

# Masterful Coaching

a three day course offered by  
**ROBERT HARGROVE CONSULTING**

## **Masterful Coaching will help you unleash goals and aspirations while maximizing performance and capability**

*Masterful Coaching is about expanding your personal (organization's) capacity to create the future you truly desire.*

*The course is designed for Knowledge Workers and Knowledge Work.*

**In the year 2000 and beyond** every Fortune 500 CEO, manager, and business owner will need to become a masterful coach and teacher to succeed in the highly competitive, high velocity environment we are operating in.

Masterful Coaching is designed to give your business an advantage, by showing you how to get the most from what you've got—leveraging talent while at the same maximizing performance, and capability.

Masterful Coaching was designed by Robert Hargrove, author of *Masterful Coaching*, and the new *Masterful Coaches Fieldbook*. It is a course designed to specifically meet the needs of Knowledge Workers who perform *knowledge work*.

- It provides powerful distinctions that help leaders (managers) to see themselves as coaches and teachers, and everyone that works with them as business people.
- It is the *only* available course that gives managers the skills and capabilities to coach both the individual and group in one simple, powerful 5 step model—**Masterful Coaching, The Method™**.



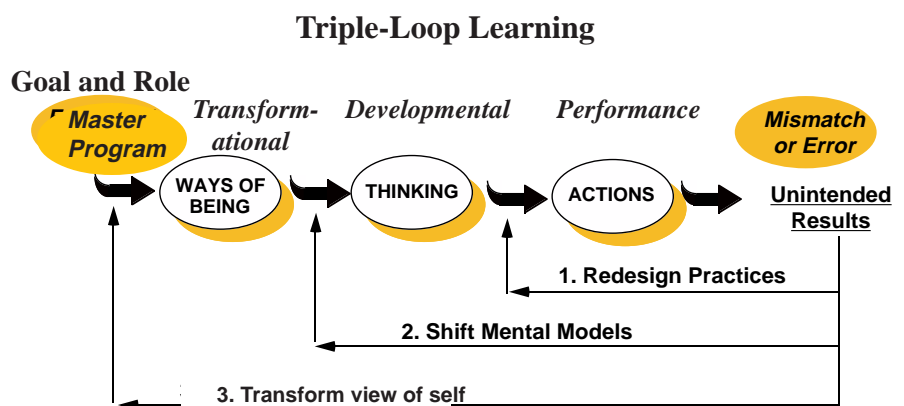
*Five Step Coaching Model*

# Participants will master both results oriented and developmental coaching

## Key features of the program

*It shows you how to coach in formal and informal coaching relationships in a boundaryless way.*

- It gives managers **10 Things You Can Do to Get Ready for Coaching**, and a guide for coachees called **The Coaching Journey** that tells them what they will experience
- It presents a **Six Cap Coaching System** that allows them to have powerful coaching conversations.
- It provides a **30 day “Lets Get Started with Coaching Action Plan”** that is grounded in helping managers achieve their Personal Coaching Mission with their group.
- It shows managers how to **Coach Others Through 4 Big Stages of Career Development** —Find Your Direction, Getting the Job Done, Managerial Skills, Enterprise Leadership
- Managers learn how to use **multiple media** (face-to-face, email, telephone and virtual teams over the Internet) to coach people regardless of time and space
- It provides for both fundamental and incremental learning through a **Triple Loop Learning Model**



# The course offers a practice field for becoming a masterful coach

## Sample Outline

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### Day One

*Each participant is asked to come with 3 coaching cases – one, a direct report; another, their manager; third, an informal coaching relationship*

- 1. The business case for coaching**  
The Role of the Coach
  - 2. Creating a cultural clearing for coaching**  
...and a coaching mindset
  - 3. What is a Masterful Coach?**  
Three Levels of Masterful Coaching:  
*Transformational, Developmental, Performance*  
Triple-Loop Learning Model
  - 4. Transforming Yourself Into a Masterful Coach**  
Key Distinctions of Coaching  
*Reflection: How do I have to be different, think differently, act differently to be a masterful coach?*
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### Day Two

*The course leaders share course information quickly and interact with participants on their specific coaching cases.*

- 1. Open Space: Personal Coaching Demo**
  - 2. The Six Step Coaching Process**  
*Essence, How To's, Exercises*  
**Step 1.** Develop a teachable point of view about your mission  
**Step 2.** Invest In Relationships  
**Step 3.** Plan Goals Collaboratively  
**Step 4.** Forward the Action  
**Step 5.** Provide Feedback and Learning
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### Day Three

*There are lots of tools, methods and practice exercises*

- 1. Developing the Fundamentals of Masterful Coaching**  
Coaching Happens in Conversations
- 2. Committed Listening, and Speaking**  
Giving Authentic and Valid Feedback
- 4. Six Cap Coaching Conversation System**
- 5. Coaching others on the 4 Big Passages of career management—a results driven model**
- 6. Closing: Declaring Your Personal Action Plan**

## Powerful feedback that allows you to develop the characteristics of a masterful coach

Each participant is introduced to the characteristics of a masterful coach with the idea that becoming a coach may require fundamental shifts in thinking and attitude.

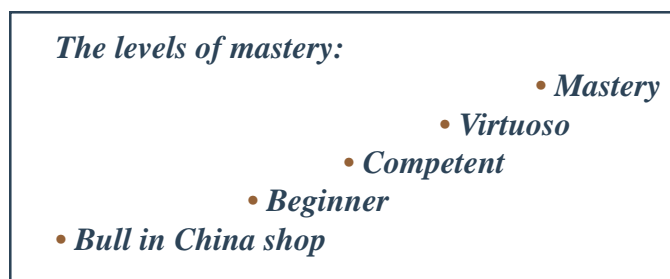
A self assessment, peer assessment based on dialogue, and an optional 360 degree feedback instrument are used to help people sharply distinguish the characteristics and roles of masterful coaches in leading companies in today's Knowledge Economy.

### *Some examples of characteristics a of masterful coach:*

- Leader who develops other leaders – for the future
- Matching talent to today's tasks – engages others passion
- Performance maximizer – knowledge workers
- Orchestrates collaboration – knowledge work
- Thinking partner – towards successful action
- Creates robust feedback loops— amongst colleagues, customers, network of partners

People receive feedback as to where they stand in regard to each major characteristic, or role of being a masterful coach. The following rating system defines the levels of mastery.

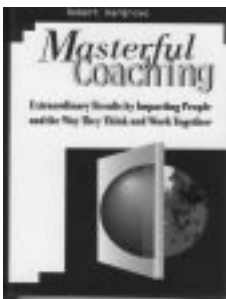
*Becoming a masterful coach often involves learning new ways of being and action and unlearning old ones.*



The aim of the feedback is to create the conditions for authenticity and vulnerability. This is essential for people to genuinely reflect on how they have to learn and grow to become a masterful coach.

## Gain maximum benefit by licensing the program and training your own trainers

*In collaboration with you, this program is tailored to your needs with an accent on leadership, performance, development or building a specific capability*



*This course has been designed by Robert Hargrove, author of Masterful Coaching*

The coaching program is adapted to your situation and the results you are trying to achieve in your company. We start by spending a few days interviewing people to understand your culture and the special issues and problems you are facing.

We also discover what you are already doing that works, in order to build on and expand that. We become familiar with what you want to achieve and the expectations you have for your managers in terms of being coaches. *We then work collaboratively with you to design a program that is specific to your situation.*

We also offer a licensing arrangement for the program and will train your trainers to be able to roll the program out to your entire organization using your own resources.

### **As a licensee, you will be provided with:**

- **Colored program presentation** on PC or overheads
- **Participant Reference Guides**
- **Participant's "Coach's Toolbox"** which contains the collaboration tools and methods indexed for easy access

If you do not have the internal resources, we provide presenters who are personally trained by Robert Hargrove.

***For more information on our programs visit or site on the World Wide Web (<http://www.rhargrove.com>) or contact us at:***

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