

Coaching: A Beginning

With this module, participants will identify coaching challenges and think about the difference between coaching and feedback. After a simple, yet powerful, activity, participants will define coaching and its characteristics. Participants will be given a coaching process, resources, and reminders. A coaching assessment will assist participants in creating an action plan.

Objectives

- ★ Identify characteristics of a good coach.
- ★ Define coaching and its benefits.
- ★ Overcome common misperceptions and challenges of coaching.
- ★ Discuss the coaching process.
- ★ Identify coaching resources and reminders.

Training Time

8:00 AM - 11:40 AM

Attendees

All employees, especially those with an opportunity to coach on a regular basis

Recommended class size

9 - 30 participants

Recommendations

Follow this module with the *Giving and Receiving Feedback*, then the *Coaching: Now Do It* modules.

Requirements

None

Investment

\$5,000. In other words, if you have 150 participants, it would cost \$33 per participant. You can do your own calculations to determine the actual price per participant for your needs: 250 participants = \$20 each; 500 participants = \$10 each.

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Would you like a sample of a complete Module? Check out our [Business Ethics Module](#).

Session 1 (105 minutes)

- Welcome
- Introduction
- Feedback Overview
- Treasures

Break

Session 2 (75 minutes)

- Characteristics of a Good Coach
- Definition of Coaching
- Motivation
- Coaching Challenges
- Coaching Process

Break

Session 3 (40 minutes)

- Coaching Resources and Reminders
- Action Plan
- Wrap Up

Giving and Receiving Feedback

Participants will take a feedback quiz and immediately be reminded of one of the paradoxes of feedback. After a fun, yet meaningful activity, participants will be introduced to the steps necessary for giving constructive and positive feedback. Participants will have opportunities for feedback practice, assessment, and application.

Objectives

- ★ Discuss why feedback is important to you, all employees, and the organization.
- ★ Identify what makes feedback effective.
- ★ Discuss and apply the steps necessary for giving effective feedback.
- ★ Recognize opportunities to provide feedback when they arise.

Training Time

8:00 AM - 12:00 PM or

8:00 AM - 12:15 PM, if the feedback effectiveness self-assessment is given as prework and reviewed at the conclusion of the module

Attendees

All employees, especially those with an opportunity to give feedback regularly

Recommended class size

8 - 30 participants

Recommendations

Take the *Coaching: A Beginning* module first, followed by the *Coaching: Now Do It* module.

Requirements

None

Investment

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Note: 8:00-12:15 if feedback self-assessment is given as prework and reviewed at the conclusion of the module

Session 1 (85 minutes)

Welcome

Introduction

Feedback Compass

Feedback Activity

Effective Feedback

Break

Session 2 (65 minutes)

Giving Constructive Feedback

Evaluative vs. Descriptive Feedback Exercise

Giving Positive Feedback

Break

Session 3 (90-105 minutes)

Feedback Practice

Feedback Opportunities

Feedback Application

Wrap Up (+15 for Feedback Effectiveness Self-Assessment prework)

Coaching: Now Do It

Participants will review the difference between coaching and feedback and then identify the who, why, when, what, and how of coaching. Participants will discuss a variety of coaching scenarios. After introducing the steps to coaching, participants will be given an opportunity to practice the new skill. The module will end with discussions on strengths, accountability, distance, and tips for coaching.

Objectives

- ★ Identify the who, why, when, what, and how of coaching.
- ★ Define and practice the coaching discussion.
- ★ Discuss strengths, accountability, and distance with regard to coaching.
- ★ Identify some coaching ideas and tips.

Training Time

8:00 AM - 11:50 AM

Attendees

All employees, especially those with an opportunity to coach on a regular basis

Recommended class size

8 - 30 participants

Recommendations

This module should be used as a wrap up for the *Coaching: A Beginning and Giving and Receiving Feedback* modules.

Requirements

None

Investment

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Session 1 (100 minutes)

Welcome
Introduction
Feedback and Coaching Overview
Coaching: A Beginning Review
Who, Why, When, What, and How

Break

Session 2 (85 minutes)

Coaching Scenarios
COACH
Coaching Practice

Break

Session 3 (45 minutes)

Miscellaneous Coaching Ideas
Strengths, Accountability, and Distance
Coaching Tips
Action Plan
Wrap Up

Performance Management

After discussing the “why” of performance management, participants will do a fun, yet powerful activity, followed by a discussion on the “how” of performance management. Participants will review the elements of their performance management process. Writing SMART objectives will be introduced and practiced. Documenting performance will be discussed quickly. Participants will review how to complete their performance forms. The pitfalls of performance management will be enacted and reviewed. Finally, there will be a quick introduction of the performance discussion.

Objectives

- ★ Introduce the “why” of the process.
- ★ Define and link the “how” components of the process.
- ★ Discuss and provide practice for creating personal Standards of Performance and Behavioral Competencies.
- ★ Review basic communication, feedback, and coaching skills.
- ★ Introduce rater pitfall avoidance.

Training Time

8:00 AM – 4:40 PM

Attendees

All employees, though it is especially critical for managers and supervisors

Recommended class size

6 - 30 participants

Recommendations

None

Requirements

Customize the module by providing the organization’s mission, vision, values, goal, objectives, etc., as well as the performance forms used by the organization. The verbiage in the module must be modified to reflect the organization’s performance verbiage.

Investment

\$10,000. In other words, if you have 150 participants, it would cost \$67 per participant. You can do your own calculations to determine the actual price per participant for your needs: 250 participants = \$40 each; 500 participants = \$20 each.

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Session 1 (125 minutes)

- Quote and Objective
- Introductions
- Performance Management Process “Why”
- Puzzle “How” Exercise
- Performance Management Process “How”
- Employee Performance

Break

Session 2 (115 minutes)

- Performance Management Overview
- Standards of Performance
- Standards of Performance Elements
- Standards of Performance Exercise
- Standards of Performance Practice with Break
- Behavioral Competencies
- Standards of Performance and Behavioral Competencies Summary

Lunch

Session 3 (105 minutes)

- Documenting Performance
- Flip Chart Activity
- Effective Communication
- Active Listening
- Effective Feedback
- Effective Coaching

Break

Session 4 (75 minutes)

- Performance Appraisal Worksheet
- Pitfall Activity

Break

Session 5 (40 minutes)

- Performance Appraisal Discussion
- Wrap Up

Preventing Harassment

After taking a quiz, participants will be introduced to important issues related to harassment. The harassment policy and procedures will be reviewed, followed by group scenarios and case study discussions, dealing with harassment situations.

Objectives

- ★ Identify inappropriate workplace behaviors.
- ★ Understand the company's policies and procedures on harassment.
- ★ Use the correct processes to immediately address inappropriate workplace behaviors.
- ★ Understand the impact of harassment on the company and its employees.

Training Time

8:00 AM - 11:45 AM

Attendees

All employees

Recommended class size

6 - 30 participants

Recommendations

None

Requirements

Customize the module by inserting your company's policies and procedures on harassment, then revise the module to highlight these policies through the use of a quiz, scenarios, and case studies. (The scenarios and case studies do **not** require modification.)

Investment

\$2,500. A typical ½ day module is \$5,000. This module is offered for ½ that price since customization is required to include your company's harassment policies and procedures and make other enhancements to reflect your information. Use this module to quickly and easily create a customized preventing harassment module for your organization.

In other words, for \$2,500, if you have 150 participants, it would cost \$16 per participant. You can do your own calculations to determine the actual price per participant for your needs: 250 participants = \$10 each; 500 participants = \$5 each.

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Session 1 (90 minutes)

Welcome

Objectives

Introductions

Harassment Quiz

Hesitation to Disclose

EEO and AA

Break

Session 2 (35 minutes)

Sexual Harassment Behavior

Harassment Policy

Session 3 (100 minutes)

Harassment Scenarios with Break

Harassment Case Studies

Action Plan

Wrap Up

Diversity: The Music of the Organization

This module is overflowing with activities that enhance different areas important to diversity. A Learning Tips and Action Plan is used because reflection is so critical for the content explored. Detailed debriefs are equally as vital to the success of the module.

Objectives

- ★ Recognize, appreciate, and value your similarities and differences and those of others.
- ★ Define diversity and its benefits.
- ★ Identify the barriers of diversity and their implications on you and the organization.
- ★ Become more aware of the attitudes, values, feelings, and beliefs that form your perceptions, prejudices, stereotypes, and biases that influence your behavior, which can lead to discrimination.

Training Time

8:00 AM - 5:15 PM

Attendees

All employees

Recommended class size

6 - 30 participants

Recommendations

Preparation by the facilitator is critical for a successful outcome.

Requirements

None.

Investment

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Session 1 (90 minutes)

Welcome and “I am” Triad
Objectives
Ground Rules
Lemon “Aid”
What’s My Line
Introduction Interview

Break

Session 2 (80 minutes)

Differences
Definition
Benefits
Barriers of Diversity
Brief Encounters

Break

Session 3 (140 minutes)

Chatter Jolt
Star Wars
Our Handicaps
First Thought
Awareness Model

Lunch

Session 4 (100 minutes)

Society’s Stereotypes
Fact or Fancy
Perception
Car Exercise
We versus They
Inclusion vs. Exclusion

Break

Session 5 (65 minutes)

Adapting Behavior
Excluding Others
Barriers to Advancement
Learning about Each Other

Break

Session 5 (80 minutes)

Entrepreneurial Activity
Throw in the Towel
Dilt Pyramid
Tips
Action Plan
Wrap Up

Delegation

Participants will define delegation, discuss why delegation fails, and brainstorm to identify ways to overcome delegation failure. A delegation diagnosis will be administered. Levels of delegation (authority) will be discussed, followed by an activity relevant to the benefits and forms of delegation. After being introduced to the steps to delegation and practicing the delegation discussion, participants will review other not too apparent considerations in delegation. An action plan will be completed with a quick wrap up of the module.

Objectives

- ★ Define delegation.
- ★ Identify the reasons people fail to delegate and how to overcome delegation failure.
- ★ Take the delegation diagnosis.
- ★ Discuss the benefits of delegation.
- ★ Evaluate the levels of delegation.
- ★ Learn and apply the steps to effective delegation.

Training Time

8:00 AM - 11:55 AM

Attendees

All employees, especially powerful for those who are required to delegate as part of their job

Recommended class size

6 - 30 participants

Recommendations

None

Requirements

None

Investment

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Session 1 (100 minutes)

- Welcome
- Introductions
- Why Delegate
- Delegation Diagnosis
- Levels of Delegation
- Benefits and Forms of Delegation

Break

Session 2 (75 minutes)

- Delegation Steps
- Identify the Activities and Tasks
- Clarify the Responsibilities and Results
- Identify the Delegatee
- Assign the Activity or Task

Break

Session 3 (60 minutes)

- Hold the Delegatee Accountable for Results
- Monitor Progress
- Case Study
- Other Delegation Considerations
- Action Plan
- Wrap Up

Business Ethics

Quickly immersed in two ethical dilemmas, participants then define ethics and ethical vs. unethical behavior. The implications for unethical behavior are addressed after a quick activity. Ethical decision making is discussed followed by the code of conduct, ethics policy, guidelines, and laws. After several scenario activities, participants engage in a practice application. Action plans are created after looking at the benefits of ethical behavior.

Objectives

- ★ Define ethics.
- ★ Contrast ethical and unethical behavior.
- ★ Practice the steps for making ethical decisions.
- ★ Review the code of conduct, ethics policy, guidelines, and laws.
- ★ List the benefits of creating an ethical workplace.
- ★ Develop a plan for applying ethical behavior in the workplace.

Training Time

8:00 AM - 4:45 PM

Attendees

All employees

Recommended class size

6 - 30 participants

Recommendations

None

Requirements

- ★ Clients will need to add their own Code of Conduct or Ethics Policy to the content.
- ★ *The Power of Ethical Management* by Kenneth Blanchard and Norman Vincent Peale (Fawcett Crest, 1988). Go to www.amazon.com to purchase the materials.
- ★ *HRM Ethics: Perspectives for a New Millennium* by Dr. Linda Gravett (Atomic Dog Publishing, 2003). If the group is a Human Resource group or deals with human resource issues on a regular basis, consider this book since it contains excellent dilemmas and is loaded with statistical information. Go to www.atomicdog.com to purchase the materials.

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Session 1 (100 minutes)

Ethics of Excellence book – Prewrite activity

Welcome

Statistics and Objectives

Introductions

Break

Session 2 (80 minutes)

Ethical versus Unethical Behavior

It's a Dilemma

Break

Session 3 (165 minutes)

Implications of Unethical Behavior

Making Ethical Decisions

Code of Conduct and Ethics Policy

Lunch

Session 4 (105 minutes)

Guidelines and Laws

Ethics Presentation

Ethics Scenarios

Break

Session 5 (75 minutes)

Practice Application

Benefits

Action Plan

Wrap Up

Meetings: A Roadmap to Success

After discussing what makes meetings *ineffective*, participants will immediately be immersed into a meeting role play – different than most role play experiences. Participants will then be introduced to the steps that can be taken to create effective meetings. A variety of activities will be included in the discussion of the steps and the implications that affect meetings. Participants will complete an action plan focusing on the changes necessary to make their future meetings more effective.

Objectives

- ★ Understand the importance and benefits of conducting effective meetings.
- ★ Implement the steps to create successful meetings.
- ★ Practice the leader's and members' roles for enhancing meetings.

Training Time

8:00 AM - 2:50 PM

Attendees

All employees, especially those who participate in meetings; and, especially critical for those leading meetings

Recommended class size

6 - 30 participants

Recommendations

None

Requirements

None

Investment

\$8,000. In other words, if you have 150 participants, it would cost \$53 per participant. You can do your own calculations to determine the actual price per participant for your needs: 250 participants = \$32 each; 500 participants = \$16 each.

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Session 1 (90 minutes)

Welcome
Meetings Introduction
Meeting Role Play
Steps For Effective Meetings
Step 1 – Purpose and Expected Results
Step 2 – Agenda

Break

Session 2 (65 minutes)

Step 3 – Open the Meeting
Step 4 – Discuss Completely

Break

Session 3 (45 minutes)

Step 5 – Keep Focused
Step 6 – Show Appreciation
Step 7 – Summarize and Follow Up

Lunch

Session 4 (60 minutes)

The Best Kind of Meetings
Leaders and Members
Communication Patterns

Break

Session 5 (60 minutes)

Team Meeting Role Play Revisited
Tips and Action Plan
Wrap Up

Conflict Management

After a quick, but powerful, activity, conflict will be defined along with its causes, outcomes, and choices. A conflict video will introduce participants to the *Thomas Kilmann Conflict Mode*, which will result in a more detailed review and quiz. After discussing some conflict scenarios, participants will be shown the steps to resolving conflict through a game-type activity. Emotional behavior and its impact will be “played” out and the steps used to deal with emotional behavior will be shared. Participants will create an action plan detailing how they will apply the skills and will be given some tools to assist in this process.

Objectives

- ★ Learn what conflict is.
- ★ Recognize the “cues” and “signals” that indicate conflict between employees is affecting performance.
- ★ Better understand the employee’s role in conflict situations.
- ★ Acquire and practice the skills necessary to effectively solve conflict situations and deal with emotional behavior.

Training Time

8:00 AM - 4:20 PM

Attendees

All employees, especially those who have to deal with conflict and/or emotional behavior

Recommended class size

6 - 30 participants

Recommendations

None

Requirements

- ★ *Dealing with Conflict* video or DVD
 - ★ *Thomas-Kilmann Conflict Mode Instrument*
- Contact CRM Learning at www.crmlearning.com or 800-421-0833.

Investment

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Session 1 (80 minutes)

- Welcome
- Resistance Introduction
- Definition of Conflict

Break

Session 2 (90 minutes)

- Causes and Outcomes of Conflict
- Choices
- Conflict Video
- Thomas Kilmann Conflict Mode

Break

Session 3 (30 minutes)

- Conflict Quiz
- Conflict Scenarios

Lunch

Session 4 (85 minutes)

- Steps for Resolving Conflict
- Conflict Between Others
- Conflict Tips

Break

Session 5 (65 minutes)

- Dealing with Emotional Behavior

Break

Session 6 (30 minutes)

- Conflict Management Preparation Application
- Conflict Tools
- Wrap Up

Six Steps Six Figure Job Search

Participants are immersed into a variety of activities to address the adult learners' needs. Throughout the training, participants are asked to complete an Action Plan detailing how they intend to apply the skills when back on the job. Depending on the timeframe chosen, participants will review various checklists, evaluate and modify their and others' resumes, and practice interviewing, just to name a few of the interactive activities included.

Objectives

- ★ Identify the six steps six figure job search.
- ★ Overcome your challenges for the job search.
- ★ Discuss the importance of creating a vision, setting goals, taking action, and networking.
- ★ Review and revise your resume after identifying the elements and formats of a perfect resume.
- ★ Identify ways to get noticed and research six figure jobs.
- ★ Practice your interviewing skills after evaluating your SWOT, the types of interviews, and possible questions.
- ★ Identify how to evaluate, negotiate, and decide on the job offer.

Training Time

- ★ Two Days: Each day runs from 8:30 AM - 4:00 PM or
- ★ One Day: 8:00 AM - 6:00 PM, modifying the amount of time spent on some content, or
- ★ Four Half-Day Sessions: Each session runs 3 to 4 hours with review and wrap up added or
- ★ Five Lunch and Learns-Type Sessions: Each session runs 2 to 2.5 hours.

Attendees

Employees needing to transition to new positions

Recommended class size

6 - 30 participants

Recommendations

None

Requirements

None.

Special Notes: This module was created in partnership with Lauri Williams who may be reached at lllj123@hotmail.com, 1-877-771-7513, or www.optasiatraining.com.

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Day 1:

Session 1 (80 minutes)

Welcome and Objectives
Introductions
Six Steps
Step One

Break

Session 2 (45 minutes)

Step Two
Action Plan – Steps 1 and 2

Break

Session 3 (50 minutes)

Step Three

Lunch

Session 4 (95 minutes)

Step Three (continued)

Break

Session 5 (70 minutes)

Step Four
Action Plan – Steps 3 and 4
Day 1 Wrap Up

Day 2:

Session 1 (110 minutes)

Day 2 Welcome and Review
Step 5

Break

Session 2 (85 minutes)

Step Five (continued)

Lunch

Session 3 (100 minutes)

Step Five (continued)

Break

Session 4 (75 minutes)

Step Five (continued)

Step Six

Action Plan

Day 2 Wrap Up