one of the best courses I have taken in my whole life. The entire experience is life altering."

— Technology Manager
Global Financial Services Conglomerate

"A 10% increase of productivity would double the profits of most organizations."

— Peter Drucker, Leading Management Thinker

How Much Difference Does Coaching Really Make?

Research from our database of 250,000 multi-rater feedback surveys shows this huge difference in results produced by the worst and the best coaches:

- 8 times higher levels of employee engagement and commitment!
- Over 3 times more willingness to "go the extra mile" for the team or organization.
- 2.5 times higher levels of "satisfaction with my involvement in decisions that affect my work."
- More than double the number of employees who were inspired to "put forth a great deal of effort every day."
- Twice as high ratings of supervisor effectiveness.
- Half as many employees thinking about quitting.
- Dramatically higher levels of customer service and satisfaction.

All known drivers of productivity can be increased through improved coaching.



ZENGER | FOLKMAN



DAY 1 - *The Extraordinary Coach* Skills Development using our FUEL process

The Coaching Skills Gap (DAY 1)

Organizational surveys show that most managers believe they are providing coaching to employees and score themselves high. However, most employees state they receive little coaching from their leaders and score their leaders low.

Leaders often fall into these common coaching traps:

- Trapped by reactive problem solving that puts out short-term fires and doesn't build long-term personal, team, or organization capabilities.
- Jumping into coaching discussions with little planning and no framework to guide the conversation.
- Confusing giving advice/feedback with coaching.
- Perpetuating the Manager-Employee Dependence Cycle: Employee complains about what's not working, hopes for solutions and advice from the manager, and expects him or her to own the issue. The manager listens to the problem, gives advice, and expects results from the employee.
- Climbing The Ladder of Inference way too quickly; rapidly stepping up from data/observations, to adding meaning, making assumptions, jumping to conclusions, adopting beliefs, and taking actions that often damages relationships and doesn't deal with the root issue.
- Spending 85 - 90% of conversations with employees on project or status updates and very little time on coaching and developing. Employees want a 50/50 ratio.
- Confusing performance appraisal/management with performance coaching.

Only 11% of employees listed their supervisors when asked, "Whom do you turn to for advice on problems at work?"

— *Study on the need for improved coaching skills development*

The research and approaches used in this powerful coaching process are outlined in *The Extraordinary Coach: How the Best Leaders Help Others Grow*. This powerful hands-on coaching development system is built around the practical and proven four step FUEL framework for highly effective coaching conversations.

Give employees renewed meaning in their work, strengthen team/organizational culture, increase teamwork, boost workplace health, heighten creativity, improve risk taking, and increase ownership.

Learn how you are currently perceived as a coach and gain a clear understanding of the positive impact you can have by developing your coaching skills.

An Individual Development Plan customized to your situation and objectives is one of the powerful tools you are given to use in your ongoing development efforts.

What's Really Creating the Gap?

When asked why they aren't providing more coaching managers will typically say I am overwhelmed and don't have enough time, my boss doesn't coach me, or my employees don't need coaching. Our research shows these are excuses coming from low performing leaders without coaching mindsets on wobbly foundations of weak coaching skills. Within the very same organization conditions and culture, working for the same senior leaders, with the same set of employees exceptional leaders provide extraordinary coaching - and deliver dramatically higher performance results than their lesser skilled peers.

Here are four of the main reasons many managers don't develop their coaching skills:

1. Avoiding potentially uncomfortable discussions.
2. Insecure about the true value of his or her coaching.
3. Misunderstanding the true nature of good coaching.
4. Direct reports seldom ask for it.

DAY 1 - *The Extraordinary Coach* Skills Development using our FUEL process

Coaching Key Learnings - DAY 1

- Boost on-the-job coaching skills for maximum impact on employee attraction/retention, engagement/commitment, productivity, and customer service.
- Learn the key attributes of great coaches, what they do that makes them so effective, and how they do it.
- Learn the key coaching skills that expand awareness, discover superior solutions, and make and implement better decisions.
- Learn how to probe below the surface problems, events, and issues for the meaning, emotion, and energy that form a bigger picture or pattern coming from even deeper underlying beliefs and assumptions.
- Observe highly effective coaching, practice, and get immediate feedback on the key elements of catalytic coaching conversations leading to peak performance.
- Understand the crucial differences between training, mentoring, and coaching.
- Find the right balance on the continuum of Laissez-Faire, Collaborative, and Autocratic leadership.
- Complete a 20 point self-assessment tool to determine how well you currently engage in conversations with individuals you coach and support.
- Harness the power of coaching questions and a problem solving process leading to an effective action plan that's highly supported and followed through with clear milestones and accountabilities.

Workshop Audience

The Extraordinary Coach is being used extensively for individual leaders at all levels of an organization from senior executives to first-line supervisors, who coach others as part of their job responsibilities. This workshop is essential for every manager, including front-line through experienced senior leaders as well as any professional who performs a consultative role.

Customized in-house sessions are delivered to executive or management teams, other intact or cross-functional work teams, or to individuals gathered from different parts of an organization, with customized links to the organization's other leadership and culture development efforts.



A one or two-day workshop

DAY 1:

- *The Extraordinary Coach* Skills Development using our FUEL process

DAY 2:

- *Elevating Feedback*
- 360 Feedback Assessment and Strengths-Based Personal Development Planning

DAY 2 - Elevating Feedback and 360 Assessment Development Plan

Why Strengths-Based Coaching and Leadership Development Works Better (DAY 2)

Our deep research shows very clearly that it's the presence of strengths — not the absence of weaknesses — that defines highly effective coaches. Building strengths is proving to be the only way to move from an average or ordinary coach to extraordinary or exceptional.

What's especially remarkable is how obtainable extraordinary coaching is proving to be. A coach needs to develop just three existing strengths out of fourteen competencies to catapult his or her leadership effectiveness from the 35th to the 80th percentile!

- Building strengths is the only way to become an extraordinary coach.
- A strengths focus produces up to three times higher change and improvement.
- Profits, sales, engagement, morale, and energy levels, turnover, health and safety, and customer satisfaction skyrockets.
- The spectrum of development methods broadens with cross-training and Companion Competencies.
- Participant motivation to improve is much higher.
- Organizational culture is much more positive and energized.
- It's a lot more fun to work on strengths!

Elevating Feedback™

Elevating Feedback (DAY 2)

Organizational leaders recognize the value of providing feedback. Research shows that employees want to receive feedback. So, why is it the most avoided managerial behavior? Simply put, leaders lack the courage and skills to provide effective feedback to their colleagues.

Providing feedback—both reinforcing and redirecting—is a proven vehicle for better performance management, employee engagement, and employee commitment; all of which have a direct impact on organizational results. When delivered with skill, feedback is a powerful tool for organizations and employees.

Elevating Feedback gives employees at all levels of the organization the skills to improve the feedback experience. Prior to the workshop, participants complete the Feedback Preferences Survey to capture their propensity on several dimensions of assessing giving and receiving feedback.

Workshop participants are trained in feedback skills and create a personal development plan. They leave the workshop prepared to have more effective feedback conversations.

KEY LEARNINGS:

- Identify the personal and business benefits of providing effective feedback
- Understand why providing feedback is so hard
- Reflect on how preference and behavior impact the ability to give and receive feedback
- Use best practices for providing meaningful reinforcing feedback
- Use the FUEL model as a framework for providing redirecting feedback
- Create a personal feedback action plan

“Silence becomes cowardice when occasion demands speaking out and acting accordingly.”

— Mahatma Gandhi



DAY 2 - Elevating Feedback, 360 Assessment, and Strengths-Based Development

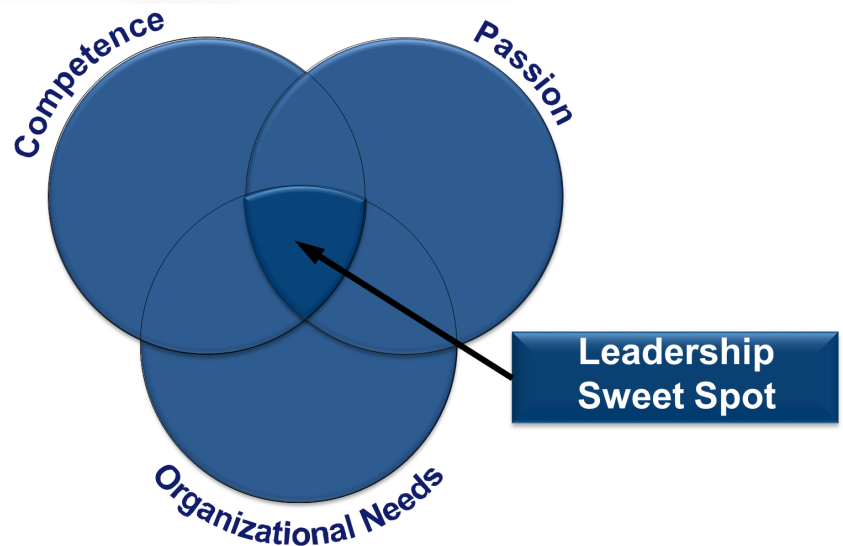
Unique 360 Coaching Competencies Assessment

Specifically Designed for
Strengths-Based Coaching
Skill Development (DAY 2)

360-degree assessments are the backbone of most corporations' leadership development programs. More than 85% of Fortune 500 companies use multi-rater feedback as a central part of their overall leadership development processes. They are popular because they provide leaders with empirical data revealing how others perceive their effectiveness. This candid information is extremely helpful because, as our research shows, we are 1/2 as accurate at identifying our own effectiveness as direct reports, peers, manager(s), and others around us.

KEY LEARNINGS:

- Prepare to receive a personal coaching feedback report, understand its structure, interpret the data, and decide how it can be used to improve results immediately
- Analyze the feedback report using a structured process with individual and group exercises
- Use on-the-spot peer coaching and Zenger Folkman's unique cross-training approach to construct a customized Individual Development Plan



ASSESS: Gather feedback on your existing strengths (and possible fatal flaws) with a brief on-line 360 multi-rater assessment specifically designed for coaching skill development.

SWEET SPOT: Determine your “coaching sweet spot”... where your greatest coaching strengths overlap with your passion for further development and the coaching skills your organization needs to maximize your effectiveness.

BUILD: Find the most effective ways, tools, and cross-training to build on 3-5 of your existing strengths to take your coaching and leadership from good to extraordinary. Leave with a personalized, action-oriented development plan that inspires continuous growth and follow-through tailored to your style. Continue developing and strengthening your coaching and leadership skills in your daily, on-the-job conversations and activities.

How Developing a Coaching Culture Pays Off

The effort, time, and money invested in creating a coaching culture is richly rewarded with measurable business outcomes. When it comes to improving productivity, employee engagement, retention, employee development, and supervisor performance, there is simply no better activity than having a leader that coaches and develops their direct reports on a regular basis.

The main objective of a good coaching program should be to help an organization become more effective. The goal is better business outcomes. Following are five of those outcomes:

- 1. Improved Productivity** - Coaching has a great impact on employee productivity, or their willingness to go the extra mile.
- 2. Greater Employee Engagement** - Employees who are coached regularly feel a greater level of engagement and commitment.
- 3. Improved Retention** - Leaders who are good coaches have fewer employees who think about quitting.
- 4. Employee Development** - Employee development is clearly related to increased retention, employee commitment, and other important variables.
- 5. Perceived Supervisor Effectiveness** - Coaching impacts the overall opinions that employees have about their boss. The old saying goes that you don't quit your job—you quit your boss. It's clear that the degree to which a boss takes time to coach employees makes a big difference in how they feel about him or her, and whether they think that they are doing a good job.

Participant Materials

DAY 1:

- Participant Manual with how-to steps and applications build around our FUEL process
- *The Extraordinary Coach* job aid card to guide coaching conversations.
- A hard-copy of the book, *The Extraordinary Coach: How the Best Leaders Help Others Grow*, by Dr. Jack Zenger and Kathleen Stinnett.

DAY 2:

- The online *Extraordinary Coach* multi-rater assessment and personal feedback report
- *The Extraordinary Coach* Participant Manual and Competency Companion Development Guide—a unique, research-based guide to developing coaching skills and competencies utilizing our proven cross-training approach.
- *Elevating Feedback* Preferences Survey
- *Elevating Feedback* Quick Guide



Client Reviews

"A strong, empirically-based approach to cut right to the heart of the (coaching) issue to provide something both situationally-relevant and contextually profound...threads the needle between theory and anecdotal practice and provide perspective and tools that can benefit everyone from CEOs bent on changing culture to frontline managers plying their skills on the factory floor."

– Courtney Rogers, Executive Director,
Human Resources and Talent, Amgen



"This critical leadership skill begins with a context of research, moves to the realities of the workplace, and then settles into a series of practical guidelines and examples."

– Ronald E. Galbraith, Chairman/Chief Consulting
Officer, onFocus|Healthcare



"A powerful, yet digestible, framework to help leaders become the coaches they aspire to be: relationship-based, collaboration-oriented, change-focused, and FUEL-ed for success! Leaders in all types of organizations, and at all levels, will benefit from this insightful work."

– P. Artell Smith, Vice President, Human Resources,
Hewitt Associates



"The concepts are profound and practical... provides the FUEL for our approach to creating a coaching culture at Associated Food Stores."

– Steve Jones, Manager, AFS University,
Associated Food Stores



Canadian Strategic Partnership

The CLEMMER Group is Zenger Folkman's Canadian strategic partner. Zenger Folkman is pioneering groundbreaking new strengths-based leadership research, assessment, development, and sustainable implementation systems. They've built unique evidence-driven approaches for developing extraordinary leaders and empirically showing their performance impact on sales, profits, employee engagement, health and safety, turnover, and customer satisfaction. Jim Clemmer and Jack Zenger's training and consulting firms first partnered when they led The Achieve Group and Zenger Miller. It's a well developed and highly proven system that produces extraordinary results.

**This workshop is a 2-day interactive, skills-building experience,
utilizing behavior modeling with interactive
videos and real-time demonstrations.**

**Contact us at service@clemmergroup.com or www.clemmergroup.com
to discuss bringing *The Exceptional Coach* to your organization**