



Coaching for Performance

Program Details

About this capability development program

Coaching for Performance can be delivered as a keynote, as one-day program. Optimal results come from running this as a series of In-house workshops, where the content and application is specific to your organisation and context, and you team leaders learn skills, then practice them on the job, and come back in for reflection and new skills.

This program is 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.



The delivery format of 'Coaching for Performance'

Option One:

As a one day workshop. Starts with an overview of the key principles behind Coaching for Performance. Then a look into the whole method each of the key skills and process within the system. Then, skills practice on using each technique. Working in groups of three, following time for planning, each person takes a turn in each role of (1) Team Leader, (2) Team Member, and (3) Observer. Read on for more information about the content that can be condensed into one day.

Option Two:

Coaching for performance is about building capability over time, and as such these new skills and techniques are best learned when 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)

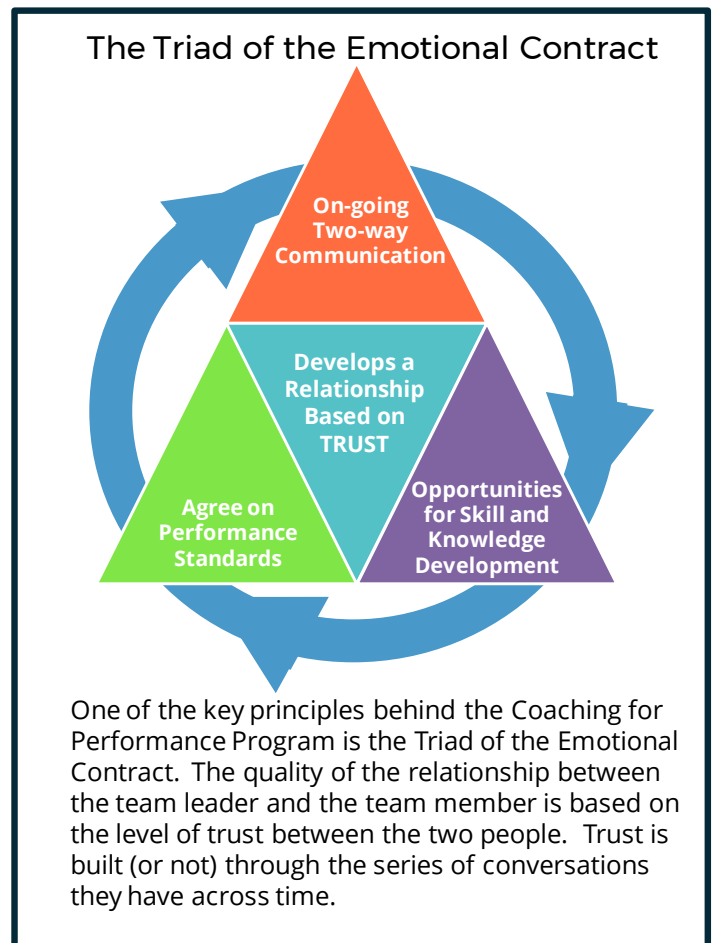
Option Three:

An approach that is tailored for you and your team.

**Any questions, or to
book your workshop, contact Mark:**

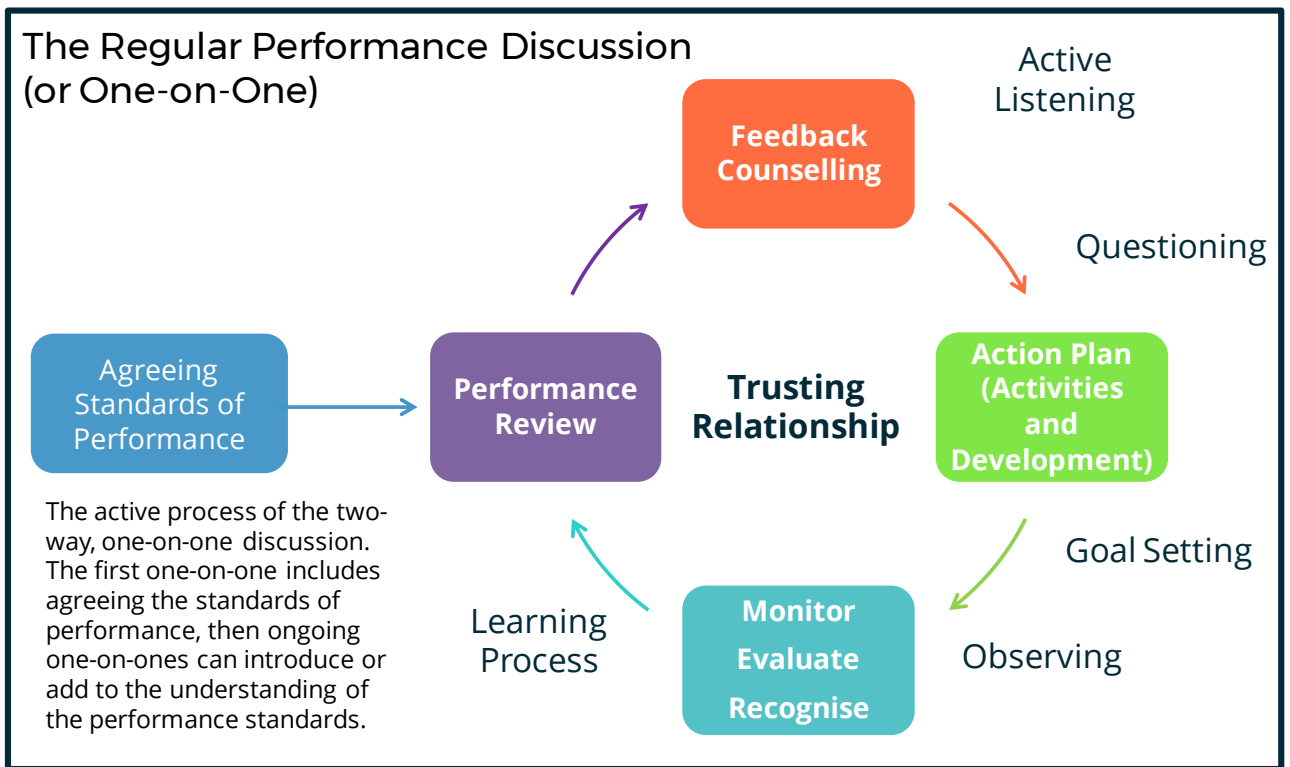
Coaching for Performance program participants:

- ✓ Receive the 40+ (A4) page workbook, that fully details the processes and techniques described in the workshops, a complete set of the planning and practice templates.
- ✓ 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 workshop/s to practice the skills with their colleagues (note: these are not role plays, or acting of any type - the people attending the program practice the skill).
- ✓ Use these new skills and techniques immediately in the workplace, then in subsequent workshops, (Delivery Option 2 or 3) share their experiences and learning's with others. Then further refine their new skills, within the workshop and on the job; and
- ✓ Receive coaching from the facilitator, (and for Delivery Option 2 or 3 not only formally during the gap between Workshops 4 and 5, but continually, as required one-on-one coaching across the 10 weeks).



Core Skills Developed:

- ✓ How to agree and set standards of performance
- ✓ How to hold a regular performance discussion
- ✓ How to take corrective action
- ✓ Active Listening
- ✓ Questioning skills
- ✓ How to recognise achievements
- ✓ Dealing with emotion behaviour
- ✓ Planning One-on-ones across time
- ✓ Goal setting



About Mark Hocknell

For the last 12 years (as a consultant) Mark has developed customer strategies with more than 35 organisations (from small businesses to large GOC's) to improve business results and the delivery of customer value.

Prior to this, Mark was with Suncorp for 14 years where he held senior customer management roles, during his last three years there he led the implementation of the technology, tools and change to support the 'Allfinanz strategy' which placed Suncorp with the highest cross-selling rate of any Australian financial institution.



From 2003 to 2011 he was a sessional academic (part-time) with Brisbane Graduate School of Business (QUT) where he developed and delivered two electives within the MBA program, Sales Management and Customer Relationship Management (CRM). In 2015 he was appointed as an Adjunct Lecturer to the Griffith University School of Business, where he has developed the Personal Selling and Sales Management course (2038MKT) for the Department of Marketing.

Mark has a MBA, holds qualifications in change management, and certifications in Net Promoter Score and PuMP®(performance measurement).

Your return on investment: (pricing on application)

Your team:

- ✓ With a clear and consistent view of what it means to “manage performance” and a recognition that the key role of the team leader is to coach (80/20)
- ✓ Practised skills
- ✓ Confidence in delivering each of the core skills

Your next step:

To develop the capability of your team, chat with Mark for more details:

call 0438 451 405, or email: mark@markhocknell.com

Some T's and C's

Pricing will include GST, quotes will be provided on request

Mark is based in South-east Queensland. If any shipping for workshop materials, or travel and accommodation is needed, these actual costs will be invoiced.

Mark carries Professional Indemnity insurance to the value of \$5,000,000 and Public Liability insurance to the value of \$10,000,000.

Training in, and using the Triad of the Emotional Contract and the associated techniques is for internal facilitation and personal use of delegates only. Any other use of this methodology, such as teaching groups or selling to clients, requires permission from Mark Hocknell.