The CLEMMER Group
Stronger People. Stronger Organizations.

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* 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.

strategic partner
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The Extraordinary Coach Skills Development using our FUEL process

The Coaching Skills Gap

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.

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Key Learnings

- 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 an on-line self-survey that measures coaching behavioral preferences 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

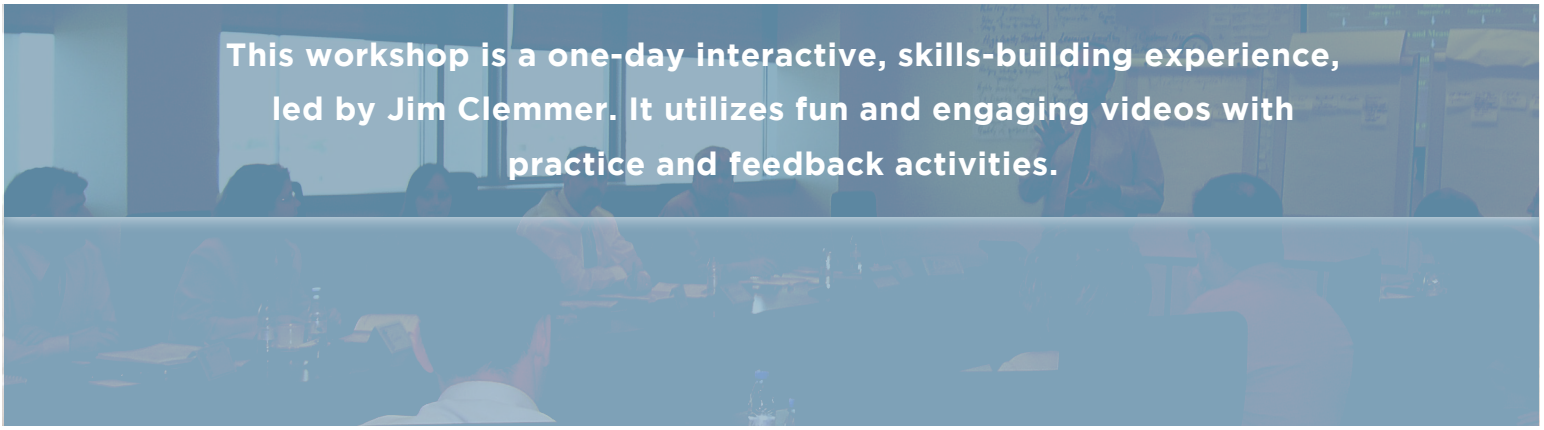
The Extraordinary Coach is designed for anyone who seeks increased employee engagement, improved productivity, and the insightful application of a best-in-class coaching framework. *The Extraordinary Coach* is being used extensively for individual leaders at all levels of an organization from senior executives to first-line supervisors, who coach others as part of their job responsibilities.

In-House Customized Workshop

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.

Two-Day In-House Customized Workshop

- Includes a multi-rater 360 assessment and personal feedback report built around Zenger Folkman's research on the 14 Differentiating Competencies of extraordinary coaches.
- Facilitating and guiding participants to build on and leverage from their coaching strengths.
- An additional module on giving and receiving feedback.
- Customized links to the organization's other leadership and culture development efforts.



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Participant Materials

- *The Extraordinary Coach* Participant Manual—a reference, workbook, and toolset to empower effective coaching
- *The Extraordinary Coach* Attributes and Perspectives Assessment—a self-survey that measures coaching behavioral preferences
- The Coaching Conversation Guide—a useful reference tool

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. Jim Clemmer will be personally delivering this powerful workshop.

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

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

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

Hewitt

"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

Associated Food Stores