



## **Manager as Coach Learning Series**

### **Overview 2021**

## Leadership Development: The Competitive Advantage

Ahria is pleased to provide you with an overview of our *Manager as Coach Learning Series* (MACLS). We believe that organizational success is driven in large part by developing “managers” into “leaders” through a coaching lens. There is ample research that supports this:

- ▶ Organizations that effectively prepare managers to coach are 130% more likely to realize stronger results and 33% better at engaging employees (Bersin & Associates).
- ▶ Companies where employees feel both motivated and “enabled” (through coaching) can achieve up to 4.5 times more revenue growth (Hay Group).
- ▶ Creating an environment that supports high performance is among the strongest correlations with employee engagement levels, yet less than half of employees (49%) agree that their leaders do this (Blessing White, Inc.).
- ▶ Organizations reporting “excellent” cultural support for the coaching experience realize stronger business results and 39% stronger employee results such as engagement, productivity and customer service (Bersin & Associates).
- ▶ Organizations whose senior leaders “very frequently” make an effort to coach others have 21% higher business results (Bersin & Associates).
- ▶ With high levels of employee engagement, companies can experience revenue growth of up to 2.5 times that of others and up to a 40% reduction in turnover (Hay Group).

With a clear understanding of your organization’s unique current situation, which we will gauge through further in-depth discussions with the leadership team, we can provide a flexible and tailored strategy to address your development needs and engage your leadership team.

Now, more than ever, as your leaders work with team members, some of whom will be working remotely during the Pandemic, the ability to check in with staff rather than checking up on staff, will be paramount to ensuring the well-being of individuals and your organization.

Given the challenges workplaces are facing during COVID, the ability of managers to provide leadership using a coaching approach has never been more important.

NB: The following provides an overview of a highly customizable process we have used successfully with other organizations.

## Manager as Coach Learning Series™

The *Manager as Coach Learning Series* (MACLS) provides an opportunity for leaders at all levels of your organization to develop their coaching skills, become more effective coaches, and create a coaching culture within your company. MACLS participants learn the language, skills, and process to conduct coaching conversations that successfully improve performance and enhance engagement of employees. MACLS provides a comprehensive approach to support the learning efforts of its participants. Our approach is personal, collaborative, and strategic.

Based on our understanding of your needs, we suggest an approach that will assist in:

- ▶ Supporting your organizational culture while enhancing excellence in leadership and team building while building a foundation for a more engaged workforce
- ▶ Clarifying expectations regarding “leader” behaviors
- ▶ Aligning leaders with organizational goals while sending a strong message about the value of all employees and their contributions to the organization
- ▶ Honoring the excellent people in your organization by providing an invaluable learning opportunity
- ▶ Setting the stage for a healthy leadership culture where newcomers are attracted and high performers desire to stay, that is, improving your “employer brand”

The goal of the *Manager as Coach Learning Series* is to enhance the ability of leaders to:

- ▶ Achieve their potential in developing, engaging, and managing the performance of others
- ▶ Inspire the talent needed to achieve the organization’s business outcomes
- ▶ Drive high performance at all levels through the adoption and use of proven techniques and skills
- ▶ Drive accountability to execute and achieve goals

## Design and Structure

Our approach goes beyond training and workshops to include proven methodologies to sustain learning and behavior. This includes the use of adult learning principles, highly effective materials, action learning for skill practice, and alignment to the organization’s language and processes.

The *Manager as Coach Learning Series* is delivered to cohorts of between 10 and fifteen participants through three phases over a period of four to six months. Upon completion of the initiative, your participants and internal team can sustain the coaching culture using the best practices, tools, and resources established during the learning series.

### ***Phase One: Plan***

Based on current culture and strategic objectives, we will work with key stakeholders to tailor the initiative during the Plan Phase. If desired, Ahria can use results from our proprietary engagement survey and/or culture assessment to inform specific methods and content.

Key performance metrics to measure the success of the initiative will be identified and agreed upon during this phase, and employees selected for participation. Our expectation is that key stakeholders will work collaboratively with our experts to launch the series.

### ***Phase Two: Learn & Apply***

Following the launch, employees participate in three experiential workshops which are 6-7 hours each and led by our coaching experts where they study advanced coaching competencies, learn the 5-Step Coaching process, and practice high-impact coaching skills. Participants will develop their individual long-term goals and commitments. Learning is reinforced and support provided to participants with two facilitated check-ins.

### ***Phase Three: Sustain***

To sustain the coaching culture, the leadership of the Small Coaching Groups is transitioned to your internal team during a half-day session. The Sustain Phase also includes a final review of performance metrics with key stakeholders at the close of the initiative.

Throughout the Learn & Apply Phase, employees participate in Small Coaching Groups and one-on-one meetings. Small coaching groups continue to reinforce and support the learning while enhancing participants' coaching skills and follow-through on individual goals and commitments.

Our facilitated small coaching groups bring structure and accountability to the group, reinforcing the concepts learned in the series and supporting the implementation of participants' action plans. Participants are encouraged to take every opportunity to reinforce the coaching behaviours and competencies learned during the series.

### ***Bank of Individual Coaching Hours***

To expand upon the support provided through the *Manager as Coach Learning Series*, a bank of coaching hours can be made available for *individuals* to work one-on-one with an external coach. The coach will build upon previous discussions and skill development to help the participant fully internalize and connect the experience and learning from the series, work on identified skill development with the participant, provide advice or guidance for specific coaching situations, or assist in the achievement of the participant's goals and commitments. With the coach's assistance, employees further link their learning and self-discoveries with actions that can produce positive outcomes. Although the Coaching is optional, it is highly recommended to ensure the effect of the MACLS program is fully leveraged and participants' inculcation is maximized. It can be divided as needed by leadership, e.g., for one, two or 15 individuals.



<b>Launch (1-1.5 hours)</b>	<b>Session Three (6 hours)</b>
<ul style="list-style-type: none"> <li>Setting the context</li> <li>The benefits of a coaching culture</li> <li>Demonstrate senior leadership commitment</li> </ul>	<ul style="list-style-type: none"> <li>Debrief Between Session Exercises</li> <li>Critical Skill #5 – Assigns stretch experiences</li> <li>Critical Skill #6 – Empowers Ownership</li> <li>Critical Skill #7 – Pursues Results</li> <li>Critical Skill #8 – Seizes the Moment</li> <li>The 5-Step Coaching Process</li> </ul>
<b>Session One (6 hours)</b>	<b>Session Four (2.5 hours)</b>
<ul style="list-style-type: none"> <li>Approach, What and Why of Coaching</li> <li>Understanding your framework</li> <li>Critical Skill #1 – Is Fully Present</li> <li>Critical Skill #2 – Knows when to ask and when to tell</li> </ul>	<ul style="list-style-type: none"> <li>Debrief Between Session Exercises</li> <li>Sustaining Your Coaching Culture</li> </ul>
<b>Session Two (6 hours)</b>	<b>Small Coaching Group Monthly Meetings</b>
<ul style="list-style-type: none"> <li>Debrief Between Session Exercises</li> <li>Critical Skill #3 – Models Commitment/Walks the talk</li> <li>Critical Skill #4 – Uncovers and Understands an employee’s view</li> </ul>	

Figure One: This model is a sample of how MACLS can be delivered. However, we tailor each approach to the organization. Timelines and content are adjusted to the needs of the organization.

### ***Desired Outcomes***

Research shows when leaders at all levels of the organization develop excellent coaching skills and embrace a coaching culture, better results can be achieved. The *Manager as Coach Learning Series* affects all levels of employees: the participants, their sponsors/manager, and the direct reports of the participants. An employee's immediate manager plays a pivotal role in the employee's engagement level. A keen focus on coaching conversations between these parties can significantly impact the employees' engagement, the leader's organizational impact and organizational culture.

Through *Manager as Coach Learning Series™* participants will:

- ▶ Discover the value of becoming a coach to inspire excellence in others
- ▶ Develop and enhance the skills, qualities, and behaviors of an effective coach
- ▶ Gain the confidence and skills to initiate impactful coaching conversations
- ▶ Acquire leadership skills to make confident decisions and discern when escalation is required

Organizations will:

- ▶ Build better leaders for today and the future
- ▶ Sustain and enhance employee engagement, productivity, and accountability
- ▶ Facilitate the introduction of "coaching" into the organizational culture which can help deliver greater organizational success

### ***Responsibilities of the Organization***

Through experience we know that support of leadership will be critical to the success of this program. If senior management doesn't buy-in to the benefits and become active and exemplary participants, then it has little chance for success. We would be happy to meet with leadership to explain not only the benefits of the program but the responsibility of leadership in implementing it.

Moreover, because Ahria will be tying program content to the goals of the organization and taking into consideration the reporting structure, current performance appraisal policies, and other organizational specific information, we will need access to a partner or representative to supply this information.

## In Summary

This program includes the *Manager as Coach Learning Series* including the three phases as described herein plus all materials. Up to fifteen individual one-hour leader coaching sessions are offered as an option. These optional sessions can be “banked” and used as needed. Typically we work with 12-15 participants within each learning and development cohort.

*Manager as Coach Learning Series* includes:

- ▶ Planning with Program Sponsor(s)
- ▶ Live Launch session
- ▶ Session 1 (6-7 hours)
- ▶ Mid-Point Check-In
- ▶ Session 2 (6-7 hours)
- ▶ Mid-Point Check-In
- ▶ Session 3 (6-7 hours)
- ▶ Session 4 (4 hours)
- ▶ Optional Coaching “Bank” (12-15 hours)
- ▶ Program Evaluation Meeting
- ▶ All materials

## Contact

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## About Ahria

Ahria is a full range provider of talent management services to organizations throughout Southwestern Ontario. Since 1990, Ahria (formerly Carswell Partners) has helped organizations facilitate change, improve performance and sharpen competitive edge throughout the business lifecycle. Across its main practice areas—talent acquisition, employee engagement and retention, talent development, executive coaching, career transition, and HR advisory services — Ahria designs flexible, creative programs that are executed with individualized attention and thoughtful client service, resulting in measurable impact. Learn more by visiting [www.ahria.ca](http://www.ahria.ca).

## About Career Partners International

Ahria is proud to be an equity partner in Career Partners International (CPI). Established in 1987, CPI is one of the world's largest and most successful global providers of talent management solutions. Organizations of all sizes and industries turn to Career Partners International to successfully assess, engage, develop and transition talent using the expertise of over 1600 highly experienced professionals in the areas of assessment, executive coaching, leader development and outplacement. With more than 200 offices in over 40 countries around the world, Career Partners International assures that its clients have local experts with global reach in talent development, career management, executive coaching, outplacement and career transition services. Additional information can be found by visiting [www.cpiworld.com](http://www.cpiworld.com).