

## Are you prepared for the times ahead?

These are uncertain times.

The global economic slowdown is not just news in the media. It's a reality already being felt in every organization, in every team.

The path ahead is less clear than before, tension is up and uncertainty is rife.

And it's not as though "business as usual" was particularly easy, with the pace, workload and expectations constantly increasing.

## Two reactions to difficult times

It's hardwired deep into our system. In times of stress, we can go one of two ways.

### We Freeze

In an organization, that looks like stopping, putting as much as possible on hold until the dust settles, waiting and hoping that someone will tell us what to do.

### Or We Flee

And that most often looks like denial, working harder, faster and more urgently - as if busy-ness was a solution.

## Keeping your head down and working harder won't do it

Now more than ever, managers in your organization are responsible for keeping those around them focused on what matters, resilient to what comes, confident and able to handle the future and performing at their very best.

What would be possible if the managers in your organization:

- Created the time and space to focus on what was most important, so that being busy wasn't confused with having an impact?
- Got clearer on the real challenges faster and easier, so they didn't waste time working on the wrong issues?
- Generated a wider range options, so they have richer choices about what to do?
- Built the right type of relationships with the right people at the right time, rather than being hampered by silos and hierarchy?
- Had the right people working on the right tasks, so that people were doing their best possible work?
- Set up a simple and powerful process of accountability, so the right things got done on time?

# Coaching can drive Great Work

Coaching can help people in organizations do more Great Work. But three core challenges stop coaching having the impact it could and should in across organizations.

## 1. External coaching isn't scalable

Most organizations start by hiring external coaches. If they do well, the next question is: how do we get more of that? And it becomes apparent that coaching isn't easily scalable: even if we could find enough excellent external coaches, we probably couldn't afford them all.

The solution? Train our managers and leaders to be coaches.

## 2. Coaching for managers and leaders doesn't stick

With the new found commitment to a coaching culture, managers and leaders are sent away on a coaching course.

Typically, the course will teach a coaching model and some core coaching skills.

And when the participants return to work, they find it difficult (if not impossible) to consistently apply these new skills.

## 3. Even if they have the skills, people don't have the time

And even if people do have the ability to bring these new coaching skills into play, the biggest barrier to coaching lies unaddressed:

### The lack of time.

The pace of 'business as usual' together with the perception that coaching is a time consuming process means that people simply feel they have no time for coaching.

## How is Coaching for Great Work different?

The **Coaching for Great Work (C4GW)** program is built around the realities of business and the four critical points of resistance that stop managers and leaders fully incorporating coaching into their leadership toolkit.

### 1. It's not really relevant to my business goals

It can be easy to lose sight that coaching is not an end in itself but rather a powerful tool that is the means to an end.

In C4GW participants make coaching relevant by connecting specific skills and exercises to:

- Their personal goal (their own Great Work)
- A specific business project or objective that the coaching will support

In doing so, we avoid the "interesting but irrelevant" syndrome that can plague training.

### 2. I don't have the skills

Managers often have an inflated idea of what's required as a coach and are concerned they don't either the training or wisdom to step into that role.

C4GW focuses on three simple and powerful processes rather than more elusive coaching skills, so coaching is accessible and as flexible as possible. That means:

- Anyone can follow and adapt the processes to their own situation
- You don't required a deep knowledge of human dynamics to coach

### 3. I don't have time

Research by Box of Crayons indicates that the biggest barrier of all to coaching is a lack of time.

In the C4GW program we address both the issue at a systemic and a process level:

- A coaching exercise and structure to help participants better prioritize their time

- Each of the three key coaching processes can be conducted in 10 minutes or less

### 4. I can't remember what I learned

Even the most enthusiastic participant has trouble remembering everything from an intense one day or two day program.

Not only is the C4GW program simple, easy to use and action focused, but it also includes a comprehensive post-session segment:

- A 26 week e-course, capturing key learning points and connecting them to specific actions the participant can take
- Teleclass follow up 4-6 weeks after the workshop, to check accountability, role model again coaching process and reteach key points
- An "accountability partner" system, to provide support between the participants
- Practical materials that don't suffer from the "death by filing" fate of most training materials

## Is Coaching for Great Work a good fit for you?

Coaching for Great Work has been run with blue-chip clients in North America, Europe, Australia and Asia, including British Gas, Gartner, GlaxoSmithKline and Nestle. It's worked to help address specific organizational challenges, such as:

- Sales managers and leaders increasing retention of front-line sales staff
- Non-profit managers enhancing organizational resilience during a significant change program
- Senior consultants driving forward key client engagement, satisfaction and retention

Coaching for Great Work will make most sense for your team or your organization if:

- You have a specific business challenge and you can see coaching could increase the likelihood of success
- You want to focus on the work that matters
- You're looking for practical coaching skills that stick

## Praise for COACHING FOR great WORK

"This course is at the cutting edge of coaching methodology. Box of Crayons has simplified the complex aspects of coaching to provide tools that managers can use to stimulate development instantaneously."

**Mark Peters, Head of Training, Nestle Canada**

"I was concerned that we could not deliver coaching skills training to our group effectively. We have a truly global group and a very senior group, many of whom have held C-level positions in major corporations. They are analytical and critical by nature and training. And finally they had been subjected to less than optimal professional development opportunities in the past, to say the least. What Michael delivered not only turned their skepticism into enthusiasm but I heard back from participants almost immediately that they were using what they learned and, most importantly, that it was working for them and making a difference."

**Michael J. Leckie, VP HR, Gartner Inc.**

"GSK has been using coaching as a managerial tool for some time already, but Michael introduced it as a concept that is easy to understand, easy to use and achieve a great result in terms of motivation. I believe everybody sometimes struggles with the idea that coaching is a time consuming thing. We had the opportunity to experience, that a couple of minutes will do - if one learns how to use them efficiently. Understanding the difference between good work and great work, practical steps to learn how to change their proportion in our daily lives - those were excellent outcomes for all of us. The most frequent feedback I heard after the workshop was 'the best workshop I have ever participated in.'"

**Ludmila Schaferová, HR Director, GlaxoSmithKline**

## Key takeaways from Coaching for Great Work

In the core one-day workshop participants learn, amongst other things:

- Why Great Work matters - for you, your team and your organization
- How to make coaching not just important - but urgent too
- The three key "coaching moments", and what to do when you spot them
- How to get to the heart of an issue, so that you quickly focus on what matters
- How to generate a broader range of possibilities and options - and then how to pick the most powerful choice
- How to create accountability in a way that is straight-forward and not awkward.
- The two words that can help make a challenge come alive
- The secret to doubling the likelihood you'll do what you want to do.

The extended two-day version is customized to fit specific strategic challenges the organization is facing.