

## TELFER EXECUTIVE PROGRAMS

# LEADING TO CREATE A COACHING CULTURE

## *How to Inspire a Culture of Commitment*

### WHAT IS A COACHING CULTURE?

In today's complex world, leaders and organizations face multiple challenges to increase performance while improving employee engagement and commitment, creating healthy workplaces and retaining top performers. Improving the coaching skills of our leaders is now accepted as an essential step towards achieving these aims. However, leveraging the skills of coach-like leaders into the transformation of the organization culture can create an even greater leap forward in team and organizational performance. But how can we approach this next-level challenge?

In recent years, coaching skills have become a fundamental competency of effective leadership – and an essential approach for achieving the peak performance potential of teams and of individual team members. Coaching interventions have proven benefits for individual performance, but what does it actually take to establish and inspire a coaching culture in a team or organization?

A coaching culture exists in an organization when a coaching approach is used by leaders at all levels to engage and develop their people and to engage with their key stakeholders. The outcome is inevitably a more engaging culture and increased individual, team, and organizational performance. Experience and research now show that there are progressive stages of development that organizations can embark upon to pivot towards a coaching culture.

Organizations that focus on creating a coaching culture have been recognized and celebrated for almost two decades by the [International Coaching Federation \(ICF\) via the Prism award](#). Telfer is now bringing the lessons learned from these high performing organizations that have proven the benefits of creating a coaching culture into this intensive program.

### PROGRAM OVERVIEW

**Leading to Create a Coaching Culture is NOT a traditional coaching program.** It is an intensive experiential learning program designed to sharpen your personal competencies as a coaching leader as well as to grow your strategic leadership skills that will be

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*If you have ever asked yourself, “**How can I use a coaching mindset to enhance my personal leadership behaviours to have a greater impact on the performance of my team and my organization?**”, this is the program for you!*

needed to define and create a coaching culture within your team. You will learn how to create a systematic approach for developing a coaching culture and articulate the benefits and impacts in terms of overall organizational effectiveness.

The coaching competencies that we will review in this program form the foundation to help you sharpen your own coaching skills as well as understand what is required for creating a coaching culture within your organization. During the program, you will be asked to reflect upon, and develop your answers to, key questions which all leaders should address:

- How can I use a coaching mindset to enhance my personal leadership behaviours to have a greater impact on the performance of my team and my organization?
- What approaches are available to successfully implement and establish a coaching culture within my team and in my organization so that I not only enhance my own leadership impact but also the leadership of every team member?

The program will first delve into the Situational Leadership® Model, a practical, step-by-step framework that helps you determine when a coaching approach is the most appropriate leadership style. Through this model, you will gain a deeper understanding of the development levels of your employees and, in turn, you will be able to foster employee engagement and develop their abilities.

Next the program will review and discuss several coaching competencies and enable you to practice these approaches in a highly experiential and interactive practice session. These competencies will include the art of asking powerful questions, listening skills for the coaching conversation, guiding the process of inquiry and reflection and how to create the safety in a relationship to enable authenticity and openness to new ideas.

Once you have advanced your coaching skills using these new approaches and techniques, the program will help you utilize these coaching competencies to become a culture leader in your organization, specifically within your own team. You will be introduced to proven approaches for building a coaching culture in your team, leading to greater engagement and more effective interactions and interpersonal communication as your team shifts their behaviours and mindsets towards a coaching culture.

Following the 3-day in-class portion of the program, you will be supported in your implementation of a coaching culture within your team or organization with 3 one-on-one coaching sessions with the program instructor. The focus of these sessions will be on the inspired work that you will be doing to create a coaching culture.

## **LEARNING OUTCOMES**

The program is built on key competency-building components that support your need to achieve performance goals and outcomes as a leader in your organization. By the end of the program, you will have learned:

- How to use coaching as a leadership tool, including in-depth knowledge of the Situational Leadership® Model
- How to lead to create a coaching culture in your team - from clear objectives, to determining key milestones, through to sustaining high quality coaching throughout your team

- How to articulate the benefits of a strong coaching culture and link it to corporate objectives to encourage an organizational culture shift
- How to teach, at a high level, strong and transferable models of coaching to your team

By the end of the program, you will have the tools you need to:

- Increase your team's performance, creativity and independence
- Improve engagement and commitment level of your employees and team members
- Increase your organization's ability to achieve stronger results while retaining employees
- Start the complex journey to establishing a strong coaching culture that contributes directly to the organization's strategic initiatives.

## WHO SHOULD ATTEND

This program is for leaders and executives who wish to enhance their coaching skills and also to introduce a coaching approach into the culture of their team and organization. We welcome individuals from any sector or organization. This program is recommended for those in roles of Manager, Director, or higher.

## REGISTRATION INFORMATION

For further information and to register, please visit our website. If you would like to speak with a Program Officer, call 613-562-5921 or e-mail [executiveprograms@telfer.uOttawa.ca](mailto:executiveprograms@telfer.uOttawa.ca).

## PROGRAM FEES

The cost of the program is \$4,000 + HST. This includes all resource materials and program activities, as well as meals and refreshments for the 3 in-class program days, and the 3 one-on-one coaching sessions which follow after the in-class program. Cancellation fees apply in accordance with [our cancellation policy](#).

## PROGRAM FACULTY



**Denis Lévesque** acquired his Bachelor of Commerce from the University of Ottawa. Eighteen years later, he obtained his graduate certificate in executive coaching at the University of Royal Roads (CEC) and his professional coaching certification from the International Coaching Federation (PCC). Denis is a professional who helps companies and leaders ignite growth, improve profitability and achieve results. Known as an engaging coach, speaker, trainer and author, Denis uses his business acumen and expertise in human performance behaviours to spark success.

## PROGRAM SCHEDULE

SESSION	TOPICS
<b>Day 1</b>	<b>A Coaching Model for Leadership</b>
	Orienting to the Mission: What is coaching? What is a coaching culture?
	Diagnosing the development levels of your employees and your teams using the Situational Leadership® II Framework
	Increasing your own flexibility in coaching styles for leading culture change
<b>Day 2</b>	<b>Becoming a Stronger Coach &amp; Leader</b>
	Coaching skills for situation assessment Listening for verbal and non-verbal communication
	Articulating powerful questions to generate insight, initiate drive and implement viable solutions.
<b>Day 3</b>	<b>Coaching in Organizations</b>
	The coaching culture framework and its application
	Leading a shift towards a coaching culture in your team
<p><b>Following the end of the program, each participant will be supported with 3 one-on-one coaching sessions to support their learning and implementation of coaching culture within their team or organization.</b></p>	