

EFFECTIVE LEADERSHIP FOR CHALLENGING TIME

INTENSIVE TRAINING & COACHING FOR MIDDLE MANAGERS



CENTRE *for* EFFECTIVE
COACHING



THE COMPANY

“We should be all concerned about the future, because we will have to spend the rest of our lives there”

We are together in this journey for a reason:
we believe in people!

And even more: we have a passion for coaching and performance. Together we amass almost 100 years of leadership and management at top levels, for large corporations. We lead and train large teams of professionals and middle managers.
Change is our commitment!

At the Centre for Effective Coaching our coaches and trainers are people who blend a truly unique set of skills. The team carries real world experience and we value practice over theory.

The team members have unmatched transformation abilities so clients can improve their performance. We are able to discern, and to ask the hard questions that need to be asked. Above all, we strive to create a world where everybody would say 'We made a difference'



THE IDEA

Mid-level managers are the driving force behind the execution of organizational priorities and ongoing organizational restructuring.

Middle managers also face unique challenges and responsibilities, such as navigating strategic goals that seem to contradict one another.

As **HARVARD BUSINESS SCHOOL** points out, a paradox has therefore arisen where the importance of middle managers is growing, but their skills are not standing up to their requirements, and their sense of career security is decreasing. If we expect our organizations to compete, much less thrive, in the future, they need to figure out how to effectively devote resources to their middle layer.



“93% of HR Practitioners stated coaching and mentoring are key mechanisms for transferring learning from training courses back to the workplace.

CIPD London Study

“ In a recent study, training alone improved leadership skills by 22%. When combined with Coaching, improvement jumps to 77%.

FORTUNE



“effective and transformative”

THE PROGRAM



“

The more you sweat in training, the less you bleed in combat.

Navy SEAL's



THE FORMAT (6 TRAINING TOPICS + 12 COACHING SESSIONS)

The Program consists of 6 TRAINING DAYS that will cover the path from Effective Manager to Visionary Leader, and 12 INDIVIDUAL COACHING SESSIONS for each Manager that will transform the Learning into Practice.

6 different Training Topics, so each Manager will benefit from 6 Training Days and 12 Individual Coaching Sessions.

This format, allows the Manager to be immersed in the subject and implementing the learning from training directly in to the work place, immediately after the training, under the “supervision” of the Coach.

The 12 Coaching sessions will focus on 2 Main Areas:

1. Specific Objective, how the Topic of the previous Training can be applied in his job, designing an Action Plan and get specific feedback.
2. General Objective, the areas of Personal Development that each Manager will choose for himself.



THE FORMAT (6 TRAINING TOPICS + 12 COACHING SESSIONS)

6 X



1 FULL DAY TRAINING

Each Training will be focused on one specific Topic

01
TRAINING



INDIVIDUAL COACHING SESSION

Specific Training Topic Implementations
Personal Development Goal

02
COACHING



INDIVIDUAL COACHING SESSION

Specific Training Topic Implementations
Personal Development Goal

03
COACHING



PROGRAMS OBJECTIVES FOR YOUR MIDDLE MANAGEMENT TEAM

1

**ENHANCE THE PEOPLE
DEVELOPMENT TALENTS**

2

**ENABLE THEM TO "SEE" THE
POTENTIAL OF THEIR TEAM
MEMBERS**

3

**DEVELOP THE ABILITY TO BUILD
EFFECTIVE TEAMS**

4

**CONQUERING THE COACHING
FOR PERFORMANCE TERRITORY**



**EVALUATING
PERFORMANCE**

**IDENTIFY
POTENTIAL**

**COMPASSION
& EMPATHY**

**CONFLICT
MANAGEMENT**

**MANAGING
VISION
& PURPOSE**

**MOTIVATING
OTHERS**

**COMP
ETEN
CIES**

LISTENING

**EMPOWER
YOUR TEAM**

**DEVELOPING
DIRECT
REPORTS**

**BUILDING
EFFECTIVE
TEAMS**

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TRAINING TOPICS

1

**PERFORMANCE
MANAGEMENT**

25 APRIL

2

**MANAGER
AS A COACH**

5 MAY

3

**MOTIVATION &
ENGAGEMENT**

19 MAY

4

**RELATIONSHIP
& CONFLICT
MANAGEMENT**

9 JUNE

5

**TEAM
DEVELOPMENT**

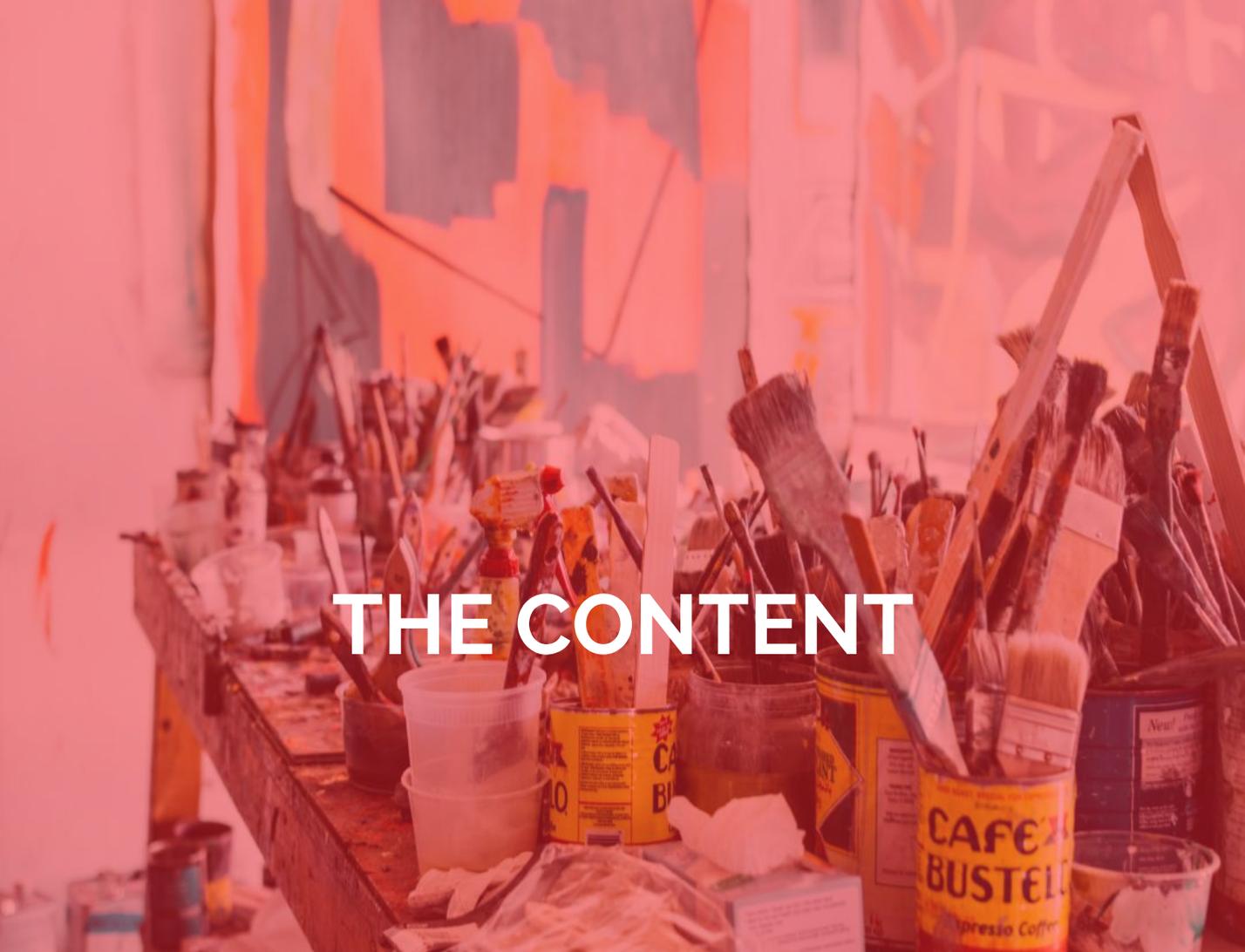
23 JUNE

6

**LEADING
WITH IMPACT**

7 JULY





THE CONTENT

Identification and correct assessment of performance are two major challenges for companies and managers. Gain the right skills, tools and techniques to better manage performance conversations.

Investing your time in managing the performance of your employees is essential to ensure that your team, service and organization are all delivering excellent services.

As a manager you are responsible for knowing if your team members are performing well. That means that they are conducting themselves in a way that is guided by the values important to your organization and to the health and social care sector - promoting the health, wellbeing and independence of people they support with compassion, respect and dignity.



LEARNINGS & BENEFITS

How you lead and manage your employees from the moment they join your team, can make a big difference to them and to the people they are providing with care and support.

This Training provides practical tools and approaches to support you in your day to day dialogue with your subordinates and peers

We use Participatory Training Methods :
Case studies, Role Plays , Learning games
for fast learning and fun experiences

1

Meaningful engagement with employees throughout their employment

2

Clearly set out what is expected of an employee in their role and what the employee can expect from you as their manager

3

The right mechanisms, knowledge and confidence for managing all types of performance



PERFORMANCE MANAGEMENT – TRAINING AGENDA

1. IQ vs EQ – definition and role in people evaluation and performance
2. The 4 stages of Emotional Intelligence :
 - Self awareness
 - Self Management
 - Social Awareness
 - Relationship Management
3. Managerial challenge
4. One on One conversations
5. Steps of Effective Feedback Process
6. Types of interaction in People Development Conversations : Feedback, Coaching, Mentoring
7. Coaching Skills for P&D Conversations : definition, role
8. Principles and fundamentals of a successful conversation
9. Development Plan conversations
10. Deciding on the next steps in your career



Coaching is a process that enable those practicing it and receiving it to make quantum leaps. To move from a state where a problem exists to another state where a solution is found, acted upon and manifested.

Since it happens into the dynamic between the coach and the client, it is transforming the relationship and the participants to the relationship. That includes you and your client (the person receiving coaching)
Coaching is about enabling you to make your client's potential conscious and create a context where it is turning into results.



LEARNINGS & BENEFITS

Coaching in theory is interesting but here you'll understand it by experience of practical, work-related exercises;

Insight into how to facilitate high performance in individuals and teams; more evocative and exploration-oriented questioning skills;

Raising awareness of your coaching presence and its impact;

1

Valuable and practical Coaching skills and behaviours

2

Understanding of the GROW Model for goal setting and action planning;

3

Insight into how to find inspiring goals and internal strengths;



MANAGER AS A COACH – TRAINING AGENDA

1. Coaching as a management Tool
2. The GROW model in the context of day to day management interactions
3. Mastering the levels of Listening
4. Mastering the Art of Questioning
5. Clarity, desire and passion as fuel for defining and achieving a goal.
6. Internal obstacles and Blocks that stay in the way of progress.
7. Barriers, resources, strategies
8. Alternative solutions and possible strategies to make progress.
9. Commitment and accountability of the goal.



The workshop is inspired by a McKinsey research on the conditions that create a state of “flow” at work. This research introduced the concept of IQ and EQ at the level of a company, as well as a ground-breaking concept, that of Meaning Quotient.

Imagine your managers being enthusiastic, creative, happy and delivering beyond their and your expectations.

They not only know how to light up their own fire, but know how to mix psychology with processes and resources as they create a total climate that nurtures engagement, beyond just the soft-skill of “motivating others”.



LEARNINGS & BENEFITS

Diagnosis and actions to sharpen: job/role expectations, objectives, development and career plan, as well as key processes

The (neuro)science behind creating a positive, encouraging climate

Learn to elicit motivators in your team and how to monitor the level of motivation

Learn how to increase the perception of significance of your work

Master using the non-financial rewards to boost the level of

1

How to use the 4 Corporate Intelligences of Flow to elicit ownership and engagement in individuals and teams.

2

How to become and maintain yourself as an engaged contributor

3

How to use some “boring” existing processes and policies to motivate your team



MOTIVATION & ENGAGEMENT – TRAINING AGENDA

IQ – Organizational Intelligence Quotient

Role, expectations,
objectives
Development plan and
career path
Key work processes

SQ – Significance Quotient

Purpose
Autonomy
Mastery

EQ – Organizational Emotional Quotient

The neuroscience of the
most nurturing climate
Trust, belief vs fear and
domination
Diversity in strengths vs
uniqueness in weaknesses
Craving vs giving
acknowledgement and
recognition

MQ – Material Quotient

Work place safety, water,
food, environment
Financial compensation
Non-financial incentives



This workshop aims to create premises where you build an influential posture so you hear and take into account very deep needs, values and principles of the people within your relationships while being aligned with your essence.

The workshop is about how to manage the conflicts that arise in your relationships in a way where you hear and make yourself heard deeply. As a consequence your dynamics and relationships with adults is transformed because your communication is different with an unprecedented depth.

You transcend the mind's unconscious layer that creates and perpetuates the conflicts (and suffering) to a layer where you take into account what happens at mind, emotional and physical body level.



LEARNINGS & BENEFITS

New techniques that allow you to process all your emotions and emotional blocks, so there is more aliveness in your relationships.

1

6 new counter-intuitive response (as opposed to reaction) patterns that allow you to break and transform the current dynamics

Setting boundaries in a way that takes into the account and respects the other party while honoring also what is important for you.

2

Recognizing and stopping the 3 toxic communications patterns within your relationships.

Identifying significant reactions within conflicts that damage your relationships and how to respond in a different way that has the intention to honor all the parties involved.

3

Learning new techniques that allow you to process all your emotions and emotional blocks



RELATIONSHIP AND CONFLICT MANAGEMENT- TRAINING AGENDA

1. The dynamic of the way we are reacting or responding to a trigger. Relationships when a basic need is not met.
2. The basic historic natural dynamic Parent - Child
3. Premises that allow ourselves to transform our communication and hence results (and relationships)
4. Recognizing the 3 reactions patterns within a Parent - Child relationship.
5. Improving awareness of triggers and reactions that keep deflecting current unfulfilled results.
6. 6 new techniques that allow the participants shift the dynamics into one of Partnership Adult - Adult like.
7. Integration of the new learnings and commitment to a simple action plan.



Imagine a group of people with a common purpose. Aligned and engaged towards a common, crystal clear goal, invested with trust and dressed up with ambition and abilities to perform. Think of what they can achieve.

Let's build on that!

Execution is about coordinated efforts by entire teams to perform at the highest level, with passion and determination.

It is a major differentiator for a company, for a Leader, to be able to build such teams.

In an effective team, everyone understands how to contribute in ways that support team outcomes that go above and beyond what any individual could accomplish alone.



LEARNINGS & BENEFITS

Develop the ability to engage the team around a common purpose, towards clear goals

Gain the skills of creating the team dynamics that will enhance the energy and passion for all members

Create a clear roadmap for team evolution towards effectiveness

1

Enhance communication and trust, and align team members around shared goals

2

Develop practical skills for leading and motivating team members

3

Build strategies for coping with team challenges and having the right people “on the bus”



TEAM DEVELOPMENT – TRAINING AGENDA

1. Power of a team – success profile
2. Stages of team development
3. Team effectiveness assessment
4. Create the team charter – the roadmap for success
5. Team Leadership – Life cycles management, Style
6. Build follow up Plan



Imagine your managers being inspired and inspiring those around... Emanating self-confidence, authenticity and integrity... Acting with power and a sense of ownership... Serving and making a difference wherever they go... Delivering numbers, but beyond that, achieving impact!

The workshop is organised around the fundamental premises:

The biggest challenge in leadership is leading yourself

Once you define your own leadership footprint, you can powerfully act as a leader in the given role.

Humans operate on 4 dimensions, on which leadership unfolds too:

Body, Mind, Heart, Spirit.



LEARNINGS & BENEFITS

Sharpen traits that define the individual as a role model

Refresh a clear and inspiring picture of the participant's vision in their particular job/role

Deepen key skills to enable and energize the team

Emphasize key disciplines to secure outstanding results through a team

1

Provide a simple Leadership COMPASS (vs. a prescriptive model) to navigate among leadership challenges

2

Define a PERSONAL MARK as a leader with focus on difference-making attributes

3

Sharpen some key traits, tools, skills and behaviors to APPLY as such IN THEIR ROLE, WITH THEIR TEAM



LEADING WITH IMPACT – TRAINING AGENDA

Leading Self – MASTERY

- **YOUR STYLE:** Who and why am I
 - Identity, defining moments, purpose, values
- **NEEDS:** How I succeed
 - Team
 - Mentors
 - Purpose
- **FLOW:** What makes me shine
 - Passion - Do what you love.
 - Energy - Love what you do!
- **TOOLS:** How I maintain vitality
 - Integrity, Energy, Vision, Empathy, Discipline

Leading Others – LEGACY

- **LEADER COMPAS:** How I shape others: role-model
 - Values, Family, Aspirations
- **INSPIRE:** Where do I take others:
 - Purpose
 - Engagement
- **TEAM:** How do I mobilize others:
 - Dream Team vs One Team
 - Direction, Alignment, Commitment
- **EXECUTION:** How do we implement: excellent execution
 - Map, Control, Decisions, Results



WE GUARANTEE THE EFFECTIVENESS OF THE PROGRAM!
FOR TEAMS OF MANAGERS WE PROVIDE A PRE AND POST ASSESMENT OF THE COMPETENCIES LEVEL.
WE PAY BACK 50% OF THE MONEY IF NO REAL IMPACT ON THE COMPETENCIES LEVEL CAN BE MEASURABLE AFTER THE PROGRAM.

THE PROGRAM IS DESIGNED TO COVER ALL THE IMPORTANT ASSETS OF AN EFFECTIVE LEADERSHIP.
IF YOU FEEL STRONG ON SOME OF THE TOPICS, AND WANT TO JOIN ONLY FEW OF THE MODULES, OUR TEAM IS READY TO GIVE YOU ALL THE DETAILS YOU NEED FOR AN INFORMED DECISION.



**BOOK
NOW**

**THANK
YOU**



CFEC



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