



Executive Coaching for HR Professionals

Workshop Duration: 3 Days (limited to 8 participants)

Facilitation in English (aussi disponible en français)

Workshop Description

Most HR professionals possess the interpersonal skills needed to coach their organizations' executives and emergent leaders, but lack formal, advanced training in the specific executive coaching skills that are needed to be an effective executive coach. This training details the process of executive coaching with its special concerns, ethical issues, and language.

"The essence of executive coaching is helping leaders get unstuck from their dilemmas and assisting them to transfer their learning into results for the organization."

Mary Beth O'Neill "Executive Coaching with Backbone and Heart"

Workshop Objectives

By the end of this workshop:

- Participants will understand:
 - what executive coaching is and the context within which it sits
 - the coaching relationship, in terms of framework, processes and outcomes
 - how to reframe and use coaching questions
 - the importance of mindfulness in developing the coaching relationship
- Participants will have:
 - learnt and applied the executive coaching process
 - established their particular styles as an executive coach and learnt how to develop it
 - practiced coaching, received feedback and experienced being coached
 - developed their "coaching toolbox" of useful techniques and skills
 - developed an understanding of the importance of building rapport and trust in the coaching relationship
 - developed and demonstrated empathetic and deep listening
 - developed strategies for managing stressful stories and situations
- Participants will be able to:
 - outline the executive coaching process
 - list special issues to consider when coaching executives
 - demonstrate the core competencies of an executive coach

This workshop is highly experiential and practical.

- 6 opportunities to be the Coach
- Actual workplace issues
- Individual feedback provided by peers and the facilitator
- 2 Hours of complementary post workshop coaching (One year)



Workshop Agenda

Day One

- Opening remarks
- Workshop objectives & Ground rules
- Icebreaker exercise
- The nature of Executive Coaching
 - What is EC
 - What is not
 - Key role of HR professionals
- SDI (Strength Deployment Inventory®) Relationship Awareness®
 - Motivations and behaviours
 - Motivational Value System
 - 3 Conflict stages
 - Portraits of personal strengths
- Practice #1: The Coaching Conversation (using the SDI results)
- Core skills required
 - Attributes
 - Abilities
 - Competencies
- Coach – Internal client relationship
 - Guidelines and contract
 - Developing trust
 - Letting go the "consultant" mind set
 - Confidentiality factor
 - » Limits
 - » Levels



Workshop Agenda

Day One (continued)

- The Executive Coaching process
 - Getting an overview of the issue, situation or challenge
 - Clarifying roles/assumptions and priorities
 - Setting contract objectives
 - Understanding the road blocks
 - Gaining clarity on options and solutions
 - Committing on an action plan
- Practice #2: The Coaching Conversation
- End of day personal reflections

Day Two

- Day One learnings and Ah Ha Moments
- How to become a powerful listener
- Engaging questions
- Practice #3: The Coaching Conversation
- Contracting with integrity
- Story-telling request
- Impactful feedback
- Practice #4: The Coaching Conversation
- The Appreciative Inquiry technique
- The power of "Reframing"
- End of day personal reflections

Day Three

- Day Two learnings and Ah Ha Moments
- What if the coach get "stuck"
 - Personal Stumbling Blocks
 - Strategies to avoid them
- Having difficult conversations
- Practice #5: The Coaching Conversation
- Handling challenging clients
 - The non-committed
 - The delayer
 - The blamer
 - The "voluntold"
 - Crisis coaching
 - Critical review of client's progress
- Practice #6: The Coaching Conversation
- Moving from practice to practitioner
- Closing remarks
- Individual development plan
- Workshop evaluation
- End of Workshop
(The Start of a new journey...)