

Coaching for Performance

delivered by Mark Hocknell

About this capability development program

This is an In-house series of workshops, where the content and application is specific to your organisation and context.

These workshops are at an MBA quality and designed to go beyond *training* to actually deliver *capability* to the organisation and the people that make up these organisations. This program is in a niche (we are not an RTO providing generalist training or purely content based, academic material.); this capability program is rigorous, theory-backed '*how-to implement*' delivered by someone with years of experience in management and as a consultant, sharing their knowledge and experience on a 'pragmatic, how to' approach.

The need for 'Coaching for Performance'

Having delivered two other programs - Performance Improvement and the Performance Measurement Blueprint Workshop (PuMP) - we found that many managers would ask, "*this is great - but how do we manage the performance of our people on a regular basis..?*" This question is essentially about the 'soft skills' managers, supervisors and team leaders need to engage their teams and manage their performance. Coaching for Performance is all about developing that capability, the 'soft skills' that are often the hardest to deliver.

This quote from the workbook provides context about our approach.

This booklet is not called managing for performance, but coaching for performance. Managing could be described as the processes we put in place to manage the work tasks and activities. Coaching however, is an attitude or approach to developing the people for whom you are responsible. As coaches, effective managers of people use the problems and challenges that come up on the job as opportunities to build skills, behaviours and motivation for each individual within their team. A manager with the attitude of a coach, doesn't just solve work problems, they use these opportunities to develop strengths and competencies in their people.

*Excerpt from the "Coaching for Performance Workbook"
(Introduction, page 3)*

Managers, supervisors and team leaders come away from the Coaching for Performance program with practised skills and a toolkit to coach their people for improved performance outcomes, and manage performance when required.

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The delivery format of 'Coaching for Performance'

Coaching for performance is about building capability over time, and as such these new skills and techniques need to be practiced and applied in the workplace.

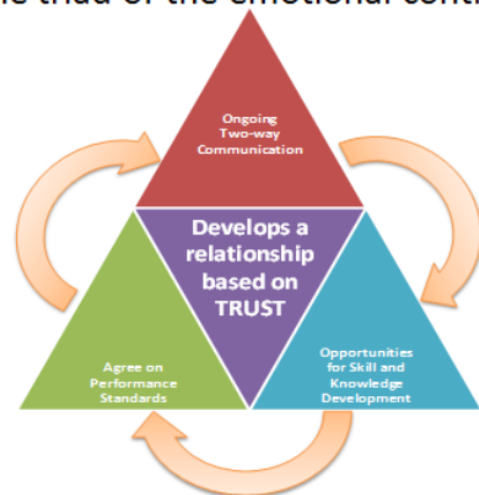
The program is delivered in the following method.

- ➔ 5 half day workshops with (individual) one-on-one coaching, spread across a ten week period
 - Workshop 1, then after one week:
 - Workshop 2, then after two weeks:
 - Workshop 3, then after two weeks:
 - Workshop 4.
 - Over the following two weeks, one 90 minute one-on-one coaching session with the facilitator.
 - Workshop 5 (final workshop held at around week nine or 10)

Coaching for Performance program participants:

- ➔ Receive the 40+ (A4) page workbook, that fully details the processes and techniques described in the workshops;
- ➔ Learn the techniques of agreeing performance standards, how to hold regular performance discussions, how to take corrective action and give praise. Within these techniques participants also develop skills in, handling emotional behaviour, questioning, work-performance-based counselling, setting goals, monitoring performance and providing feedback.
- ➔ Participate in skills practice exercises in groups of three during the workshops (note: these are not role plays, or acting of any type - the managers, supervisors or team leaders attending the program (or people aspiring to be in those roles) practice the skills with their colleagues;
- ➔ Use these new skills and techniques immediately in the workplace, then in subsequent workshops, share their experiences and learnings with others. Then further refine their new skills, within the workshop and on the job; and
- ➔ Receive one-on-one coaching from the facilitator, not only formally during the gap between Workshops 4 and 5, but continually, as required across the 10 weeks.

The triad of the emotional contract



One of the key principles behind the Coaching for Performance Program is the Triad of the Emotional Contract. The quality of the relationship between the team leader and the team member is based on the level of trust between the two people. Trust is built (or not) through the series of conversations they have across time.

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Workshop outlines

➔ Workshop 1

- Overview of the whole program
- Principles of managing and coaching for performance
- Principles of trust building with the team-leader/team-member relationship
- Triad of the Emotional Contract
- Values in practice
- Introduction to:
 - “How to agree and set standards of performance”
 - “How to hold a regular performance discussion”
 - “How to take corrective action”
 - “How to recognise achievements”.

➔ Workshop 2

- (Preparations include developing specific examples to apply to the skills-practice exercises)
- Review
 - Principles of managing and coaching for performance
 - Principles in practice of trust building with the team-leader/team-member relationship
 - Triad of the Emotional Contract
 - Values in practice
- Detailed look at the process and skills of:
 - “How to agree and set standards of performance”
 - “How to hold a regular performance discussion”
 - Skills practice using specific examples, groups of three (two doing the skills practice and an observer (who provides feedback), rotation within the group of three).

➔ Workshop 3

- Review
 - Principles of managing and coaching for performance
 - Principles in practice of trust building with the team-leader/team-member relationship
 - Triad of the Emotional Contract
 - Values in practice
 - “How to agree and set standards of performance”
 - “How to hold a regular performance discussion”
- Detailed look at the process and skills of:
 - “How to take corrective action”

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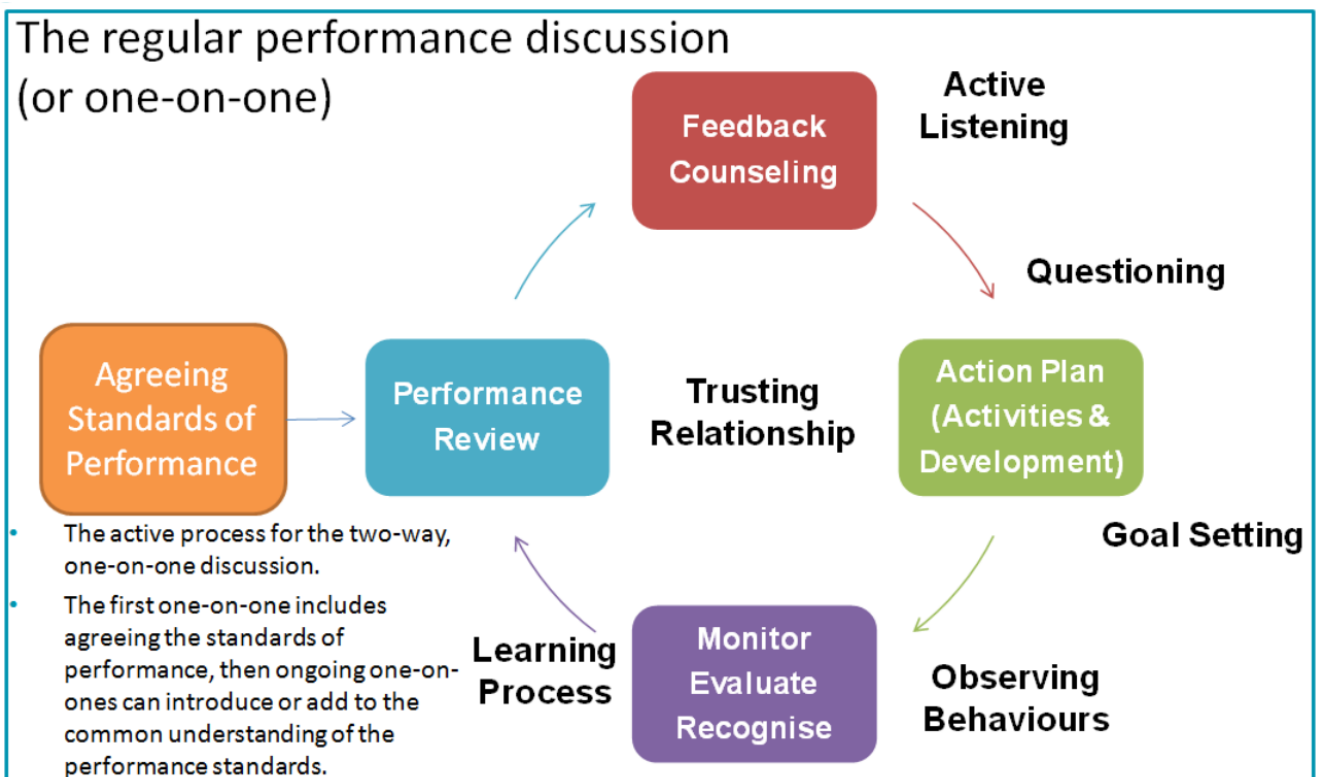
- “How to recognise achievements”
- Skills practice using specific examples, groups of three (two doing the skills practice and an observer (who provides feedback), rotation within the group of three).

➔ Workshop 4

- Putting it all together
- Comprehensive review/reflection
- Skills practice of the whole suite of skills - using specific examples, groups of three (two doing the skills practice and an observer (who provides feedback), rotation within the group of three).
- (There is a potential here (voluntary basis) to video record participants, for their learning and record).

➔ Workshop 5

- Is designed following the one-on-one coaching sessions
- Delivered with the view of providing what is most needed by the group to consolidate their learning and skills.



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About **your** 'Coaching for Performance' program facilitator .

Mark is a management professional with 25 years experience behind him and an enthusiasm to achieve change and results for organisations in the future. This 25 years, is made up of ten years of management consulting delivering almost 200 client engagements with 56 organisations, and a further 15 years in senior management at Suncorp and medium sized enterprises. In addition to this, Mark has eight years experience as a sessional academic with QUT in the Graduate School of Business (and is currently a sessional with Griffith University School of Business).



Today Mark is a pragmatic consultant, author and speaker who applies a natural business talent together with a broad set of methodologies and deep experience to bring about results and demonstrable change within the organisations he works with.

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Looking forward to partnering with you.