



Leader as Coach



Workshop Overview:

The **Leader as Coach** program delivers a coaching culture breakthrough in 3 days onsite or 26 hours online. This is followed by a 45-day follow-up program that integrates learning and results. The approach introduces a powerful methodology and process that drives strong hands-on learning with integrated breakthrough projects. We focus on a foundation of skills and a universal process that allows team members to manage people, projects and teams using simple coaching conversations and manage day- to-day projects in a wide variety of settings. We work with carefully selected projects and teams to maximize program impact. Most of all, our Leader as Coach is designed to align with existing company goals, organizational strategy, and the executive leadership culture.



The Leader as Coach program is designed to support and run in parallel with existing training or people development initiatives, however it is more focused on the coaching mindset and how to integrate this into the larger organization. The program deeply integrates coaching and team coaching with management principles and practices. This provides the broad foundation required to ensure that organization-wide growth and stability initiatives are successful.



Core Program Elements

Session 1-2: (Day 1)

Leader as Coach: A flexible, iterative, and open system

Q Model: Trust, Vision, and Action. Questions and mindset

Ask leadership: Asking powerful questions, servant leadership

Trust: Building trust with open dialogue about the current state

Real Projects: Hands-on corporate breakthrough projects

Session 3-6: (Day 2)

Coaching: Everyone engages in questions and conversational system

Vision: Building a clear picture of the desired state

Strategy: Working through confusion to get to simple and clear

Team: Team Coaching Style Leadership, self-directed teams

Visual: Whiteboarding and visual-spatial thinking systems

Session 7-8: (Day 3)

Alignment: Focus on value(s) to align on a single strategy and vision

Action: Promise 7-day iterative action, deal with the reality of implementation

Ownership: Accountability structures and 100% committed

Tracking: Real time tracking of iterative results and engagement



Online Program Syllabus:



Online Format:

8 3-hour interactive sessions

Onsite Format:

3-day intensive

Pre-Program Intake:

Intake Survey: Challenges and opportunities

Needs: assess individual and organizational needs

Interviews: Include stakeholders in discussions

Breakthrough Projects: Define and select breakthrough projects and teams

Optional Orientation: Short call to introduce the program and prepare the participants

Note: Carefully selecting and defining the breakthrough projects is the key to ensuring overall program success

Learning Engagement:

- Between each session there will be individual and team assignments and project work
- Participants should allocate additional time for practice and project work
- Participants and teams will track and post ongoing results in a group chat forum

Session 1: Universal Coaching System

Intro: Q Model program introduction

Why Coaching? A flexible, iterative, and open system

Slow & Stuck: The old mindset, low-performance, fixed systems

Q Model: Trust, Vision, and Action. Questions and mindset

Ask leadership: When to ask, when to tell, what is servant leadership?

Speed vs. Stability: When and where to apply the coaching system

Real Projects: Selecting breakthrough projects and teams

Assignment: Find your project team, go through the Q Model questions

Session 2: Trust

Trust: Building a strong foundation, listening and respect

Current State: Building trust with open-dialogue about the current state

Powerful Questions: A system for asking open-ended questions

Assignment: Have a minimum 20-minute current state conversation. Practice asking questions throughout the day

Session 3: Coaching Solution

Solutions: When and where? Dealing with technical issues and solving problems

Coaching Culture: Everyone engages in questions and conversational system

Conversational System: The system and flow of the 9 Q Model questions

Coaching Culture: Everyone is a coach all the time, casual vs. formal conversations

Assignment: Practice all 9 Q Model questions in a real conversation

Session 4: Visioning

Complexity: Too much strategy and uncertainty equals confusion

Confusion: What do we want? Building a clear desired state

Strategy: Working through confusion to get to a simple and clear plan

Vision: Build a clear picture of the desired state, see it 3 times

Assignment: Pick a challenging issue, use the tools and build a clear vision of success.

Bonus Integration: Using lean Startup questions to drive breakthrough solutions

Bonus Integration: Using scenarios and constraints to expand strategy

Session 5: Team Energy

Team: The power of a team coaching leadership style and self-directed teams

Brainstorm: Warm up the team brain, use on/off-line brainstorming tools

Whiteboarding: How to use visual modelling and visual-spacial thinking systems

Missioning: Simple questions to energize teams with purpose and meaning

Team Identity: Express your team identity to build energy and commitment

Assignment: Use the tools to have a project breakthrough session with your team

Bonus Integration: Using Design Thinking to engage in a customer-focused culture

Session 6: Motivation

Conflict: How to flip a challenge to build motivation

Value: Define the economic value of project success

Values: Establish the value words that define project motivation

Value Map: Linking your project success to stakeholder value

Alignment: Agree and commit to a single strategy and vision

Assignment: Have a value conversation and build the structure of motivation



Session 7: Results

Action: What is the key result in the next 7 days?

Results: Track the difference between task-focused and result-focused

Iterate: Stay on track with your weekly sprint, cycle back to current state

Implementation: Build a live visual timeline and update it every week

Realistic: Deal with the reality of overbudget and behind schedule

Integration: Use track results and update the timeline

Assignment: Conduct a formal weekly team coaching conversations with your team and build/update your visual timeline.

Session 8: Ownership

Ownership: Hand project ownership to your team, build a self-directed team

Tracking: Manage real time tracking of results and engagement

Accountability: Build a strong structure of accountability

100% committed: Express the program team's state of 100% committed

Team Promise: The champions and team program promise for the next 45 Days

Assignment: Ongoing team-directed practice and project work for the next 45 days
Prepare for follow up session 1



Follow-up Session 1 and 2:

Debrief: Team progress update, day 7 and 21

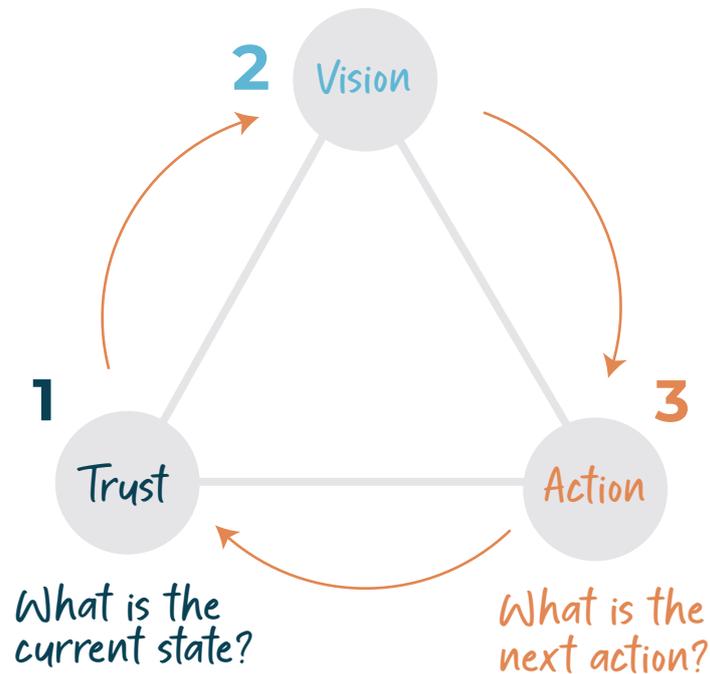
New tools: Refresh tools and key ideas to address challenges

Current State: Process, implementation, challenges, and barriers

Success Stories: Champions select best success stories to energize the team

Promise: Re-commit to your next level of coaching development and integration

What is the desired state?



What is the Q Model?

The Q Model is a simple approach to having powerful conversations that drive breakthrough business results. It is a system that naturally scales, so you can use the Q Model to transform the results of people, teams, projects, and companies.

The Q Model is highly integrated, with each and every element interwoven into the whole. Q began in 2005 as a coaching culture leadership system. More than anything, the Q Model is a map for business and people transformation, where everything fits naturally.

The Q Model is also a do-it-yourself system, and thousands of busy managers have used it to achieve a breakthrough in their projects and teams. With the Q Model we are always working with strategy, process, and people at the same time:



Strategy: You want to produce some result, so you introduce a new strategy

Process: This new strategy won't do much unless you have a process to get there.

People: None of this will be effective unless you also shift the mindset of the team and the leaders to be fully aligned with both the new strategy and process

Refine & Align: When you ask good Q Model questions, people, process, and strategy all start to shift at once, and with Q Model conversations these elements move forward in unison.

3 Questions: The Q Model begins with three simple questions that have been battle-tested by thousands of managers:

1 - *What* is the current state of our project? Where are we at right now?

2 - *What* is the desired state of our project? Where do we want to go?

3 - *What* is the next action? What is the first step?