



CONDUCTOR

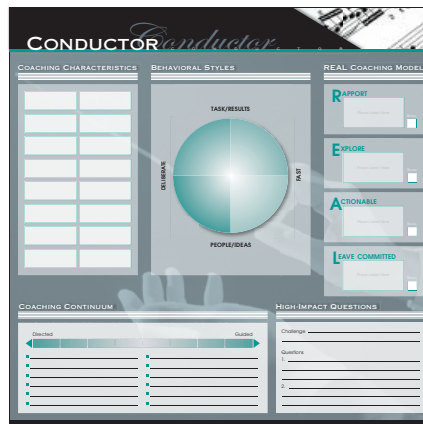
C O N D U C T O R

Program Benefits

Research consistently confirms that it is the immediate supervisor, manager, or leader who has the greatest impact on employee performance. Great companies recognize that one of the single greatest capabilities that fuels success is the ability of leaders, managers, and supervisors to concisely communicate performance expectations and follow through with frequent, consistent, ongoing feedback. However, effective feedback and coaching require more than just communication skills, clarity, and timeliness. Enter CONDUCTOR. CONDUCTOR builds on the power of trust-based relationships as foundations for all feedback and coaching interactions. CONDUCTOR emphasizes the importance of recognizing the inherent differences in each person and coaching situation while remaining consistent, fact-based, and nonjudgmental. Valuing the application of learning to each participant's personal situation, CONDUCTOR engages learners with three skill practice experiences.

CONDUCTOR addresses the skills required to provide job performance feedback and coaching. As a result of the CONDUCTOR learning experience, participants:

- Realize the importance and power of effective feedback and coaching
- Learn the importance that relationship plays in successful coaching
- Understand what those being coached want in a coach
- Discover the differences between directed and guided feedback and coaching
- Learn how personal filters lead to assumptions and judgments
- Improve their probing and listening skills
- Master a four-step coaching model for coaching interactions
- Gain a deeper understanding of how they are regarded by their direct reports
- Analyze their team's strengths using customized competencies
- Understand how a coach's actions and responses can derail coaching effectiveness
- Create a specific coaching plan for one or more of their current performers



"We found we could leverage our SYMPHONY investment with CONDUCTOR to build on the 'what' from SYMPHONY with the 'how to' of CONDUCTOR."

- Executive, consumer products company

"CONDUCTOR helped us build a culture of managerial courage to provide both real-time and developmental coaching to not just our problem performers but also to our stars."

- Leader, biotech company

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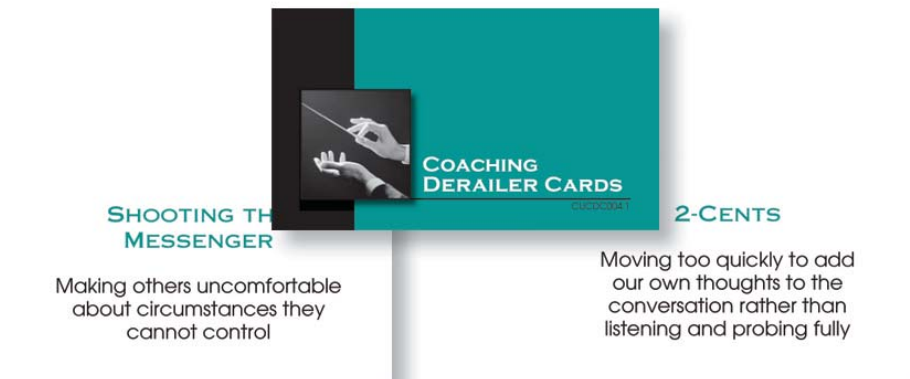
An optional Internet-based direct-report skill assessment or coaching feedback survey of the participant's direct reports is completed as pre-work for the session. Participants are given the confidential results during the workshop.

Program Description

The program begins with an engaging video, followed by an exercise designed to move the participants from their managerial mindset into the mind of a performer, as they identify the characteristics most desired in a coach. Then, confronted with the ten most common actions and responses by managers that derail coaching effectiveness, participants explore and diagnose their "personal" derailers.

"We see better 1:1 coaching sessions, and our employee satisfaction numbers have improved since we implemented CONDUCTOR."

- VP, HR,
Internet company



Participants explore the filters through which they see and experience their personal and work lives and then select one of four behavioral styles that best describes themselves. Grouped in teams with others of the same behavioral style, they identify what motivates their particular style and how others of different styles can best interact with them.

Participants then determine the behavioral style of a challenging performer and discuss the nature of their interactions with that performer, based on their respective behavioral styles. This section builds awareness and sensitivity to the uniqueness of each individual and demonstrates the need to deal with facts, rather than judgments or assumptions.

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Discovering a continuum of options available to the coach, participants analyze situations where some performers may need directed feedback or coaching while others may need guided feedback or coaching. The learning is then applied in the first round of skill practice.

To enhance key coaching practices, create clear expectations, and jointly agree on accountabilities, a four-step coaching model is presented and mastered. Next, they work through a real-world challenge in a second round of skill practice.

After building skills in creating and asking high-impact questions, participants identify personal challenges they face, then strengthen their learning through a third round of skill practice.

Using the optional *Team Analysis* worksheet, which includes client-customized competencies, participants improve their ability to analyze and assess the unique coaching needs of each of their direct reports. In another optional activity, participants receive the results of their team survey – either the coaching feedback survey or the direct-report skill assessment (completed prior to the workshop). They build a comprehensive action plan to address the specific feedback they've been given or would need to deliver to their direct report (in the case of the direct-report skill assessment). At the end of the day, participants work on specific plans for their direct reports.

Audience

All managers responsible for the personal development and performance results of others will benefit from CONDUCTOR.

Implementation and Customization

CONDUCTOR is implemented in a full-day session requiring one trained facilitator per four teams of six to eight people each. A customized coaching situation reflects each client's organizational issues and culture, key market issues, and coaching gaps. Specific language, forms, and best practices may also be integrated into the learning experience.

"CONDUCTOR is an absolutely essential component of our new managers development program. It gives them insight and skill at giving feedback in a way that builds, not destroys, relationships."

- Director of leadership & development, technology company