



## Proposed re-organisation of the Leader As Coach development program for Dialog Axiata

### Introduction

For a successful development experience, I am suggesting a number of different elements to the program which will be delivered remotely, most likely via Zoom. BRC is already delivering four programs remotely to large organisations in the UK and the feedback confirms the effectiveness and positive experience for all participants.

### The format of the program would include the following elements:

- Extensive information in the form of relevant articles on coaching
- Slide decks in Power Point and Keynote formats
- A soft copy of 'Coaching for Performance' by John Whitmore – a resource that is referenced during the program
- Leadership Style questionnaire
- Feedback surveys
- Coaching practice with observer feedback using 'breakout rooms'
- Pre-work and post-work requirements to ensure learning is taking place outside the sessions. This is an essential requirement
- An online Digital Campus incorporating all of the necessary resources
- A commitment from participants to engage in all training sessions and associated pre and post-work requirements
- An initial 12 participant pilot to ensure effectiveness
- Four 'delivered' training sessions lasting a maximum of 105 minutes
- Access to the principal facilitator (Bill Roy) via email or What's App. I would recommend a group What's App is set up so that participants can input questions etc

### For reference

Please go to [brcpartnership.com](http://brcpartnership.com) and select 'Digital Campus' from the dropdown menu. Select the LX6 program on the campus, the password is [6essentials](#). This will provide a useful example of how the 'Leader As Coach' digital campus would be set up and organised for the participants.

On the next page you will see a suggested framework for the delivery of the 'Leader As Coach' program.

## Leader As Coach delivery framework

In advance of the program, a welcome video will be recorded and an introductory/welcome letter will be sent to all participants. I have suggested 12 participants for the 1<sup>st</sup> 'pilot'. This allows for work in triads and pairs which is important for the practical aspects of the program.

The format of the program will also be communicated to participants as well as signposting essential pre-reading (pre-work) for session 1

<p><b><u>Session 1</u></b></p> <ul style="list-style-type: none"> <li>• Intro to BRC and the 'Leader As Coach' program</li> <li>• Signposting revised program notes and journal</li> </ul> <p><b><u>Outcomes/content</u></b></p> <ol style="list-style-type: none"> <li>1. Similarities/differences between coaching &amp; mentoring</li> <li>2. Understand the importance of EI for effective coaching. This will include a short segment on what EI is and why it is so important</li> <li>3. Leadership Styles and the 'coaching style'</li> <li>4. Explain structure and methods</li> </ol> <p><b><u>Post-work</u></b> Participants complete the leadership style questionnaire and commit to a triad discussion in advance of next session. Implications added to journal</p>	<p><b><u>Session 2</u></b></p> <p>Initial discussion (15 mins) on questionnaire results and the importance of building/developing a coaching leadership style</p> <p><b><u>Outcomes/content</u></b></p> <ol style="list-style-type: none"> <li>1. Introducing John Whitmore's work. Soft copy book available on Digital Campus</li> <li>2. Cause &amp; effect – taking responsibility</li> <li>3. Introducing the GROW model</li> <li>4. Identifying essential coaching skills</li> <li>5. The 'Start/stop/keep review. Participants encouraged to keep a log – can be recorded in journal provided</li> </ol> <p><b><u>Post-work</u></b> Participants will engage in discussion around the 'awareness &amp; responsibility' keystones for effective coaching and prepare feedback for next session. Also complete the Communication Style questionnaire. Implications added to journal</p>
<p><b><u>Session 3</u></b></p> <p>Initial discussion (15 mins) on key discussion elements around awareness &amp; responsibility.</p> <p><b><u>Outcomes/content</u></b></p> <ol style="list-style-type: none"> <li>1. Communication styles – using the polling feature to identify percentages on 3 main styles. Discuss coaching implications</li> <li>2. Developing the GROW model and adding key questions that can be used at each stage</li> <li>3. 7 minutes to GROW. Participants work in triads and get observer feedback</li> </ol> <p><b><u>Post-work</u></b> Each participant commits to use aspects of the GROW model in conversation with a colleague before next session. Also prepare to share what worked/didn't work with other participants Additions to journal required</p>	<p><b><u>Session 4</u></b></p> <p>Initial discussion on experiences from coaching shared with whole group</p> <p><b><u>Outcomes/content</u></b></p> <ol style="list-style-type: none"> <li>1. Sensory acuity – developing keen observational skills</li> <li>2. Parent, adult, child (PAC) – developing adult conversations</li> <li>3. Feedback as a springboard for coaching</li> <li>4. Building confidence with the GROW model</li> <li>5. Action Planning</li> </ol> <p><b><u>Post-work</u></b> All of the participants will be required to complete their Leader As Coach Action Plan which will incorporate the start/stop/keep element.</p> <p><b>It is suggested that the group comes back together again for a review (6 weeks after completion) to share experiences of coaching practice. Successes and lessons learned</b></p>

### NB

Sessions to be delivered over a 3-week period. Two sessions in the first week, then a gap for application in week 2, followed by 2 sessions on the third week. Follow-up after 6 weeks