



# Coaching4Results

Coaching Skills for Leaders

*“Do the difficult things while they are easy and do the great things while they are small. A journey of a thousand miles must begin with a single step.”*

—Lao Tzu



# LeaderasCoach

## Do your leaders possess a proven, clear, and adaptive roadmap for creating an organization of competent, self-directed employees?

Most leaders believe that setting ambitious goals and merely providing regular corrective feedback will create the results they need. Research and experience prove that this is NOT enough.

**Coaching4Results™** equips leaders with the concepts, tools and behaviors to support ongoing personal and organizational learning. Coaching skills, however, are not an accidental byproduct of management; they are highly refined and teachable skills.

**Leaders who coach and develop** their people are investing in short-term performance gain, and long-term growth of their organization. It is a strategic investment in winning – developing leaders who are consistently able to be:

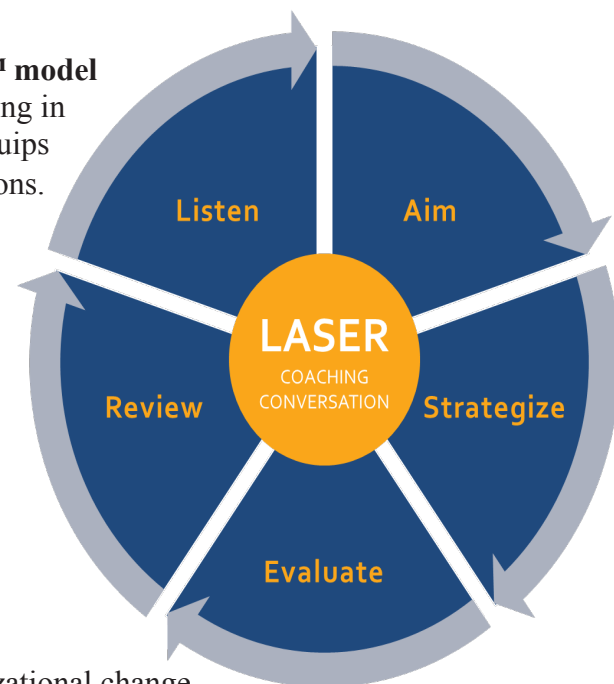
- Creative — they innovate and adapt to change
- Accountable — they outperform goals and competition
- Engaging — they draw their people together and bring out the best in them
- Groomed for success — they meet current and future demands

**How to Coach, When to Coach, Who to Coach:** Coaching is NOT the right approach to every situation, and not every employee is ready for coaching. By becoming expert at matching employee readiness with managerial approach, leaders drive results, productivity and increase employee engagement.

**Coaching4Results™** leverages insights of the **Managing4Results™** model to define and refine management effectiveness in general, and coaching in particular. In addition, effective coaching with the **LASER** model equips leaders to get the most from their time, relationships, efforts and actions.

### Coaching4Results™ Benefits:

- Increased levels of personal and professional satisfaction: a key talent-retention factor
- Accountability and effectiveness at the individual and team level
- Clarity and alignment of individual and organizational purpose
- “On-the-job” learning for greater personal and organizational success
- Consistent adaptive and creative responses to change
- A method for facilitating generative individual and organizational change



**Coaching**  
accelerates results  
& learning through  
trust, curiosity &  
Collaboration.

# Learning Process

## Audience:

**Coaching4Results™ is designed for all levels of management and leadership.** Leaders learn by using specific, “real world,” on-the-job coaching skills that immediately increase effectiveness.

## Objectives:

Coaching is distinct from training, mentoring or disciplining. It offers a powerful problem-solving process, as well as a clear platform for teaching, developing and enhancing performance results. In addition it incorporates the GLOW Feedback Model as a tool for use in giving and receiving feedback.

**Leaders will develop skills that drive individuals and teams to higher levels of performance by:**

- Setting and reaching breakthrough performance goals
- Focusing on priorities and actions and confidently addressing difficult performance issues
- Motivating performers in unique and adaptive ways
- Building trust through effective communication
- Implementing key actions for giving and receiving feedback
- Applying a functional coaching model to everyday work situations

**Coaching4Results™ empowers leaders to:**

- Help their people realize opportunities for career growth and life-long success
- Enhance relationships with their direct reports and improve performance outcomes

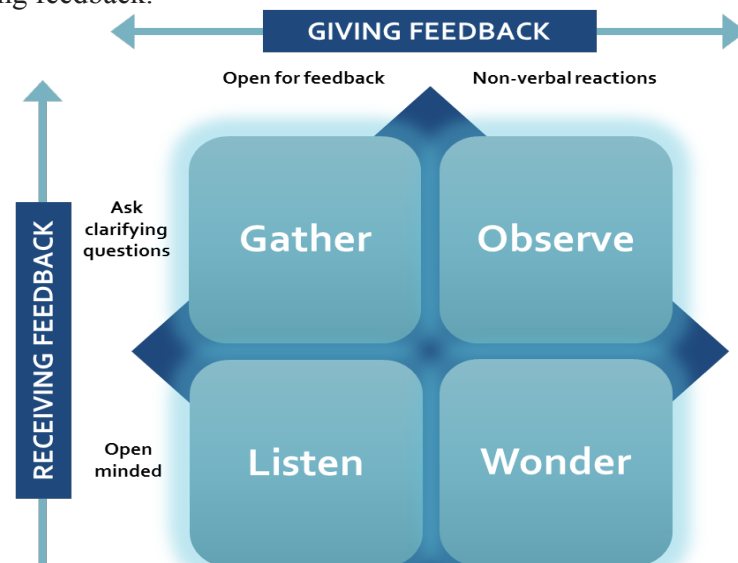
## Learning Model:

**Coaching4Results™** is a detailed, experiential learning process that provides leaders with the necessary tools to develop and refine leaders in real time.

The hands-on, application-based learning provides coaching models, skills and competencies.

Leaders will become effective coaches by:

- 1. Learning** coaching concepts, tools & models
- 2. Practicing** coaching skills and competencies
- 3. Being** coached



### Gather

Giving feedback first gather information to confirm that the person is interested and ready to receive the feedback and ask clarifying questions if you are receiving the feedback.

### Listen

Giving feedback requires you to listen to any clarifying questions asked of you. In receiving feedback you must listen with an open mind and accept the feedback is true from their perspective.

### Observe

Giving feedback you want to pay attention to how the person is receiving the information, observing their non-verbal reactions and asking clarifying question to confirm their understanding. Receiving feedback you also want to observe & manage your own non-verbal communication.

### Wonder

Giving feedback be curious about your own expectations' in sharing the feedback. Receiving feedback be curious on how the information shared could possibly be shining light on some personal blind spots.

"Susan, you presented an excellent most structured program on how to apply coaching in the area of performance and processes consulting. Thank you for everything!"

- Marco Valenzuela, General Manager  
Sales and Competitive Services

# Behind Every Good Result is a Great Insight.

LOOKING FOR A BOXED APPROACH? **YOU WON'T FIND IT HERE.**

Our approach is an exchange; an exchange of dynamic listening and deliberate question asking. We ultimately identify the key leadership and talent factors that influence your organization's success. Applying our breadth of experience in working with companies like yours and people like you, we develop a model of your company's leadership culture, language, symbols and values.

As partners, we collaborate with you to mold, customize, and implement an application uniquely designed for your people, values, systems and strategies. Our consulting, training, coaching, and assessments serve to reflect your culture, even as they enhance your results.

## OUR CLIENTS INCLUDE:

L-3 Interstate Electronics Corp	City of Oceanside
Alcon Laboratories	Ametek
HHSA, County of San Diego	City of Poway
Environmental Health, County of SD	Realty Income
First 5 San Diego	Barney & Barney
CALPERS	J.R. Filanc Construction
San Miguel Fire District	San Diego State University
Sharp Healthcare	SD Housing Commission
SANDAG	SD Airport Authority
Galderma Pharmaceuticals	UC San Diego Medical Center
Tear Lab	ITW Space Bag
Havas Formula	ITW Valeron
Leidos	YMCA San Diego County



**Insights4Results**  
Developing Leadership Talent & Succession