

Leaders Coach Programme

*A **leader's** task is to work with
people's **strengths**
in such a way, so that their
weaknesses become irrelevant*

Peter Drucker

Leaders Coach

We are passionate about coaching and see it as *the* fundamental leadership tool. Implementing coaching has proven positive impacts on transfer of learning from training, increases in productivity, reduction of stress and burnout, increases in development culture and focus on goals and engagement.

We see coaching as being delivered by leaders through a:

- time-tabled event fortnightly or monthly where progress against individual objectives and development plans can be reviewed and people coached to raise their performance - either to extend themselves beyond their expected level of performance or through putting remedial actions in place to assist them in achieving their goals.
- practice of managers responding to problems they witness, or as they are raised by their staff, on a day to day basis which assists the staff member solve the problem and build their skills (and ensures the manager doesn't take on the problem themselves) – the 'coachable moments'.



We also use key elements of Positive Leadership in our approach – focusing leaders on coaching all staff (not just the problem ones) on all their objectives (not just the ones where they are not achieving) to increase buy in to the coaching actions, maximize the positive impact on performance, and provide a mechanism for ongoing recognition of staff's good performance

This two day module covers how to coach with Positive Leadership tools:

- Why Coach, when – when staff come to you with a problem and in regular programmed sessions. What to coach on – what's going well as well as what is not going well, business objectives, development plans and long term career goals.
- **LEADERS** core skills of coaching – (Listen actively, Establish trust, Ask open questions, Dream of what could be, Empathise, manage the Ratio of positive to negative communications, focus on Strengths)
- Using **COACH** to structure the conversation – (Clarify the situation, expectations or goals, identify Options , Agree on the way forward, Create SMART objectives, identify Help needed and remove roadblocks)
- Feedback in coaching - making the most of recognition and delivering difficult feedback
- Action planning on how are they going to implement coaching?



Coaching cue cards and an app help with the implementation of skills learned. We also follow up with each participant after one month to support them further in the implementation of coaching. Providing a coaching framework pulled from your performance management system can make it easier to coach as well as providing motivation through 360° Reviews or coaching surveys to monitor progress on the implementation of coaching skills.

Who we are

John Eatwell (M.A., Chartered Organisational Psychologist, IOD, Psych Society).

John has worked with a number of organisations to define successful leadership and measure Team Leaders through to Executives against these in *Development Centres*, feeding the results and compiling development plans. He has created *Leadership development programmes*, taking individuals from first appointment through the first five years of their leadership journey including induction, transition to management, core leadership and management skills and development of the depth of their knowledge through further study. John runs *Positive Leadership* and *Leaders Coach* courses and supports the implementation of leadership on the job through coaching.



Pete Cammock (PhD)

Peter has worked with NZ's top companies on their leadership development over the last 20 years as well as being a key driver of the Public Sector Leadership Development and the Canterbury and Otago Executive MBA Programmes. He has a strong interest in complexity, creativity and positivity in leadership and in the personal foundations of emotionality, character and alignment that underlie effective organizational leadership. Described as "one of the nation's best leadership writers" Peter is the author of two books, "The Dance of Leadership" and "The Spirit of Leadership" and a number of international publications.

Andrea Gardner (M.A., Chartered Organisational Psychologist, HRINZ, Psych Society).

Andrea is a seasoned organizational psychologist and human resources practitioner with experience in the public and private sectors. Andrea has particular interest and expertise in the areas of leadership development, culture and engagement, psychometric assessment, staff selection, and HR policy and process. An accomplished facilitator and trainer, Andrea has worked with diverse groups of people in NZ and in far-flung international locations. She adapts her style to suit each industry but has a particular affinity for local and central government, manufacturing and professional services. Andrea is engaging, creative and down to earth. She prides herself on her ability to design and deliver workable, effective and original solutions to organizational challenges.



Tom Matthews (B.Sc., M.Ed., Cert. Counselling, Post Grad Dip Business)

Tom's background includes having completed Masters degrees in solution focused counselling, education and postgraduate business leadership. He has spent the last decade studying the field of positive psychology and its applications to individual and organisational change and leadership which has created a solid platform of techniques and experiences to draw on for the coaching work he does. Tom Lectures on leadership at the University of Canterbury. As a lecturer, counsellor, and facilitator, Tom focuses on practical, scientific interventions that enhance wellbeing and resilience, which ultimately open the pathways toward increased human functioning.



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