
ALEXANDER ASSOCIATES

LEADERSHIP SOLUTIONS

Coaching Skills for Leaders: Advanced Award

British-Certified Dual Award

Introduction

The aim of coaching in a leadership context is to unlock the full potential of your human capital and maximise performance across the organisation. There has never been a time when you needed to harness the collective creativity and initiative of your whole staff more than now. Put simply, coaching is the key to unlocking the full talent within your people.

The 'Coaching Skills for Leaders Advanced Award' programme gives the essential skills needed to transform managers into competent, confident coaching leaders. During the programme, participants will learn eight core coaching skills and effective framework for leading efficient coaching conversations.

The LEDA Coaching System has been developed to give a complete learning experience and is fully supported by the interactive LEDA Coaching App.

- **Phase 1 'Discover'**: The journey begins with two days of intensive skills workshops that can now be delivered 100% online or in-house.
- **Phase 2 'Develop'**: This leads straight into 6 weeks of work-based coaching practice, supported by our expert coaching tutors and our interactive LEDA Coaching App. Here we give participants the tools and interactive contact with tutors and peers to make learning enjoyable and rewarding, which is at the heart of our philosophy - people engage when they enjoy.
- **Phase 3 'Demonstrate'**: The final workshop day includes a skills showcase where participants demonstrate their ability to coach within a live skills challenge. This provides an excellent focal point for the course and also maintains learner momentum during the 6-week practice phase of the programme.

Delivery Mode: In-House/Face-to-Face Public Course/100% ONLINE

Duration: 4-6 weeks (subject to exact course dates)

Certification: Upon completion, successful learners will be awarded TWO certifications from the Association for Coaching UK:

- 'Recognised Leader as Coach' Award
- 'Accredited Award in Coach Training'

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Who should attend?

Anyone who manages a team within your company will benefit by gaining the leadership skills to achieve and exceed their KPIs.

Developing a coaching habit in leaders produces positive systemic change within an organization, creating a coaching culture. Leaders who coach motivate and inspire their staff to increase engagement and discretionary effort in both learning and doing. Motivated and engaged staff are creative, innovative and productive.

What are the main benefits?

Your organisation will have:

- trained leaders who can coach competently
- enhanced management communication
- motivated and positive staff engagement
- powerful connections with millennials
- empowered staff who exercise initiative
- high individual and team performance
- inspired exercise of discretionary effort
- retention of highest performing staff
- early identification of emerging talent and high potential

Why have high performing companies now switched to a coaching style of management?

Before the global pandemic broke out and disrupted businesses around the world, the Harvard Business Review had already reported in 2019, that highly successful, flexible and future-focused companies were moving to ‘...a model in which managers give support and guidance rather than instructions, and employees learn how to adapt to constantly changing environments in ways that unleash fresh energy, innovation, and commitment. This is dramatic and fundamental. *The role of the manager, in short, is becoming that of a coach*”.

When will participants be ready to coach in the workplace?

The focus is on practical skills that can be used immediately to lead staff to new levels of performance.

These skills will be especially useful in:

- Maximising staff engagement in the office and WFH (working from home)
- Responding quickly to ongoing commercial changes resulting from Covid-19
- Seeing new opportunities to innovate and gain competitive advantage more powerfully than ever before

Can managers really learn to coach with confidence within 6 weeks?

The short answer is 'yes!', but please read on...

It is commonly cited that it takes 10,000 hours to become a world class expert in a specialist field (Malcolm Gladwell, in his book *Outliers*) but who has time for that? However, Josh Kaufman in *The Personal MBA*, tells us that with intentional effort and determination, it only takes 20 hours of focused self-directed deliberate practice to learn anything, moving from “knowing nothing to being pretty good”.



DETAILED PROGRAMME CONTENTS

DAY 1

Module 1: Fundamentals of Leadership Coaching

- Understanding the potential of coaching to increase team performance
- Identifying when leadership coaching is the right intervention
- Aligning leadership coaching with organisational goals and KPIs
- Developing professional listening skills

Module 2: The LEDA Coaching System

- The LEDA 5-Step Coaching System framework
- LEDA Step 1: Framing and focusing coaching conversations
- Building trust and positive rapport
- Using empathy skills within a coaching conversation
- Coaching using the principles of Lean Management
- Developing positive non-verbal communication skills
- Developing questioning skills

Module 3: Creating a Positive Coaching Relationship

- Recognising achievement and motivating belief
- LEDA Step 2: Discover the Current State
- Baseline skills
- Checklist technique
- Using probing questions within coaching conversations
- How and when to use challenging questions

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Module 4: Focused Coaching Conversations

- LEDA Step 3: Set the Target State
- Visualisation skills for continuous improvement
- Learning to listen for what is not being said

Day 2

Module 5: Generating Possible Solutions

- Raising awareness and increasing initiative
- LEDA Step 4: Generating Possible Solutions
- The power of self-discovery
- Brainstorming within a coaching context
- Developing the skill of using silence

Module 6: Coaching to Commitment

- Scaling technique for setting achievable targets
- LEDA Step 5: Coaching to Commitment
- Organizational Behavioural Management
- Developing pinpointing skills

Module 7: Flowing Through the 5-Step Coaching Cycle

- Practicing all 5 steps of LEDA Coaching Conversations
- Sharing feedback and feedforward
- Identifying the next level of challenge

Module 8: Development Through Reflective Practice

- Developing reflective practice
- Using the coach continuous improvement checklist
- Learning log planning and review
- Setting next steps to embed and enhance coaching skills

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Practicum:

6 weeks of coaching practice within the workplace, as described above, with coaching support and guidance delivered on-site and/or via the LEDA Coaching App.

Day 3

Module 9: Applied Skills Review & Development

- Networking skills review
- Strategies to overcome leadership issues
- The coach as challenger
- Learning log review
- Strengthening coaching communication and confidence

Module 10: Practical Skills Showcase

- Showcase coaching developments through practice
- Providing observational feedback and challenges to the client
- Overcoming common coaching relationship challenges

Module 11: Harnessing the Power of Feedback and Self-Reflection

- Measuring coaching effectiveness
- Requesting constructive feedback
- Developing reflective practice
- Taking coaching skills to the next level

Module 12: Developing a Coaching and Networking Culture

- How to coach for increased networking
- Delivering measurable improvements for the organisation

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