

## **Coaching for a High Performance Team**

### **Course Summary**

#### **Description**

This interactive workshop provides an opportunity to reflect on the strengths and weaknesses of your team, and discover the key ingredients of a winning team. You'll learn how to analyze key issues of performance and behavior, and to coach team members using a disciplined approach that builds on shared understanding and agreement on objectives. You'll come away with a personal action plan for making your own team stronger and more productive.

#### **Objectives**

At the end of this course, students will be able to:

- Identify the skills and behaviors that make a winning team
- Manage team performance and behavioral issues more effectively
- Use the feedback model to give feedback in a constructive and motivating way
- Develop collaborative action plans to improve performance and/or behavior
- Plan, prepare, deliver and evaluate a coaching session
- Recognize the importance of "team talk" and team-building activities
- Develop your own action plan for building a winning team

#### **Topics**

- Overview of Leadership Styles
- Behavioral Issues
- Coaching Techniques
- Characteristics of a Winning Team

#### **Audience**

This course is designed for managers, supervisors, team leaders and anyone responsible for coaching others.

#### **Prerequisites**

There are no prerequisites required for this course.

#### **Duration**

Two days

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### **Course Outline**

#### **I. Overview of Leadership Styles**

- A. Understanding the situational leadership model
- B. Identifying the benefits of delegation for team building
- C. Identifying the situations that benefit from a coaching style

#### **II. Performance Issues**

- A. Focusing on poor performance
- B. Setting performance standards and performance criteria
- C. Gaining agreement from the post-holder
- D. Identifying the gap between actual and desired standard of performance
- E. Developing a range of strategies for improving performance

#### **III. Behavioral Issues**

- A. Analyzing conflicts and tensions within the team
- B. Developing a range of strategies for improving team relationships
- C. Dealing with difficult behavior

#### **IV. Coaching Techniques**

- A. Selecting a coaching style to match the individual situation
- B. Communicating the performance gap
- C. Agreeing on key areas, targets, and performance standards
- D. Defining the learning objective
- E. Identifying the skills and attitudes of an effective coach
- F. Using powerful questioning techniques
- G. Using voice and body language to motivate
- H. Planning and delivering a structured coaching session
- I. Giving constructive feedback in a confident and positive way
- J. Measuring the success and impact of the coaching

#### **V. Characteristics of a Winning Team**

- A. Recognizing the importance of "team talk"
- B. Practicing some team-building activities
- C. Developing your own action plan for building your own team