

# COACHING FOR RESULTS

## INSIGHTS TO HELP PEOPLE REACH NEW HEIGHTS

**COACHING FOR RESULTS IS AN ONLINE INTERACTIVE PROGRAM THAT HELPS MANAGERS ACQUIRE COACHING SKILLS THAT PRODUCE MEASURABLY HIGHER EMPLOYEE PERFORMANCE**

**COACHING FOR RESULTS** guides managers through a three-step process for effectively coaching others. Your managers will complete interactive exercises and practice scenarios that help them master the five core skills required for high-impact coaching, including observation and problem diagnosis, active listening, and gaining buy-in. The self-paced program provides specific exercises that can be applied on the job for immediate results.

### CONTENT

#### PRACTICAL ADVICE, DOWNLOADABLE TOOLS, RELEVANT EXERCISES

**Coaching for Results** gives managers the skills and concepts they need to become better mentors, motivators, and performers. After exploring interactive role-play scenarios and self-assessment tools, your managers will be able to apply these lessons for immediate results. Cultivating a manager's ability to motivate and develop employees is an investment that pays tremendous dividends in morale, productivity, and performance.

*Coaching for Results* shows managers how to:

- Carefully observe behavior and diagnose problems.
- Learn to ask probing questions to open up discussion.
- Discover how to gain understanding by listening attentively.
- Practice giving feedback that is timely, specific, and tied to goals.
- Master techniques for gaining agreement and buy-in.
- Apply a proven three-step process to coaching situations.
- Involve direct reports in finding solutions for performance improvement.
- Follow up on coaching goals.

The lessons learned from *Coaching for Results* will directly improve the effectiveness of employee performance management programs. Your organization will realize higher productivity and performance gains company-wide.

All course exercises are short and modular, so that no portion takes more than 30 minutes to complete. The entire course requires only three hours.

### HIGHLIGHTS

- > Role-playing scenarios
- > @work exercises
- > Immediate feedback
- > Modular and flexible
- > Easy to use

### EXPERT ADVISOR

**Coaching for Results** is developed in collaboration with Linda Hill, a Harvard Business School professor and expert in management development and coaching. She has helped many global organizations improve their overall performance by focusing and improving managers' leadership skills. From her extensive field research conducted over more than a decade, Professor Hill has developed a broad framework that helps managers create the conditions for effective management in today's increasingly diverse organizations.

Professor Hill is the author of *Becoming a Manager* and many Harvard Business School case studies.



> For more information visit:  
[www.harvardbusiness.org/corporate](http://www.harvardbusiness.org/corporate)

## PROGRAM ELEMENTS

### DESIGNED FOR ON-THE-JOB APPLICATION

**Coaching for Results** takes managers through expert content in a fast-paced, interactive format. Realistic practice scenarios and interactive tools enable time-pressed managers to grasp key concepts quickly and retain them permanently.

**Coaching for Results** features:

<b>EXPERT CONTENT</b>	The concepts, assessments, and tools are based on seminal research by Harvard Business School expert and author Linda Hill.
<b>SELF-EVALUATION</b>	Pretesting and skill focus.
<b>INTERACTIVE CASE</b>	Scenario-based learning.
<b>@WORK ASSIGNMENTS</b>	Exercises to apply what is learned on the job.
<b>ACTION-ORIENTED PRACTICE</b>	Online practice activities help hone new skills.
<b>RESOURCE LIBRARY</b>	<i>Harvard Business Review</i> articles, tools, and aids can be read online or printed.
<b>ASSESSMENT</b>	Post-testing and scoring.
<b>SUPPORT MATERIALS</b>	Evaluate comprehension of the content with a tool you can easily distribute via your organization's testing system.

### ADDITIONAL FEATURES

**Modular design** enables incremental, self-paced learning.

**Facilitation Guide** shows how to incorporate course elements into a learning program.

## SUPPORT

### IMPLEMENTATION SERVICES

**COACHING FOR RESULTS** is quick and easy to deploy via your LMS or intranet. Our Implementation Services Team can help you develop an effective rollout strategy and can customize the product to meet specific organizational needs for even greater impact.

Many more Harvard Business Publishing offerings are available to help you achieve your leadership and management development objectives. Please contact us for information on our comprehensive portfolio of strategic content, programs, and services.

## LEARN MORE

<b>PHONE</b>	800-795-5200 (Outside the U.S. and Canada, call 617-783-7888)
<b>EMAIL</b>	corporate@harvardbusiness.org
<b>MAIL</b>	60 Harvard Way, Boston, MA 02163
<b>ONLINE</b>	www.harvardbusiness.org/corporate

## TARGET AUDIENCE

**Coaching for Results** is ideal for managers at all levels who must continually motivate others on performance improvement.

Building and refining this group's skills to coach and mentor others will directly affect your organization's success.

## COMPLEMENTARY OFFERINGS

Extend the program's impact with additional leadership development programs, such as:

### o MANAGING CHANGE

Zeroes in on the skills managers need to roll out and successfully lead others through change initiatives.

### o WHAT IS A LEADER?

Uncovers key concepts and provides interactive cases to introduce high-potential managers to more advanced leadership roles.

### o DECISION MAKING

Offers short interactive cases, tools, and customized feedback to master the most fundamental of management skills.

Or select from our deep well of print and digital content. Ask your relationship manager for recommendations to match your current strategic initiatives.

> For more information visit:

[www.harvardbusiness.org/corporate](http://www.harvardbusiness.org/corporate)