



## The Manager as Coach: Critical Skills for Achieving High Performance.

### Session Details

Faculty: Bill Hawkins Date: Wednesday, December 11, 2019

Location: The Delta Hotel by Marriott  
515 Route 1 South, Iselin, NJ 08830 Sign In: 8:30 AM

Phone: (732) 634-3600 Session: 9:00 AM - 4:00 PM

### Session Description

Mr. Hawkins will provide tools, introduce techniques, and discuss strategies to help you take performance to the next level. In this workshop participants will examine the latest techniques in coaching designed to improve performance, change behavior, increase engagement, support development, and build teamwork.

### 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
<b>Senior Executive</b> (Pres. Exec & Sr VP)	2	3	3	3	3	3	3	3	3	3	3	3	2
<b>Executive</b> (VP & Gen'l Mgr)	1	2	2	2	2	3	2	2	2	2	2	2	2
<b>Senior Managers</b> (Div & Reg. Mgrs)	1	1	1	1	1	2	1	1	1	1	1	1	1
<b>Middle Managers</b> & Superintendents	1	1	1	1	1	1	1	1	1	1	1	1	1

### Time Allocation - Topics

**15% The Success Delusion why people resist change**

- Four key beliefs of successful people
- Learning what to do and what to avoid

**20% Coaching for Development**

- Encouraging feedback
- Importance of follow up

**15% Encouraging Developmental Suggestions (class exercise)**

- Feedforward instead of feedback
- Application back on the job

**20% Coaching for Behavior Change**

- When this process works -- when it won't
- Mini-survey to track results for measurable results

**10% Coaching (seasoned veterans) for Engagement**

- 6 Question technique
- Challenging new ways to learn

**15% Teambuilding without Time Wasting**

- Targeting team issues and individual issues
- Involving every member of the team

**5% Determining -- What is Most Important**

- Personal goals
- Professional development

## 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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