# Train Managers to Coach Employees for High Performance and Development Executive Briefing

### Summary

Organizations are more likely to be in decline when managers use a command-and-control-style leadership (Worall et al.). Leaders need to shift to influence to drive employee performance and development. Coaching is an effective way for people managers to influence employees, and has a tangible impact on organizational results.

### Our Recommendation

* Use McLean & Company’s behavior-focused coaching model to train managers to adopt the key behaviors required to effectively coach employees for high performance and development.
* Develop and implement post-training activities to ensure that managers sustain and apply their learning on the job.

### Client Challenge

* Seventy-five percent of organizations provide coaching and mentoring training (CIPD, 2015), yet 27% of employees say their managers are poor at coaching (CIPD, 2017).
* Conventional coaching training focuses on teaching managers a coaching process without training them to apply the behaviors required to coach effectively.

### Critical Insight

* Conventional coaching training focuses on the process of coaching. However, more important than the process are the behaviors required to coach effectively.
* Coaching is just one people management practice of many. It is not the be-all and end-all. Managers need to know when to use it and how to switch between the different people management practices.
* Coaching training needs to move beyond formal training to drive continuous development.

### Get to Action

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| 1. Prepare for and deliver coaching training | 1. Review the manager coaching training deck and all related resources. 2. Customize training material as needed.   **Deliverables:**   * *Coach Employees for High Performance & Development Training Deck* * *Coach Employees for High Performance & Development Participant Handbook* * *Coaching Self-Assessment* * *Coaching Role Play Scenarios* * *Tower Building Activity Roles* * *Modern PM Feedback and Coaching Guide* * *Coaching Training Session Feedback Form* * *Coaching Post-Training Follow-Up Facilitation Guide* * *HR Metrics Library* |
| 2. Follow up after training | 1. Plan to support managers’ continuous coaching development following the training. 2. Assess coaching training effectiveness.   **Deliverables:**   * *Coaching Post-Training Follow-Up Facilitation Guide* * *Modern PM Feedback and Coaching Guide* |

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