

## Leading and Coaching for Performance

*“Often the questions are more powerful than the answers.” -Socrates*

Effective leaders inspire shared vision, create change and unleash talent in their groups. Leaders do not need to know all the right answers. They do need to ask the right questions. At work many executives rely on telling others – directly or indirectly – what to do and sometimes how to do it. As a coach it's important to have a broader range of approaches. Having people with exceptional coaching skills allows an organisation to transfer attitudes, knowledge and skills quickly and effectively and so drive change and stretch performance in today's fast-moving global business environment.

Leaders that are successful in building high-performance teams that get results – both now and in the future – learn to adapt their leadership style to the specific situation and individuals involved. The objective of this workshop is to help leaders use coaching skills to motivate, develop and consistently stretch the performance of individual team members and so create exceptional business results.

### Objectives

At the end of the workshop participants will be able to:

- adapt their leadership style to the situational context.
- build competence and commitment with team members.
- deliver constructive and motivating performance appraisals.
- motivate team members to get results.
- coach individual team members to stretch performance.
- describe and develop their individual leadership style.

### Content

- Situational leadership – the adaptive leader
- The performance management cycle – what must go right?
- Best practice for performance appraisals and objective setting
- Motivating and influencing others through positive psychology
- Coaching skills, models and mindset
- 360° feedback on personal leadership behaviours and debriefing
- Developing a feedback culture

### Learning Methodology

The participants will be expected to come prepared to be coached through a specific situation that they are currently facing at work.

The program will involve case studies, small group discussions, 360° feedback and experiential-based learning activities.

The participants will develop their personal leadership plan based on personal reflection and feedback from within and outside the group.

### Workshop

This is a three-day workshop for a group of 16 participants working with two Clarion Learning consultants at an off-site location.