



Leader as Coach

To be an effective
leader is to be an
effective coach

Creating and Leading a Coaching Culture

Effective coaching skills are an essential part of contemporary leadership. Not surprisingly, creating a coaching culture is increasingly important for organisations.

All too often organisations invest significant time, effort and money into developing the coaching skills of their leaders and managers only to find that these skills are not applied in the workplace. Gram Consulting Group have developed methodologies that maximise transfer of learning and embedding coaching into the workplace as the way of leading and ultimately to create a culture of quality coaching conversations.

These methodologies involve:

- Leadership endorsement and communication plan
- Evidence based, relevant and practical coaching development
- Simple and accessible embedding opportunities and interventions
- A measurable and consistent approach and common language

...and our methodologies work.

“Competitive advantage is a subtle and shifting concept. It is hard to predict with any certainty who will gain it and how they might do it. What is certain is that in order to understand and interpret the complex world we live in, organisations need people who can decipher information, make connections, see patterns, create networks and react quickly and adapt to circumstance.”

— Dr Anthony Grant

Why Create a Coaching Culture?

Organisations need ways to maximise both performance and well-being for sustainable high performance.

Third generation of workplace coaching goes far beyond first and second generation approaches which focused solely on skills development. The first generation of workplace coaching (circa 1990's) focused on how to have performance management conversations, often with "difficult" employees. The second generation of workplace coaching (circa 2000's) trained managers to use coaching models.

Both approaches focused on teaching managers how to have formal "sit-down" coaching conversations. These were highly mechanistic, with managers "doing coaching to" employees. Not surprisingly, both failed to create the cultural change necessary to embed a culture of quality coaching conversations.

The Third Generation of Workplace Coaching which is an evidence-based approach that focuses on the development of the participants as well as the acquisition of coaching skills.

It develops and enables:

- Solution-focused thinking,
- Growth mindsets
- Coaching agility
- Situational and positive leadership

This generation of workplace coaching is explicitly aligned with the organisation's values, is internally branded (white-labeled), and is seen by employees as being organic and part of the organisation's culture. It can be used in both formal "sit-down" coaching and "on-the-run" corridor coaching situations. This is about developing "coaching agility".

The research clearly demonstrates that the Third Generation approach is effective in both large scale organisation roll-outs and on smaller levels.

The Approach

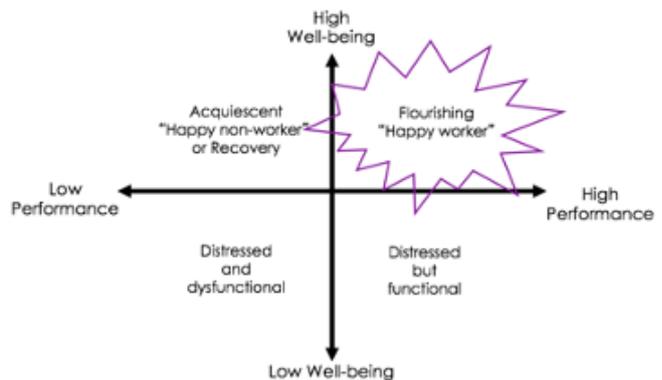
Our solution-focused perspective helps coaching to stay orientated towards the development of personal strengths and goal attainment. We have found this to be to be highly applicable in the workplace.

We work closely with our clients to fully understand their needs and develop customised material that is relevant and practical. Research has shown time and time again that organisational initiatives to boost performance and engagement typically fail because;

- There is insufficient buy-in from staff
- There is no solid evidence-base
- The program feels foreign, irrelevant, or overly-complex and does not sit within a coherent, easy-to-understand framework.

To counter these issues, we closely involve the client in the development of our program. Through this kind of partnership we find ways to echo the client organisation's values, brand and language within the program. Thus the material we co-develop resonates and feels "organic" to the organisation.

Gram Consulting Group takes great pride in our ability to develop customised, relevant and practical material that genuinely makes a difference to the client organisation. We have many peer-reviewed and published studies of the effectiveness of our approach which we can supply on request.





Program Objectives

- Understand what coaching is and how it fits into the organisation's culture
- Improve the quality of leadership through coaching conversations
- Recognise when to coach and when to delegate
- Develop key coaching skills through supervised practise
- Apply coaching in a wide range of situations
- Integrate coaching skills into your leadership practice
- To know what to coach in the context of driving successful outcomes in a leadership role
- To adopt leadership competencies through being a coaching leader and address challenges face in the workplace when coaching

Face to Face Program Process

2 day workshop
2 x 1.5 day workshop (total three days)



Virtual Program Process

10 modules x 90 minutes each
plus 2 modules x 60 minutes each



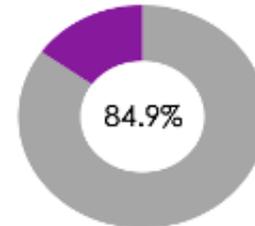
Success Criteria

As this is a customised coaching and leadership development program, the finalised, precise and measurable markers of program success will be developed in consultation with each client. However, based on our previous experience and research we can confidently predict that success criteria will include:

- Significant increases in the number and quality of coaching conversations being conducted on a daily basis (66% increase in past programs).
- Enhanced quality of leadership through better coaching skills (64.1% increase in past programs).
- A significant increase in personal confidence in one's coaching skills (65% increase in past programs).
- Significant increases in ability to apply coaching techniques in a wide range of situations (63% increase in past programs).
- Better recognition in knowing when to coach and when to delegate (68% increase in past programs).
- An increase in workplace engagement (52.6% increase in past programs)

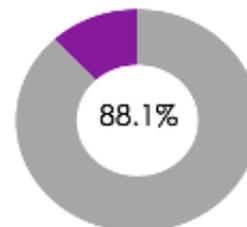
Impact in the Workplace

Transfer of Learning



84.9% found there was good transfer of learning from workshop to workplace

Implementation of Actions



88.1% implemented the action steps created in the workshop back in the workplace

Coaching Agility

The ability to hold quality conversations in a wide range of situations.

