

Specialized Skills Leadership Program
First- to Senior-Level Managers

Coaching for Greater Effectiveness



Center for
Creative
Leadership®



Boost Coaching Outcomes

You have developmental conversations with your direct reports and teams often. You may not realize it – but you're coaching! Coaching is important to develop talent and improve performance. Coaching for Greater Effectiveness will give your direct reports the skills they need to achieve these important competencies.

Today, more and more organizations are using coaching to advance performance and expound talent at each level. And many have found they accelerate the process when internal managers build coaching skills.

Effective, ongoing coaching can help managers and the organization:

- Motivate** employees and increase engagement.

- Develop** employees and build capacity for self-direction.

- Facilitate** team performance.

- Address** performance issues.

- Improve** peer relationships and practices.

Coaching for Greater Effectiveness is for First- to Senior-level Managers who develop and coach others

CCL's Coaching for Greater Effectiveness provides the framework and tools for managers to examine their current coaching style and build new skills.

Coaching for Greater Effectiveness is a three-day program that provides:

- Skills** – specific and practical steps, tools and tips.

- Practice** – coach, get feedback, repeat.

- Confidence** – know-how plus perspective to put coaching to use.

Coaching for Greater Effectiveness

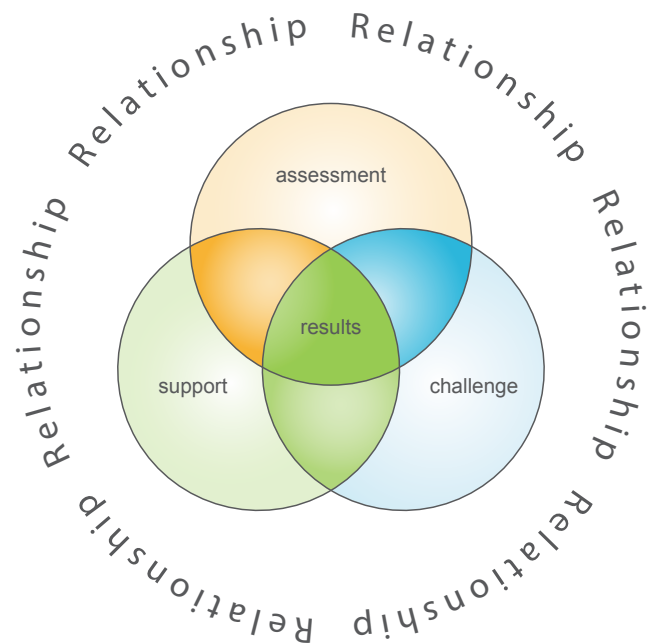
helps managers learn to coach others to **increase productivity and improve performance.**

Managers attending Coaching for Greater Effectiveness work intensively with CCL Master Coaches, one-to-one and in small groups.

They learn to coach others by putting CCL's coaching framework into practical action:

- Relationship
- Assessment
- Challenge
- Support
- Results

In addition to learning new coaching skills, managers gain a clear picture of their current coaching style and skills. They are assessed on key coaching competencies such as establishing boundaries, building trust, challenging thinking and assumptions, and listening for understanding.



Individuals who participate in Coaching for Greater Effectiveness will:

- 1 Learn the essentials of coaching by using CCL's unique framework, along with new coaching skills that can be put to immediate use.
- 2 Build a results-driven development plan using a powerful peer coaching process.
- 3 Understand the importance of managing the coaching relationship and how personal preferences affect coaching relationships and outcomes.
- 4 Learn how to adapt their coaching style to individual personalities, learning styles and circumstances.

Many Coaching for Greater Effectiveness participants add CCL's two-day Assessment Certification Workshop to their three-day coaching program experience. In this workshop, participants receive the certification that is required to administer CCL's powerful suite of 360-degree assessment. Visit www.ccl.org/acw or contact a CCL Client Services representative for more information.

Choosing a Program

CCL programs target the real-world challenges unique to each level of leadership. Our *Leader Development Roadmap* steers leaders to the right development at the right time.

CCL’s Leadership Programs are grouped into five leader levels, making it easy to choose one that will match the needs, challenges and expectations of each participant.

- Leading Self:** Individual contributors, professional staff and emerging leaders
- Leading Others:** Leaders of individual contributors
- Leading Managers:** Experienced leaders who lead other managers or senior professional staff
- Leading the Function:** Senior leaders of organizational functions or divisions

The Coaching for Greater Effectiveness program falls within the *Leading Others*, *Leading Managers* and *Leading the Function* levels. It is designed for first-level to senior-level managers.

Leading the Organization: Top executives leading the enterprise

By focusing on the skills critical for success at each level, your organization can see faster results

Why Coaching for Greater Effectiveness?

- Learn CCL’s results-based model for coaching in an action-driven setting.
- Experience multiple videotaped and small-group practice coaching sessions.
- Work extensively with expert coaches, one-to-one and in small groups (10+ hours).
- Participate in a 60-minute follow-up coaching call to solidify classroom learning.
- Implement coaching techniques back at work – right away.

Tuition*	\$3,950 S\$4,980
Length	3 days
Average Class Size	24
Instructor/ Participant Ratio	1:4
Coaching	1 post-program phone call
Locations	Colorado Springs, CO; Greensboro, NC; San Diego, CA; Singapore
Language	English
Scale-up Option	Send multiple managers to CCL or run a full Coaching for Greater Effectiveness program at your location.

* Tuition price is based on regional point of delivery and is subject to change.

We’re committed to delivering Results That Matter: Sustained Impact for You, Your Business and the World.

Prepare...Engage...Apply...

Coaching for Greater Effectiveness provides the skills, practice and confidence leaders need to coach and develop others in their day-to-day work. In order to receive the most from this program, leaders should:

Prepare:

Coaching for Greater Effectiveness includes a comprehensive assessment of the leadership skills necessary to coach and develop others.

Pre-program assessments:

- Give a detailed picture of leadership strengths, behaviors and preferences.
- Identify and clarify development needs.
- Establish a foundation for significant personal and professional growth.

Engage:

For three days, participants practice and develop critical coaching skills in a safe, supportive learning environment.

The program includes:

- Introduction to CCL framework for effective coaching: Relationship, Assessment, Challenge and Support, Results.
- Research-based content and experiential learning.
- Multiple coaching practice sessions, with feedback from CCL Master Coaches.
- Goal-setting process and preparation for coaching back at work.

Apply:

After the program ends, participants can apply and sustain their learning by using the following ongoing support:

- One 60-minute phone coaching session with a CCL Master Coach.
- Access to myCCL designed to reinforce lessons from the program, including White Papers, e-newsletters, forums, webinars, podcasts, articles and quick-reference checklists and tools.
- Optional, fee-based learning and support, such as extended coaching engagements, additional eLearning packages and custom initiatives to connect individual development to organizational needs.

Why CCL's Leadership Programs?

- **Personalized Attention** – Using a blend of in-depth assessments, feedback and experiential learning, participants engage in development that is focused on their unique leadership needs – which many call “life-changing.”
 - **Leadership at All Levels** – Constantly refreshed content tailored to the unique needs of each level of leadership – from individual contributor to senior executives. Programs provide tools for immediate and practical application.
 - **Global Availability and Flexible Schedule** – Offered worldwide, providing you with more choices and locations to meet the needs of busy managers and executives.
 - **Peer Power** – Participants will network and learn from fellow leaders with comparable real-world experiences and familiar challenges.
 - **Continual Learning** – Sustainable learning is a process – not a one-time event. CCL's programs offer coaching sessions, resources such as webinars, white papers and eLearning to apply and sustain their learning experience.
 - **Continuing Education** – CCL's leadership programs meet the criteria for many professional certifications requiring ongoing training and education. Visit www.ccl.org/ceu to learn more.
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CCL's Leadership Programs can be customized or delivered at your place of business to best fit the goals of your organization, department, or team. When you invest in Leadership Programs for multiple managers and executives on an annual basis, you will receive additional tools and resources to develop your talent. As an added benefit, we pass on the savings to you.

Call us today to learn about registering multiple participants, customization or on-site delivery.

Coaching for Greater Effectiveness Registration

To speak with someone immediately, register by phone or learn about customized options, call us:

CCL - Americas

www.ccl.org

+1 800 780 1031 (U.S. or Canada)

+1 336 545 2810 (Worldwide)

info@ccl.org

CCL - Asia Pacific

www.ccl.org/apac

+65 6854 6000

ccl.apac@ccl.org

CCL - Europe, Middle East, Africa

www.ccl.org/emea

+32 (0) 2 679 09 10

ccl.emea@ccl.org

Register online: www.ccl.org/cge



Center for
Creative
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The Center for Creative Leadership (CCL®) is a global provider of leadership development and research. Ranked among the world's Top 10 institutions for executive education by *Financial Times* and *Bloomberg Businessweek*, it helps clients leverage leadership to drive results that matter.