

LEADER AS A COACH

A LEADERSHIP DEVELOPMENT SUCCESS STORY



INDUSTRY:
IT / ITES



SOLUTION CATEGORY

To enable leaders to better develop their team members through the use of Coaching as a tool



NEED

- Pragati Leadership had earlier conducted a two-day Mentoring Skills workshop for the Senior Management personnel to equip them with the required knowledge and skills for mentoring.
- The Client had not defined or identified a Mentoring process within the Organisation, neither had they identified mentees for the trained mentors leading to a situation where there were no forums for the application of the skill learnt
- The Client then approached Pragati Leadership again to build the Coaching competencies of the same Senior Management personnel



PARTICIPANT'S PROFILE

The participants for this programme were Senior Managers.



PRAGATI LEADERSHIP'S APPROACH

STEP 1

Face to Face programme on Coaching

Duration : 3 days

Participants were exposed to the principles, process of coaching, and critical skills required for coaching.

STEP 2

Post Programme Reviews

Duration : (3 days over 3 months)

After the coaching programme, 3 touch points were established with the participant through tele-coaching.



IMPLEMENTATION

STEP 1: DESIGN AND DELIVER A CUSTOMIZED PROGRAMME

A three day programme was designed to meet the needs of the participants

The Programme objectives were:

- To know and understand the importance of coaching as a part of their leadership role
- To understand the competencies required for coaching
- To demonstrate coaching skills
- To practice the coaching skills

DAY -1

- The day began with laying the foundation of coaching, its importance and relevance in senior leadership roles
- They were also taken through the role of leaders in building the leadership pipeline
- They were then introduced to Coaching and the model for coaching
- They were provided with tools and skills required for Coaching (Inquiry & Questioning)

DAY -2

- The day started with the yoga, meditation, and exercises to help them emphasize the relevance and significance of a "fit body leading to a healthy mind"
- Tools for keeping a track of the progress of the Trainee and monitoring progress were shared with them.
- The participants had to practice their coaching skills by conducting real time coaching sessions
- Tips on how to make coaching impactful and create a culture of coaching were also shared with them
- The day ended with the talent night where they were given a platform to showcase their unique talents and skills

DAY -3

- Day 3 involved each participant making Action Plans for themselves based on the feedback they received for their respective sessions
- They were also encouraged to pair with learning buddies and had to conduct at least 2 coaching sessions with each other
- To ensure the successful completion of the Coaching process, one participant was made the anchor of the Post Programme Review

STEP 2: POST PROGRAMME REVIEW

A 3 month (once a month for 3 months) post programme review was conducted. Articles, books and reading material were shared with participants after each of the reviews



IMPACT:

Some participants applied the skills learnt and reported:

- Good to revise the coaching manual, and model beforehand. We feel we know, but when we revise, you realize how much you forget.
- Book a separate room (as against your office for coaching)
- Sometimes the coachee is not aware of what to expect from the session. The coachee in this case wrote in an email as he set up the time for the session stating "he was happy to have a mentor like me". Explain beforehand what to expect from coaching or what not to expect of coaching (it is not mentoring or therapy etc.).
- Set the stage and re-iterate what the coaching sessions can help in
- It is hard sometimes to focus on one goal. There are multiple problems that the coachee speaks about, and it will take some practice to narrow down the problem into practical buckets.

CONCLUSION

The development and growth of employees was visibly and positively affected through the use of Coaching as a tool by the Senior Leaders in the organization.

To know more, please log on to www.pragatileadership.com.

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