

LEADERSHIP & ENGAGEMENT

LEARNING COACH PROGRAM

✓ Leadership Development	✓ One on One Coaching
✓ Management Training	✓ Group Coaching
✓ Executive Retreats	✓ HR Consulting
✓ Leadership Retreats	✓ Recruitment & Selection Support
✓ Service Excellence Training	✓ Monthly Leadership Update
✓ Service Orientation	✓ Book/Magazine Club Facilitation
✓ Operations Meeting Attendance	

The **LEARNING COACH** is a position which **supports all learning and development initiatives within an organization**, including much of the actual facilitation and training. This role is generally present in larger multi location businesses where costs can be shared. Spiral Learning has now developed a cost effective program for smaller independent companies.

While most managers need to keep a clear focus on the operational aspects of the business, the learning coach can support them in reinforcing the cultural, interpersonal, and leadership components of success—at both an organizational and team level. Able to communicate openly with all team members, the coach stays connected throughout the business often identifying trends and opportunities for improvement and growth.

As a learning specialist, the learning coach can work with the general manager, executive team, and human resource director (where present) to develop learning and growth strategies for the company, and subsequently execute and sustain those plans.

From my ten-year experience as Regional Learning Coach at Fairmont's BC hotels, and 10+ years with Spiral Learning, **the learning coach role has been a consistently effective and enriching feature for a company.**

There are a number of ways Spiral Learning can provide leaning coach support to your organization. Creating a customized approach often works best.

The FOLLOWING **THREE ANNUAL PACKAGES** illustrate what the work could look like.

ESSENTIAL PACKAGE

12 Month Program

Descriptions for all Program Components can be found on pages 5 – 8

One full-day Annual Executive Retreat	8 hrs
One full-day Management/Leadership Retreat	8 hrs
One full-day The Engaging Leader Session—Creating Ownership & Collaboration	8 hrs
One Effective Management Training Series	
• Four half-day Managing Performance sessions (4 @ 4 hrs ea)	16 hrs
• One full-day Train the Trainer course	8 hrs
• One half-day Managing Stress session	4 hrs
• One half-day Effective Meetings session	4 hrs
• One full-day Recruitment and Selection session	8 hrs
Bi-annual, half-day Service Excellence Session (2 @ 4 hrs ea)	8 hrs
Every second month, two-hour Service Orientation Session (6 @ 2 hrs ea)	12 hrs
Quarterly two-hour Leadership Update (4 @ 2 hrs ea)	8 hrs

ADDITIONAL BENEFITS:

- ✓ Attendance for five managers at all Spiral Learning's OPEN SESSION **Effective Management Training** courses, offered two times annually.
- ✓ Bi-weekly **One-on-One Coaching**—at reduced coaching rate of \$80 /hr.
- ✓ **HR Consulting/Support**—at reduced consulting rate of \$75 /hr.

ON SITE | ONE DAY Weekly

12 Month Program

One full-day Annual Executive Retreat	(from 8 to 12 hrs)	8 hrs
One full-day Management/Leadership Retreat		8 hrs
Two The Engaging Leader sessions— <i>Creating Ownership & Collaboration</i>	(2 @ 8 hrs ea)	16 hrs
Bi-weekly Operations Meeting Attendance	(25 @ 1.5 hrs ea)	37 hrs
One Effective Management Training Series		
• Four half-day Managing Performance sessions	(4 @ 4 hrs ea)	16 hrs
• One full-day Train the Trainer course		8 hrs
• One half-day Managing Stress session		4 hrs
• One half-day Effective Meetings session		4 hrs
• One full-day Recruitment and Selection session		8 hrs
Quarterly half-day Service Excellence sessions	(4 @ 4 hrs ea)	16 hrs
Bi-monthly two-hour Service Orientation sessions	(6 @ 2 hrs ea)	12 hrs
Bi-weekly Coaching sessions (group or individual)	(25 @ 1 hr ea)	25 hrs
Monthly HR Consulting Support for e.g. Recruitment & Selection Creating/Updating HR tools Performance Management. As required.		8 hrs
Bi-monthly two-hour Leadership Update	(6 @ 2 hrs ea)	12 hrs
Lead a monthly Book/Magazine Club session	(12 @ 1 hr)	12 hrs

ADDITIONAL BENEFITS:

- ✓ Unlimited employee attendance at all Spiral Learning's OPEN SESSION **Effective Management Training** courses, offered two times annually.
- ✓ **Additional One-on-One Coaching**—at reduced coaching rate of \$80 /hr.
- ✓ **Additional HR Consulting/Support**—at reduced consulting rate of \$60 /hr.

ON SITE | TWO DAYS Weekly

Descriptions for all Program Components can be found on pages 5 – 8

12 Month Program

Two full-day Annual Executive Retreats	(2 @ from 8 to 12 hrs ea)	16 hrs
One full-day Management/Leadership Retreat		8 hrs
Two The Engaging Leader sessions— Creating Ownership & Collaboration	(2 @ 8 hrs ea)	16 hrs
Bi-weekly Operations Meeting Attendance	(25 @ 1.5 hrs ea)	37hrs
Two Effective Management Training Series Sets		
• Four half-day Managing Performance sessions	(4 @ 4 hrs ea = 16 hrs) x 2 sets	32 hrs
• One full-day Train the Trainer session	8 hrs x 2 sets	16 hrs
• One half-day Managing Stress session	4 hrs x 2 sets	8 hrs
• One half-day Effective Meetings session	4 hrs x 2 sets	8 hrs
• One full-day Recruitment and Selection session	8 hrs x 2 sets	16 hrs
Quarterly half-day Service Excellence sessions	(4 @ 4 hrs ea)	16 hrs
Monthly two-hour Service Orientation sessions	(12 @ 2 hrs ea)	24 hrs
Bi-weekly Coaching sessions (group or individual)	(25 @ 1 hr ea)	25 hrs
Monthly HR Consulting Support for e.g. Recruitment & Selection Creating/Updating HR tools Performance Management. As required.		10 hrs
Monthly two-hour Leadership Update	(12 @ 2 hrs ea)	24 hrs
Lead a monthly Book/Magazine Club session	(12 @ 1 hr)	12 hrs

ADDITIONAL BENEFITS:

- ✓ Unlimited employee attendance at all Spiral Learning's OPEN SESSION **Effective Management Training** courses, offered two times annually.
- ✓ **Additional One-on-One Coaching**—at reduced coaching rate of \$80 /hr.
- ✓ **Additional HR Consulting/Support**—at reduced consulting rate of \$60 /hr.

The following describes each element in the Learning Coach Program. We believe that the key to effective learning is skill transfer. The program also includes follow-up and sustainment components, allowing participants to take greater control of their learning.

LEADERSHIP PROGRAMMING

Executive, Leadership and Team Retreats | Full-day sessions

With the daily operational focus required to meet or exceed targets, teams can lose the connection to the longer term vision and maintenance of strong relationships, both of which are critical to sustained success. Using simulation activities, team assessment tools, open discussion, and group reflection we will develop a retreat for the unique needs of your team.

One-on-One Coaching | Weekly or Bi-weekly Sessions—over three to six months

While also focusing on operational and skill development, our coaching places a strong emphasis on strengthening interpersonal and relationship skills with team members and teams as a whole.

We work with the coachee's manager (with the involvement of the coachee) to identify, one or two goals to be added to those that the coachee decides upon. The organization can then establish methods to monitor progress on those specific goals.

The general coaching time frame is four to eight months, on either a weekly or twice monthly basis. The coach will be available at any time between sessions to support the coachee through additional conversations.

Group Coaching

There are times when a team may be tackling a challenging time in its growth where an outside party can help to create positive forward momentum. Of equal importance is following up on team meetings, or retreats, where reviewing the goals/commitments set along with progress in overcoming barriers, can keep the group on track. As with One-on-One coaching, pre-set goals and a method for tracking ensure structure in the process.

Leadership Update (monthly)—What's Happening in Leadership? Articles/books to read.

To maintain a focus on developing our individual and group leadership skills, it is very beneficial for leaders to keep abreast of new concepts and information. This could be about new approaches to individual coaching, or how to lead most effectively with Millennials, for example.

We keep abreast of what is happening in the changing world of leadership, along with perennial leadership practices and prepare succinct updates for your leaders to discuss. Our role is to provide a brief introduction to the content along with light facilitation allowing the participants to be fully involved.

LEADERSHIP TRAINING

The Engaging Leader | One-day and two-day options available

How would creating a culture of accountability impact your business for the Greater Good? The role of today's leader is to foster an environment where colleagues thrive on doing great work and choose to take responsibility and accountability for their actions. Included in this session are concepts and tools leaders need in creating 100% accountability in their teams. Based on the 100/0 formula (100% Responsibility/No Excuses) developed in Dr. John Izzo's book *Stepping Up* we get your people stepping up NOW.

The Engaging Leader Program is designed around these key concepts:

- How to individually step up and "own" the problem within your sphere of influence.
- Creating a climate of responsibility and leveraging the "responsibility ripple".
- Cultivating an "initiator vs. victim" approach in challenging situations.
- Fostering a culture that is tight on the "Why" and loose on the "How".
- Inspiring behavioural change by giving people a "seat at the table".

Effective Management and Supervision Series

While being a leader is critical to managing effectively, there are many additional capabilities and processes a manager must be competent in. Our *Effective Management and Supervision* sessions focus on five of these essentials:

Performance Management | Four 4-hour sessions

Used independently or in conjunction with *Stepping Up*, these four sessions focus on managing performance, from developing strong trusting relationships, to establishing clear performance expectations/standards, to coaching team members both in developing towards mastery and/or improving below standard performance.

Part 1: Modeling the Way

- Establishes a leadership philosophy of engagement and 'modeling the way'.
- Leaders identify their role in modeling values and vision in the workplace, and effectively aligning team members efforts with the organization's purpose, vision, and values.
- Explores the idea that great leadership is from the inside out—that better people make better leaders.
- Promotes self-responsibility in both leaders and direct reports (taking initiative, being creative, independent decision making).

Part 2: Person Centred Leadership

- Explores how to develop strong, trusting relationships with peers and direct reports.
- Discusses the importance of establishing clear performance expectations and standards.
- Explores the leader's role in managing and leveraging team member performances to meet and exceed organizational goals.
- Practice in providing immediate feedback to peers and direct reports (positive feedback, coaching feedback, feedback for improvement).

Part 3: Coaching Towards Mastery

- Explores the leader's role in promoting ongoing growth and innovation.
- Introduction to a structured format for conducting a discussion with a peer, or a direct report around performance. The discussion could be based on supporting a person's growth towards mastery, or a specific need for performance improvement.
- Prepare for and conduct a structured discussion in small skill practice groups.

Part 4: Developing Highly Effective Teams

- Explores the difference between a group and a team.
- Explores the role of the leader in an effective team.
- Discussion around the Eight Characteristics of Highly Effective Teams.
- Participation in a workplace-based team simulation.
- Assesses the stage of development their team is in and identify opportunities for growth.

Conducting Effective Meetings | One 4-hour session

We have all experienced the cost of ineffective meetings and the benefits of effective ones. Through discussions and workshop activities, participants will develop the skills of planning for, conducting, and following up on meetings. Particular attention will be placed on how managers can facilitate interactive segments of meetings in order to create greater participation and ownership of results.

Recruitment & Selection Workshop | One 7-hour session

Perhaps the most critical link in the chain of high performance is getting the right person in the right job. One of the greatest challenges in interviewing is determining whether a candidate will perform as well in the job as in the interview. This workshop walks through the steps in developing and conducting a structured interview designed to accurately predict a candidate's performance once in the job.

ALL STAFF PROGRAMMING

Fundamentals in Training | One 7-hour session

This workshop walks the participants through the process of fully orienting and training staff in their job and workplace. The majority of the time will be spent learning and practicing the 4-Step method of on-the-job training. Participants will:

- Discuss the importance of establishing and communicating clear service and work standards to team members.
- Review setting/updating performance standards for one function/job in their department using a 'sample' standards document.
- Create a Job-Task Checklist for a function/ job in their department.
- Explore the 5 behaviors of highly effective trainers.
- Learn and practice using the 4 Step Method for On-the-Job Training.

Managing Stress | One 4-hour session

Stress can play a positive and negative role in our lives. This session allows participants to differentiate between healthy and unhealthy stress and identify the factors that lead to each. Through a stress assessment questionnaire participants will identify specific factors that play a greater role in creating greater stress in their lives and specific techniques for reducing negative stress.

Service Excellence Orientation Sessions | Client-specific

While there may be a general orientation for new employees, it can be very beneficial to have a specific Service Excellence Orientation for groups of six or more to reinforce the organization's values and practices in action around guest/customer service. We have extensive experience in designing and delivering these orientations.

Service Excellence—All Staff Training | One 3-hour session

Imagine if everyone in your company acted like an owner, positively influencing people around them, working across silos, and taking initiative in co-creating exceptional guest experiences. This program for front line employees reinforces that leadership is a posture not a position, that when each of us takes 100% responsibility with zero excuses, amazing things can happen. Participants will cover the 6 Steps:

- Focus on what you can do.
- Decide how you want to show up.
- Do something, do anything.
- Speak Up, Listen In.
- Lead Beyond Your Position.
- Put the Goal First.

ADDITIONAL LEARNING COACH PROGRAM COMPONENTS**Operations Meeting Attendance** | Bi-monthly

Attending the operations meeting bi-monthly allows Spiral Learning's learning coach, Jeremy Ball, to be in closer touch with the operational challenges/opportunities the team is experiencing. It also provides an opportunity for a relevant theme to be reinforced by Jeremy during the 'around the table' segment.


HR Tools Review & Update Consultations

In a situation where there is no HR manager or director, we will review the key Human Resource tools (i.e. performance review; performance management; recruitment & selection), make suggestions and update where relevant.

Book/Magazine Club

Having a voluntary book or magazine group provides one more way for managers to focus on being at the top of their game. Selecting a relevant and germane article, from sources such as the *Harvard Business Review* or a trade magazine, will promote individual, work focus.

To Learn more about Spiral's **LEARNING COACH PROGRAM** and how it can be tailored for your organization, contact **Jeremy Ball** at jeremy@spirall.ca

To Learn more about  **SPIRAL** Learning & Development, visit our website at www.spirall.ca