



Tools and Techniques for the Five Most Common Coaching Situations

Session Details

Faculty: Mr. Bill Hawkins Date: Wednesday, September 12, 2018

Location: Embassy Suites by Hilton Sign In: 8:30 AM
5800 Rockside Woods Blvd, Independence, OH 44131

Phone: (216) 986-9900 Session: 9:00 AM - 4:00 PM

Session Description

The two areas in which coaching has the most dramatic impact at work are: (1) coaching to engage and develop the high potential people on your team (2) coaching to influence your boss to increase your personal credibility and effectiveness. In this session participants will learn how to connect developmental experiences to needs and position twelve challenges required to develop and engage the high potentials for current and future success. We'll also examine coaching from a perspective of influencing or "coaching up" in the organization.

Biography

Mr. Bill Hawkins is an expert in leadership effectiveness. In association with Marshall Goldsmith Partners he has worked with over twenty Fortune 500 companies in seventeen countries. Mr. Hawkins began his career working for a division of Johnson & Johnson in sales, marketing, and product management positions. He then joined Boston Scientific Corporation as Director and then Vice President of Sales and Marketing. For the last fifteen years Mr. Hawkins has worked with organizations to identify and develop high potential leaders. During this time he has designed and facilitated leadership-training workshops with leading organizations on five continents. He also coaches leaders individually to increase personal effectiveness. With his blend of consulting and management experience, Bill brings a breadth of understanding and insight to "real world" situations. Aside from his work with major corporations, Mr. Hawkins has donated his services to the International Red Cross / Red Crescent, the New York Association for New Americans, and the Girl Scouts of the USA. He holds a BS from Drake University, and an MBA from Indiana University. He is member of the Learning Network, the Peter Drucker Foundation "Thought Leaders Forum", and is listed in Who's Who in International Business. Mr. Hawkins is a contributing author in the Peter Drucker Foundation book *The Organization of the Future*, (Jossey-Bass, 1997). He is also a contributing author in *Coaching for Leadership* (Jossey-Bass, 2003), *Change Champions Fieldguide* (Best Practice Publications, 2008), and *What Got You Here Wont Get You There In Sales* (McGraw Hill, 2011).

Guide to Participant Selection

Department	Admin	Distrib	Engr	Finc	H.R.	Legal	Mktng	IT	Or	Plng	Pchsg	R&D	Sales
Senior Executive (Pres. Exec & Sr VP)	2	3	3	3	3	3	3	3	3	2	3	3	2
Executive (VP & Gen'l Mgr)	1	2	2	2	2	3	2	2	2	2	2	2	2
Senior Managers (Div & Reg. Mgrs)	1	1	1	1	1	2	1	1	1	1	1	1	1
Middle Managers & Superintendents	1	1	1	1	1	1	1	1	1	1	1	1	1

Time Allocation - Topics

15% Assessing the people and the situation
Sources of initial success
Where do you spend your time
15% Earning the right to be their coach
What your people want from the boss
Six characteristics of a coach they would willingly follow
20% Developing high potentials
Five categories of development experiences
Challenges needed for development to take place
15% Coaching to motivate
Two primary needs that must be met to motivate
A blind side for most coaches
20% Adding value in your role in the chain of command
Supporting management decisions
Challenging the boss
15% Coaching your boss
Effectively presenting alternatives
Influencing decisions

Focus

Primary - Leadership Development

Adaptability, Communication, Developmental Perspective, Empathy, Interpersonal Relations, Judgment, Motivation

Secondary - Planning/Organizing

Decision Making, Use of Authority, Delegation, Direction, Coordination, Guidance, Discipline, Follow Up

Tertiary - Executing/Controlling/Evaluating

Problem Identification, Analysis, Evaluating Alternative Solutions, Developing Specific Plans, Generate and Obtain Plan Support

Level

Introductory Intermediate Advanced

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