

Rationale For Group Coaching Program

The Experts

According to a survey by Manchester, Inc., a consulting firm, about six out of ten organizations currently offer coaching or other developmental consulting to their managers and executives. Coaching is now part of the standard leadership development training for executives in many corporations. In many cases, coaching is used to bolster performance of people in high-pressure stressful jobs. It is more often used to sharpen leadership skills and competencies.

A study of 130 executives found that how well people handled their own emotions determined how much people around them preferred to deal with them.

Research by the Center for Creative Leadership has found that the primary causes of derailment for those in management and executive positions are:

1. Difficulty in handling change
2. Not being able to work well in a team
3. Poor interpersonal relations

Workshop Approach

A Professional Development one-day workshop on Managing Employee Performance as given by the American Management Association or Cornell University (Labor Relations Programs) costs approximately \$700 per individual. If you were to send 50 managers to this training, it would cost \$35,000.

Thinking Well Consulting will provide you with an in-house one-day workshop for 50 participants for approximately \$4500 to \$ 5000 plus materials, etc. This would translate to approximately \$100 per participant.

In the above workshop scenario, information is disseminated, new concepts and techniques are taught, there is some experiential learning and meaningful dialogue. The outcome will be an enhanced awareness of new ideas or techniques and some take-aways that will stick with most individuals. The drawback to putting all the training eggs in one basket (or workshop is this case) is that people reach a saturation point quickly and that **one day of training will dissipate over time if there is no mechanism in place to foster using and practicing new skills.**

So, a key question of any organization is to ask itself “what is the end game?” When people learn new methods and techniques in training seminars and workshops, there is often a missing link – the support system to reinforce and help them assimilate the information, practice new behavior and bring into action the crucial learning that effects change. If a workshop approach is chosen, I strongly recommend ***Just In Time Coaching***, a program I offer to support on-going development. This is coaching on a

retainer basis where an organization typically hires a coach for several months to coach the workshop participants to achieve desired results.

The Group Coaching/Training Approach

The reality of professional development for managers is that we are talking about the core productivity group of any organization and this group is hard-pressed to find time away from projects, meeting deadlines and managing people.

The new approach to development is group coaching, a powerful, time-released cost-effective method of training and performance enhancement which provides long term benefits. My Group Coaching Program for Managers is based on number of participants and length of program. As an example:

- A 3 month group coaching program (12 sessions) for up to 10 managers
- A 6 month group coaching program (24 sessions) for up to 10 managers

The cost savings of group coaching translates to about one-fourth to one-third the expense of individual coaching.

Call me for a consultation on pricing examples based on your budget and training requirements.

The group may be comprised of managers from different departments or managers who work with each other or a combination of new and middle managers. I work with you to determine the most effective arrangement.

I also recommend a 15-minute monthly laser coaching session for each manager. With 10 managers, I would reserve a total of 2 hours per month for laser phone coaching sessions. Managers will have a window of time in which to call in. This is an opportunity for each manager to be coached personally on specific issues. The offer is an added value feature for only an additional \$1200 for the 3 month program or \$2400 for the six month program.

Benefits

- Built-in flexibility for busy managers. They can block out a 50-minute session, 4 times per month or 3 times per month (for a break in between) without impacting their work load.
- This approach utilizes their "common ground" to create a collaborative problem-solving environment.
- This approach also utilizes the combined experience of seasoned and new managers to provide mentoring dialogue and begin to create a coaching culture in the workplace.
- Added value of individual laser coaching for each manager to target specific issues.

- In a 3 month or 6 month time span, managers are in a process of taking in new approaches and mindsets, trying them out, finding and developing new strengths, checking their progress with peers, getting consistent coaching and support to establish new patterns of behavior.
- Provides the opportunity to meaningfully replace unproductive habits with new effective habits (research studies document that it takes 21 days to effectively replace a habit).
- This approach provides a process for lasting change and an opportunity for managers to implement coaching skills with their own people.

The cost-effectiveness of group coaching is in the value of lasting impact and effecting change. Clearly, there is no comparison in terms of both value and investment.

In Closing

Coaching's effectiveness has been proven in several ROI reports I can share with you. Businesses are beginning to see the value of lasting benefits but also the trickle-down effect of creating a coaching culture in the workplace.

It's hard to bring about significant changes without changes in behavior. Coaching is the change agent.

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