



Taking You From Frontline Manager to CEO

Managers as Coaches Program

Introduction

Welcome to our 2010 *Managers as Coaches* program, provided by John Coxon & Associates. Our philosophy is to offer professional development to managers in the health sector and non-profit sector, in line with our experiences working with these sectors. We help develop leadership capacity and management capabilities by providing advice and guidance, coaching, mentoring, facilitation and customised professional development.

Managers as Coaches is being presented by John Coxon. John is an experienced management consultant, management coach and workplace trainer with many years experience working within the health and not for profit sectors. As a consultant and management coach, John has coached more than 200 individual managers and worked with numerous management teams in hospitals, aged care facilities and funded service providers, helping develop management competencies at all levels. John brings this experience, and case studies relevant to the sector you work in, to this program.

This information kit provides you with details on the program, material covered, how the program will be delivered, dates, times and locations.

This program has been designed to provide you with the competencies and skills needed to enable you to develop your own management potential and to develop the potential of those in your work group.

The emerging environment

The shape of the labour force is changing. Gone are the days where the employer was able to pay a small sum in return for unfettered loyalty. In addition to a new generation of workers entering the workforce there will be a worldwide shortage of labour over the next 2-3 decades, brought about by baby boomers entering retirement. Employers will need to utilise different strategies to recruit and retain good employees.

While the need for high-quality, front line managers will remain, the skills required by these managers will change. Peter Drucker, arguably one of the world's foremost management experts, once said the manager of the future will be the person who knows how to ask rather than to tell. The manager of the future will be a coach and a facilitator.

The need for well developed front line managers is clear. Research involving 500 USA healthcare organisations and 200,000 people over a five year period, showed that hospitals with the best business practices, in particular leadership and operational effectiveness, had the best workplace culture. (employee satisfaction, loyalty, engagement and retention) Hospitals with the best workplace culture had the highest patient satisfaction scores. In turn, hospitals with the highest patient satisfaction scores were financially more successful.

The research found that ineffective front line leadership contributes to low job satisfaction, loyalty and professional engagement.

The benefits of having managers that can coach are well established. Funding bodies prefer to work with service providers with a reputation for effective service delivery. Effective management teams marshal their resources in the manner needed to ensure their organisations operate in a viable and sustainable manner. People are attracted to organisations with managers that know how to get the best from their people in a respectful and positive manner.

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A research program amongst 17 managers in a large Australian teaching hospital concluded that participation in coaching was associated with significantly enhanced productivity, core performance, goal-attainment, self-insight, motivation, positive affect, and autonomy. (N. Yu, C.G. Collins, M Cavanagh, K. White & G. Fairbrother. 2008. International Coaching Psychology Review. Vol 3. Iss 2.)

The program

This program is based upon research indicating leadership to be a relationship that consists of a set of values that are in turn reflected in how we behave. Our values and behaviours create trust; leading to sustainable relationships. This in turn creates a workplace environment that fosters logical reasoning, effective, multi-directional, communication, strategic thinking and an appropriate use of power. (Dennis, James, Mussig. 2003. Journal of European Industrial Training. Vol 27. Iss 2/3/4. Pg 73-79)

Program framework

This program draws upon emotional intelligence competencies (Salovay, Meyer, Goleman), spiritual competencies (Zohar & Marshall) and management competencies (Fayol, Mintzberg, Flores).

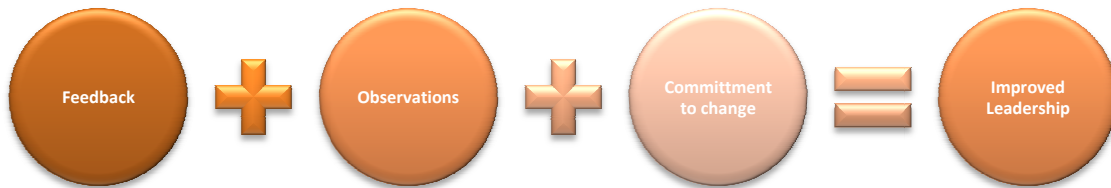


Coaching framework

The workshop will also draw upon the teachings of other coaching models including behavioural coaching (Skiffington), evidence-based coaching (University of NSW, Psychology Unit), and ontological coaching (Maturana, Olalla, Flores, Sieler).

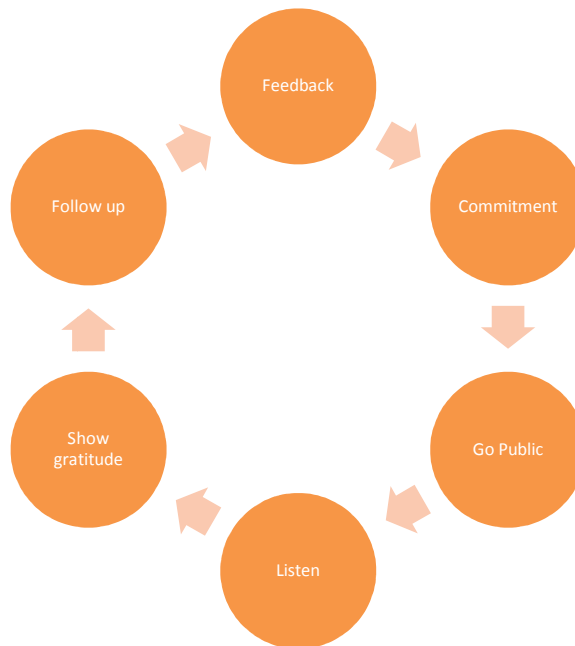
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Coaching model

Coaching focuses on behavioural change. A new outcome can only be achieved by a change of behaviour. The coaching model discussed in the workshop, and applied to the ongoing coaching of participants, is an adaptation of the model used by Marshall Goldsmith, renowned executive coach and author of the book *What Got You Here Won't Get You There*.



Program delivery and outcomes

Managers as Coaches is being held in both Australia and New Zealand during 2010. The program will be held in Melbourne, Sydney and Auckland. The program comprises four phases over a six month period, these are:

- Feedback on your management competencies
- A one-day workshop
- Six months of one-to-one coaching



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- Ongoing feedback and review of outcomes

The focus of the program is on helping you develop practical coaching techniques which will improve your abilities as a manager, making it easier for you to create a high-quality workplace, one where there is minimum stress, little conflict, where good people want to work for you and where you contribute directly to the values of the organisation.

At the completion of this program you will be able to –

- Create a positive team environment
- Reduce your personal stress
- Improve decision making
- Improve communication between individuals and teams
- Become more valuable to your employer
- Enhance your employment opportunities

Prior to the workshop, you are expected to participate in a 360 degree multi-rater survey, in which a minimum of six peers, colleagues and staff, will be asked to complete a confidential survey providing feedback on your management behaviours. This feedback will enable you to identify those management behaviours you need to improve to become more effective in your role.

Following the seminar you will receive six hours of one-to-one coaching. John Coxon will be your personal coach. Coaching will take place by telephone or online with Skype. In some instances coaching may be face-to-face. Throughout the coaching process you have 24/7 support via email and SMS. Coaching will help you improve the way you behave as a manager. Experience and research shows that the greatest barrier to effective leadership and management is behaviour. During the coaching you will also be able to identify and implement strategies for improving effectiveness in your work group.

Case Study: A manager taking part in this program in 2009 identified discontent amongst her department's internal customers. During coaching the manager discussed strategies for improving service delivery. As a result the manager engaged both internal customers and people from her department in a series of discussions and forums. This identified a number of issues and led to the department implementing a series of work practices designed to improve service delivery and reduce stress upon her work group.

As an outcome of this development process your colleagues will be able to identify changes in your behaviour and management, people you work with will respond positively to your leadership and guidance, you will be able to create a collaborative and effective workplace through your coaching skills and enhance the work experience for all those around you.

A further feedback review will be conducted at the completion of the six months coaching. This will enable you and your manager to monitor and measure your progress in becoming a more effective manager.

Workshop Contents

Following the initial feedback process and prior to coaching you will participate in a two-day workshop. During the workshop you will be involved in a series of group discussion designed to help you work through conflicts, issues and decision making. Combining your personal experiences and the case studies from the facilitators many years of coaching you will



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develop practices to maximising the potential of those in your workgroup and for improving the level of collaboration in the workplace. Throughout the two days of workshopping we will discuss and explore the following:

- Philosophy and principals of coaching
- Coaching models and unpinning theory
- The coaching framework
- Coaching outcomes
- Coaching strategies and techniques
- A coaching process
- Creating an employee coaching plan
- The role of the frontline manager
- Taking responsibility for your own behaviour
- Developing trust and teamwork
- Creating two-way feedback
- Learning to listen
- Managing for productivity
- Eliminating prejudices

Brief outline of topics

Philosophy and principals of coaching ~ this session looks at the growth of workplace coaching. We examine the principals of coaching as distinct from other management methodologies and the benefits of a coaching perspective. Here we will discuss the differences between coaching, mentoring, therapy.

Coaching models and theories ~ there are many coaching models. This program does not focus on just one model, instead drawing from a number of different models to provide an overview and greater understanding. In practice, coaches adapt and utilise the best of various models as each coaching environment is different.

A coaching framework ~ Here you will gain an understanding of the phases and stages of coaching. This understanding will enable you and your staff members are both fully involved in the process of coaching. The framework serves to guide the coaching process.

Coaching Outcomes ~ this is an essential part of the coaching process. Setting goals and outcomes provides both parties with confidence and helps maintain focus. It moves the person being coached from 'talking' to 'doing'.

Coaching strategies and techniques ~ here we will discuss the key coaching strategies and techniques. We will examine the role of the manager when coaching, what you should and shouldn't do, signs to look out for and simple tools you can use to help the process.

The coaching process ~ in this session we look at how to establish a coaching relationship in the workplace and how to create an environment for productive coaching. We will introduce you to a generic coaching model and discuss the coaching model you will be a part of during your own coaching.

Creating a coaching plan ~ We will discuss the difference between coaching for development and performance improvement and the need to create a coaching plan that is clear in its desired outcome. A coaching plan focuses on gaps in a person's development, while also



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forming the written component of that person's verbal commitment. The plan sets out the coaching process and pathway.

Understanding the role of front line managers ~ working from a management model, we will explore the expectations of front line managers, and what is expected of them, by both the executive team and staff teams. In this session we shift mindsets and move people from thinking of themselves only as managers but also as leaders; we explore the concept of leadership and use research to identify what it is good leaders actually do.

Responsibility for own behaviour ~ before someone can manage the input of other people, they must first learn how to manage their own behaviour. In this session we look at the key, destructive, behaviours managers indulge in, based upon the combined knowledge of leading management coaches – and we look at strategies for minimising the impact of these behaviours.

Developing trust and teamwork ~ Trust is about being seen to do the things we said we would do. Trust is a visible act. Trust is the core of effective teamwork. We will look at the impact of a lack of trust; the three, undesirable alternatives, fear, control and power, and the impact these will have on teams. We show how to move towards creating authentic trust through the power of conversation and commitments.

Developing two-way feedback ~ feed forward and feedback, two essential elements of effective leadership. Team members are most effective, most likely to meet expectations, when they clearly understand what is expected of them, and have some say in setting those expectations. Similarly, managers are most effective when they have in place a process of feedback that enables them to monitor progress towards expectations.

Learning to listen ~ you are reading this right now and thinking, well this session will be easy. I'm a good listener. I will be able to snooze through this session. Do so at your own peril. This is THE core competency for managers. Fail to listen and you fail to lead. There is more to this session than active listening. This session is also about how you communicate.

Managing for productivity ~ effective managers implement strategy. This is achieved by aligning individual outcomes with team outcomes, which are in turn, aligned with organisational strategy and direction. Effective managers adopt a balanced scorecard approach to management, they understand the big picture and the value of each person's contribution and they help all their team members to understand also.

Eliminating prejudices ~ when we presume to know what we think we know; we impose upon our team our own prejudices. When we fail to understand others, to value the contribution of others, our beliefs are at odds with reality. Holding onto prejudices creates personal inflexibility. This is a barrier to effective leadership. Your mind will be closed to the possibilities. The workplace is focused on the future not the past. The future workplace will demand leadership flexibility. In eliminating prejudices you develop a means for getting the best out of the people you have rather than hoping for the best from those you wish you had.

Outcomes and Benefits

This program has pre-determined outcomes. Those registering for the program must commit to the feedback process, attendance at the workshop and participation in the coaching process.

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Due to the feedback you will be setting your own outcomes. As a result you are guaranteed to become a more effective manager, you will improve the level of collaboration and communication within your work group and they will contribute greater value to the organisation.

There are many organisational benefits from this program, including:

- Managers feeling valued due to the investment in their professional development
- Managers taking personal responsibility for their own outcomes and decisions
- Communication will become more positive and collaboration will increase

Program follow-up

Your Chief Executive Officer, or executive manager, will be directly involved in monitoring the effectiveness of this program, along with monitoring how well you implement the techniques learned.

When you nominate colleagues to provide feedback, you will be asked to submit that list of names to your manager for review. In addition, it is expected your executive manager will be one of those providing feedback.

Similarly when you identify the management behaviour you would like to change, you will be asked to advise your colleagues of the planned change and seek their help in monitoring your behaviour.

Following completion of the program your executive manager will be contacted and surveyed as to their observations regarding changes in your area of the workplace. This process will enable your employer to directly measure the return on investment for this program.

Your program facilitator and personal coach



This program is being facilitated by John Coxon. John is a consultant and management coach working in the health and not-for-profit sectors throughout Australia and New Zealand. John has been consulting to management teams since 2002. John has worked with CEO's, executive managers and front line managers in hospitals, aged care facilities and funded service providers. John provides one-to-one coaching to managers at all levels and is often contracted by clients to create and deliver professional development courses for management teams. John provides strategic and management advice to boards and executive teams within health providers and not for profit organisations.

Over the past thirty years John has been involved in a variety of management environments, as an employee, as a business owner and manager and as a consultant and coach. He has seen the best and the worst in managers. He knows from experience that it is not easy to be an effective manager, yet knows also it is not rocket science. He knows that management is made difficult by our own individual behaviours. As your program facilitator John brings together all those years of experience and his own observations, he shares with you his experiences, in real time, using real examples, of leadership strategies and techniques.

2010 program schedule Workshops will be held at -

Melbourne: March 30/31st. *Elizabeth Tower Hotel*, 792 Elizabeth Street, Melbourne City

Sydney: June 10/11th. *North Sydney Harbourview Hotel*, 17 Blue Street, North Sydney

Auckland: September 22/23rd. *Copthorne Hotel*, 150 Anzac Avenue, Auckland City



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Closing dates for registrations

This program has an early closing date due to the need to commence the feedback process prior to the workshop and enable coaching to commence soon after the workshop. Those that register early benefit from an early bird discount.

Melbourne. Early bird closes Friday 6th February. Registrations close February 24th.

Sydney. Early bird closes Friday 26th April. Registrations close May 10th.

Auckland. Early bird closes Friday 1st August. Registrations close August 23rd.

Payment of fee

Seminar fee is \$1900.00pp excluding GST. Registration must be made using the registration form. Your employer will be invoiced upon receipt of the registration form. Included within your registration fee is the full program including multi rater feedback, workshop, one-to-one coaching, post program feedback and review.

Following registration and payment you will be provided with comprehensive instructions on how to proceed with the feedback process

Early Bird Fee.

Registrations received up to six weeks prior to the scheduled workshop qualify for an early bird discount. The early bird fee is \$1700 pp exc gst.

Return on Investment

The return on investment from this program is substantial. The evidence shows that frontline managers with well developed management competencies, who coach their team members and create an enjoyable workplace, are more trusted and respected, better able to guide teams and individuals towards achieving goals, experience lower levels of workplace stress, are less likely to leave and contribute in a valuable manner to the strategic direction of the organisation. Moreover this is a goal-oriented program where those participating set their own goals and outcomes – in this way the outcomes and return on investment are guaranteed.

Cancellation

Registrations cancelled prior to the workshop will incur a 25% (\$475 exc gst) cancellation fee. Registrations cancelled following the workshop will incur a 50% cancellation fee (\$900 exc gst) cancellation fee. Those who register and fail to attend the workshop will be billed the entire program fee. Substitutes may be made at any time.

Post your registration form to either of the addresses below or alternatively you may scan and email your registration form.

My Personal Guarantee

If at the conclusion of this program the participant or their immediate manager believe there has been no improvement in the managers competency level I will refund the entire fee. No questions asked. This is my promise to you.

A handwritten signature in black ink that reads 'John Coxon'.

John Coxon
Principal Consultant



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Testimonials

*Over the past months I have gained an amazing insight into other staff perceptions which has provided excellent opportunity to develop both myself and team understanding of relationships/interactions. Communication was another area of concern that has been reviewed and strategies identified & implemented to address misinformation. I now have a greater understanding of people & the importance of clear communication. **D.M.** (2009 participant – testimonial held on file if required)*

*I believe the program title Managers as Coaches has assisted & empowered me as my role changed during this year. 18 months ago I had no desire to be in this role but due to the changing circumstances I have found that I have the ability & qualities of an effective manager & this program has assisted me in achieving those goals. **J.F.** (2009 participant – testimonial held on file if required)*

*This process has allowed me to reflect upon my actions or inactions & critically analyse my thought processes. It has been non-judgmental, non-threatening at all times – I actually looked forward to our conversations after commencing with some reservations. Thank you John for your patience & ability to challenge me. **K.N.** (2009 participant – testimonial held on file if required)*

*Noted improvements – identifies & addresses issues more proactively, holding herself and others accountable for outcomes. Prepared to address conflicts when they arise, in past may not have been as timely. Has always been self confident, I sense an increase in self confidence as a leader. Has developed coaching skills. – **CEO feedback of 2009 participant following completion of program.***



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Coaching Commitment

I understand the feedback and coaching process involved in the Managers as Coaches program. I understand I will be required to obtain feedback from a minimum of five colleagues, peers and direct reports prior to the workshop and following the completion of the program. I understand all feedback will remain anonymous. I understand I am to provide the names of at least six people to be selected to provide feedback, that the list of names shall be viewed by my immediate executive manager and that my immediate executive manager must be one of the persons providing feedback.

I understand the feedback process will provide me with feedback on my competencies as a manager and that this feedback will form the basis of my ongoing coaching following attendance at the workshop.

I understand that I will be required to establish outcomes and goals from the coaching process as indicated by the feedback and that I will commit to a process of working with my colleagues to change that behaviour while also implementing the strategies and techniques discussed during the workshop.

I understand and commit to being involved in one-to-one coaching through the six months following the workshop. I commit to scheduling a minimum of six coaching conversations during that period.

Name:

Title:

Company:

Date:

Post this commitment form back to John Coxon & Associates, along with your program registration form, to the address below or email form to admin@johncoxon.com.au



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Registration Form

Please print or type (copy and use separate form for each person)

Mr/Ms/Miss/Mrs: _____

Position or Title: _____

Email Address: _____

Organisation: _____

Postal Address: _____

Suburb/City: _____

State: _____ Country _____ Postcode: _____

Telephone: _____ AH: _____

Name of approving manager: _____ P/O # _____

Venue/date of workshop you plan to attend: _____

Should your employer be paying please do not send payment, your organization will be sent an invoice. Program fee is \$1900.00pp exc gst. A early bird fee of \$1700 applies to all registrations received 6 weeks prior to a scheduled workshop. Registration fee includes multi-rater feedback process, one-day workshop, six months telephone coaching and final review.

Upon receipt of your registration form you will be sent details of the multi-rater feedback process and workshop venue. *It is important you return the signed commitment form along with your registration form.* Following registration you will be contacted to discuss the feedback process.

Have you completed your registration form yet? If so, thank you. Please reserve the workshop date in your diary now. Program places are restricted.

Post this registration form back to John Coxon & Associates at the address below or email form to admin@johncoxon.com.au