

## COACHING SENIOR LEADERS: MASTERFUL COACHING OF SENIOR LEADERS AND LEADERSHIP TEAMS

### Overview

*New content focusing on coaching leaders as a critical strategy for developing talent and leadership.*

Research studies by Linkage and others consistently demonstrate that the global competition for talent has been inadequately addressed, that it requires a strategic approach, and that coaching leaders is one of the most powerful strategies for developing leadership and ensuring the purposeful development of talent.

Coaching leaders at the senior level can produce significant business results. At the leadership level, the stakes are high, gaining entry requires that the coaching is grounded on a proven systemic methodology – and this is what you learn at Linkage's *Coaching Senior Leaders* program.

This intensive immersion program provides advanced strategies to develop a coaching relationship that is geared to positively impact the effectiveness of leaders and leadership teams. In *Coaching Senior Leaders*, learn from Dr. Pam Brill, senior vice president of Learning Solutions and Terry Geraghty, principal consultant. Together they have over three decades of experience coaching high-level leaders.

### Program Curriculum

#### Core Curriculum

- *Coaching as Trusted Advisor to Senior Leaders.* Learn to skillfully build a relationship with senior-level leaders and teams.
- *Coaching as a Proven and Measurable Talent Development Process.* Learn how to harness the power of relationships to provide a forum for leaders to strategically consider the development of others.
- *Coaching Leaders to Build Teams.* Apply a framework for assessing the development stage of a team using Linkage propriety tool, **The Power of Four™**.
- *Coaching Leadership Teams.* Learn to work through the common hurdles that can get in the way of optimal functioning and commitment of individual team members and entire teams.

#### Who Should Attend

Internal and external experienced coaches; this program is also suited for mid to senior-level managers who are responsible for coaching other leaders and other managers

## Benefits and outcomes

- Learn proven processes, tools, and skills for building long-lasting coaching relationships
- Identify and overcome obstacles such as power differentials between coach and client
- Use formal assessment tools to improve buy-in and follow through
- Learn how to hurdle the dynamics of resisting change that are amplified when working with a leader who has already attained a high level of success

## Introduction and Overview

- Introduction
- Share your best and worst coaching experiences
- Share and discuss your top leadership coaching challenges

## Unit 1 – The Linkage Coaching Approach

- The Coaching Competency Model
- The Business Case for Coaching
- The Linkage Approach to Coaching Leaders
- Review of The Coaching

## Unit 3 – Building Credibility as a Coach

- Small groups will discuss the internal and external factors that make coaching at the senior level so challenging
- Review of the Twenty Habits that Hold You Back from the Top (featured in *What Got You Here Won't Get You There* by Marshall Goldsmith)
- Reflect upon and discuss your own success at coaching senior leaders
- Explore the resistance to change
- How to establishing credibility and buy-in
- Understand and discuss what it means to be a trusted advisor

## Unit 4 – Coaching to Retain Top Talent at the Senior Level

- Derailing and executive assimilation

## Unit 5 – Spotting Winners

- The Linkage Power of Four tool

## Unit 6 – Peer Coaching in the Context of Teams

- How teams form and work together
- Communication styles
- The Linkage Tower of Power tool
- Team Building Without Time Wasting (from Marshall Goldsmith)
- Coaching yourself to coach others

## Linkage Training Programs are approved by the following organizations

