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# 2-day Challenging Coaching for Leaders Workshop



This is a highly interactive and practical workshop for experienced leaders and managers who wish to use coaching as a leadership style. You may already be familiar with coaching, and want to develop this approach more, while balancing the needs of individuals with those of your organisation.

Through practise, you will extend this knowledge by integrating the innovative FACTS approach of Challenging Coaching into your natural leadership style. As a result, you will be more effective in using coaching approaches when challenging others to set bolder goals and deliver improved performance. This programme is delivered in partnership with Ian Day, co-author of the highly acclaimed book *Challenging Coaching: Going beyond traditional coaching to face the FACTS*.

## OBJECTIVES

- Delve deeply into the principles of Challenging Coaching for managers and learn experientially about the FACTS Coaching model or one of its originators
- Explore in depth principles of Challenging Coaching and the application to managing people
- Explore in depth and practice the five elements of FACTS Coaching in Organisations
  - F – Feedback
  - A – Accountability
  - C – Courageous Goals
  - T – Tension
  - S – Systems Thinking
- Take away an approach that can be integrated with existing management style and used on an on-going basis to maximise your leadership impact.

## SUITABILITY.

This two-day workshop will be suitable for leaders and managers who have some experience and knowledge of a coaching approach, and who want to deepen their ability to combine high support with high challenge in their coaching conversations and style.

## KEY BENEFITS.

Each attendee will:

- Receive a copy of Challenging Coaching before the two-day session. This, together with the course framework, will enable you to focus on the application of the approach during the session
- Refresh and review your coaching skills and conversations, as well as develop a deeper understanding of your role as a 'player-coach', and how you might authentically and effectively play that role
- Develop a personal action plan based on your learning and self-assessment
- Be supported by a 1:1 one-hour telephone coaching session with one of the facilitators, both of whom are expert leadership coaches
- Work with other leaders and managers facing the same challenges to share learning, experience and support.
- You will be asked to bring with you a current, real and unresolved business challenge which involves people. You will work on this throughout the workshop, learning new skills, and having the input of others to identify a specific action plan on how to address the issue when back in the workplace

## DATE AND LOCATION

2<sup>nd</sup> and 3<sup>rd</sup> April 2014, The Oxford Hotel, Oxford.

## FEES

Early Bird up to 28th February - £995

Standard rate after 1st March - £1,250

## HOW TO BOOK

To book your place on this programme or to find out more please contact [lucy@theocm.co.uk](mailto:lucy@theocm.co.uk) or call our UK head office on +44 (0)1869 338989

## DAY 1

### OBJECTIVES

- Delve deeply into the principles of Challenging Coaching for Managers and learn experientially about FACTS Coaching model from one of its originators
- Explore in depth principles of Challenging Coaching and the application to manage people
- Consider the wider implications and applications of FACTS Coaching in organisations.

### FUNDAMENTALS OF COACHING ICE BREAKER

- Practical co-coaching session to refresh core coaching skills, active listening, questioning, summarising
- How often do you really listen to people? What are the enablers and blockers, and what assumptions do you make?
- Business Case for Leaders using a coaching approach
- The role of a leader as coach, barriers and enablers.

### SUPPORT AND CHALLENGE

- Why Challenge – theory of growth and development, neuroscience
- The Zone of Uncomfortable Debate (ZOU)
- The support and challenge matrix and default positions
- Demonstrate all 4 styles in the matrix.

### INTRODUCTION TO FACTS COACHING

- Overview of the FACTS
- Principles – Current reality, how practical are these?

### Feedback

- Feedback process
- Link to Support Challenge Matrix
- Pairs practice
- Demonstration
- Facilitated debrief
- Plenary discussion on practical enablers and barriers to effective feedback in organisations.

### Accountability

- Role of holding someone accountable
- Deepwater Horizon case study video
- Small group discussion, how to hold people accountable through the quadrants of the support challenge matrix.

## DAY 2

### INTRODUCTION TO FACTS COACHING CONTINUED

#### Courageous Goals

- Beyond SMART, limitations of traditional goal setting
- Moon Shot Thinking Video
- The role of challenging in goal setting
- Alan Campbell Olympic rowing story
- Enablers and barriers in organisations
- “Walk the line exercise”
- How can this be used in organisations within existing appraisal processes?

#### Tension

- Yerks Dodsins Curve, optimal performance, comfort zone, growth and ZOU
- Constructive tension in teams, risks of being too cohesive
- Activity – practise a tense discussion. Agree a controversial topic to discuss with opposing views, observer signals points to increase and decrease tension
- Plenary discussion, enablers and barriers to increasing tension, link to “speak your truth” principle and personal default on support challenge matrix.

#### Systems Thinking

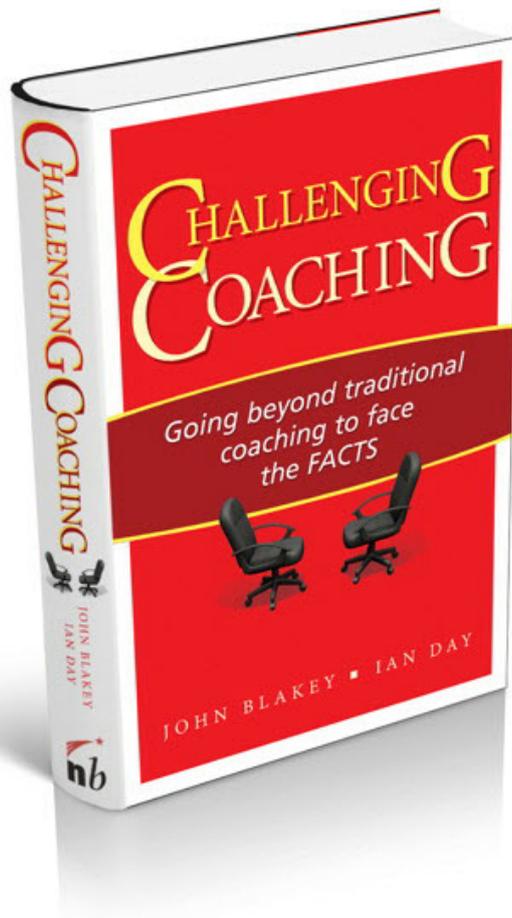
- Group input on systems thinking
- Practical exercise of real example using stakeholder map and the interests of absent stakeholders – practical coaching on real situation
- How can you be aware of the ‘systems’ from within.

### APPLYING THE FACTS

- Practical application for FACTS coaching leadership
- Co-Coaching to identify a personal courageous goal and detailed personal action planning drawing on questionnaire findings.

### REFLECTIONS AND NEXT STEPS

- Declaration to group of personal courageous goal
- Commitment and action
- Who will hold you accountable and how?
- Ongoing support – options: The OCM intranet site, buddying, follow-up coaching.



Leaders in coach-mentoring

The OCM Group Ltd

Suite 1, Orchard House, Hopcraft Lane, Deddington, Oxfordshire, England OX15 0TD