

Motivating modules for modern managers

Our Core Four, and more



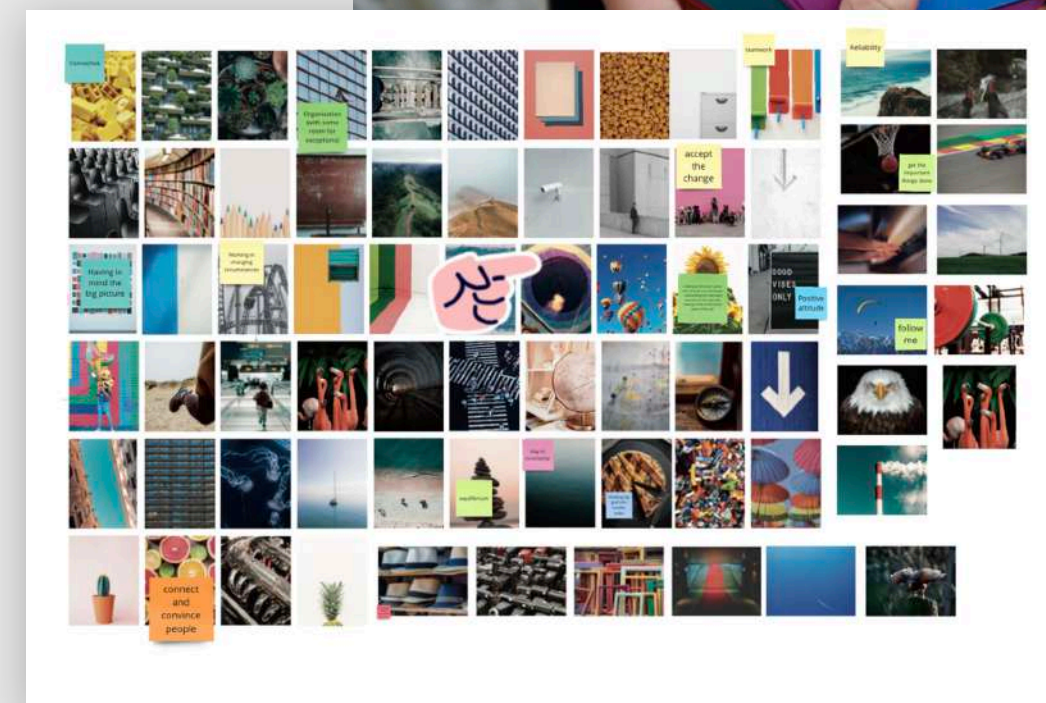
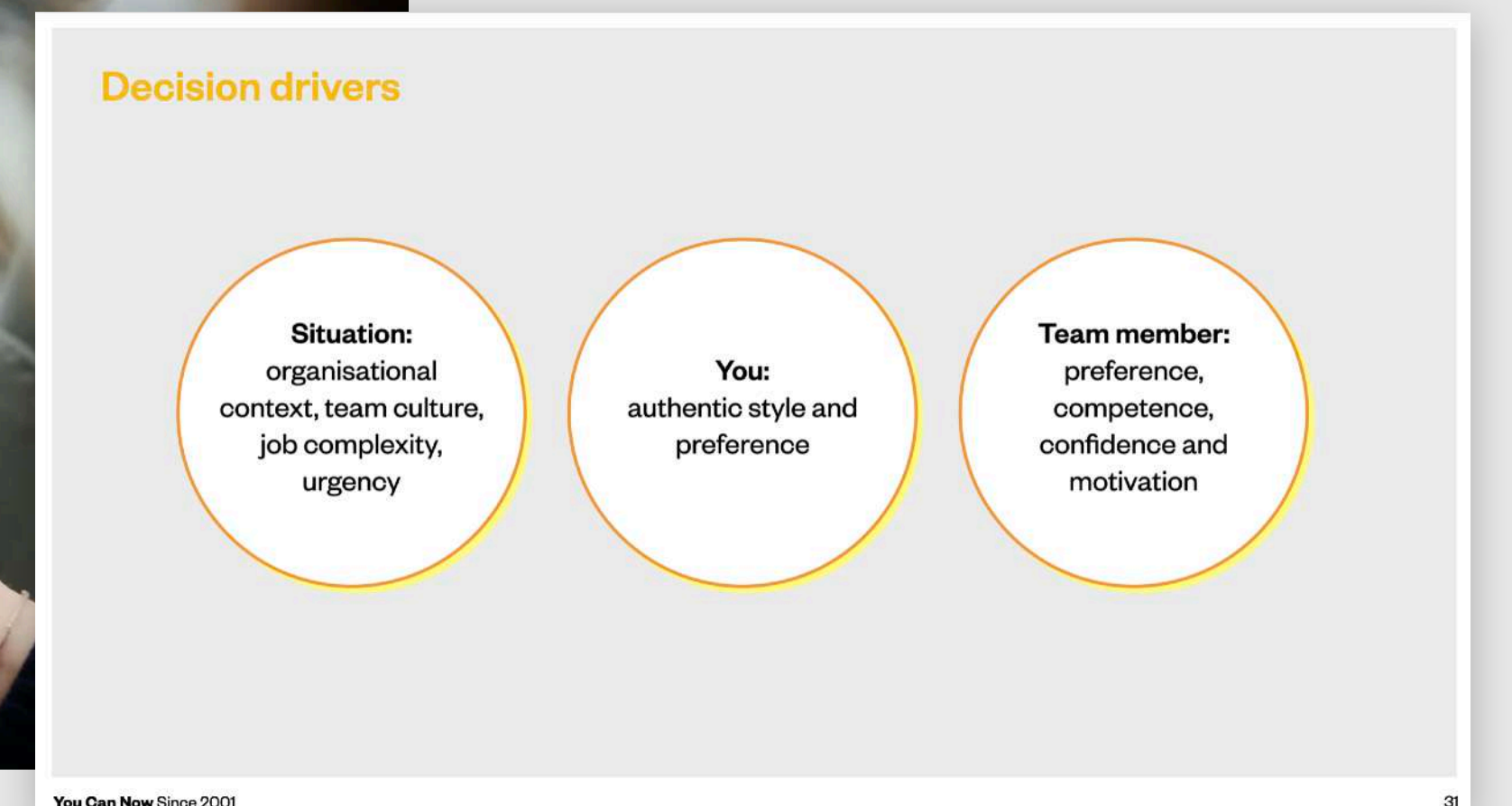
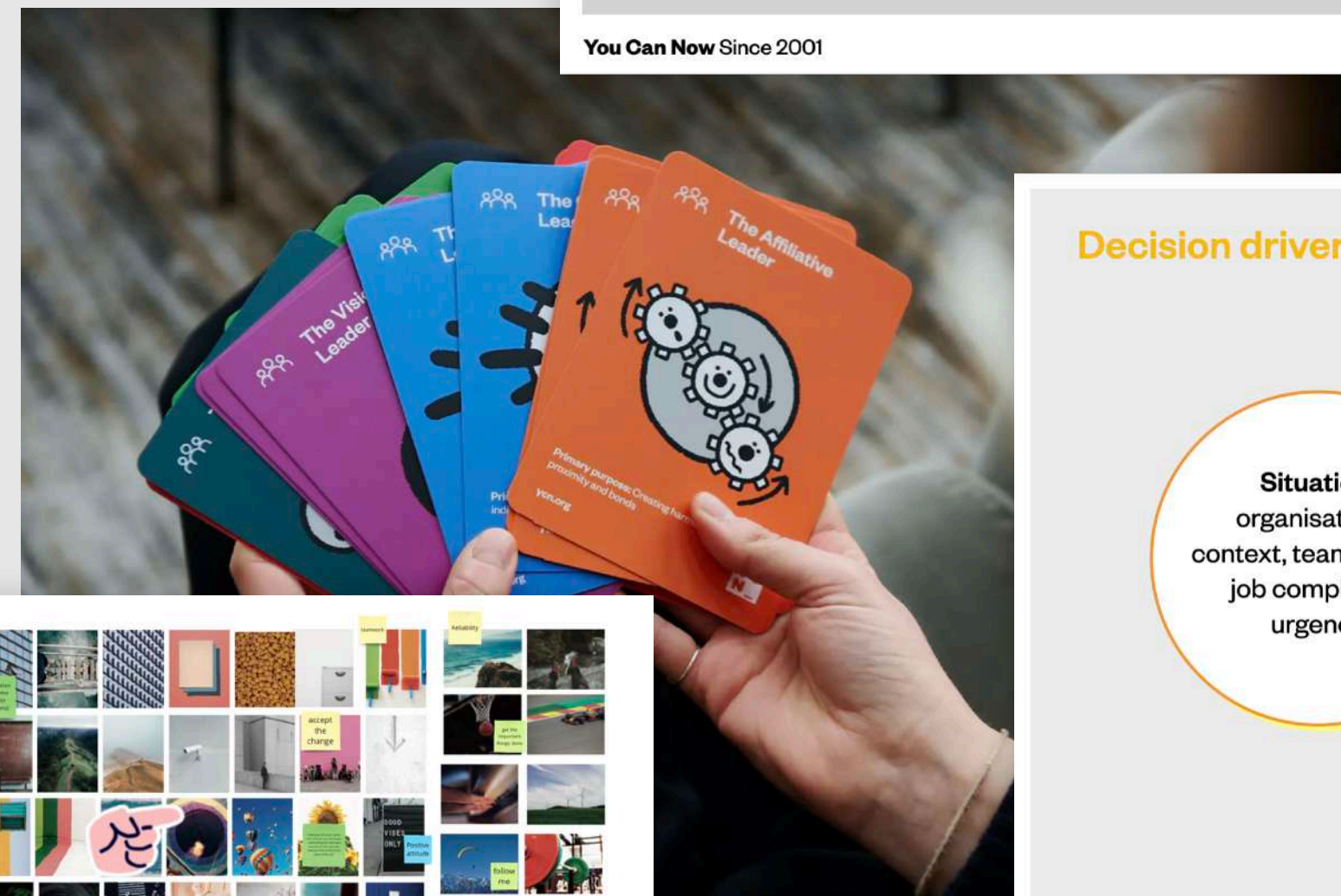
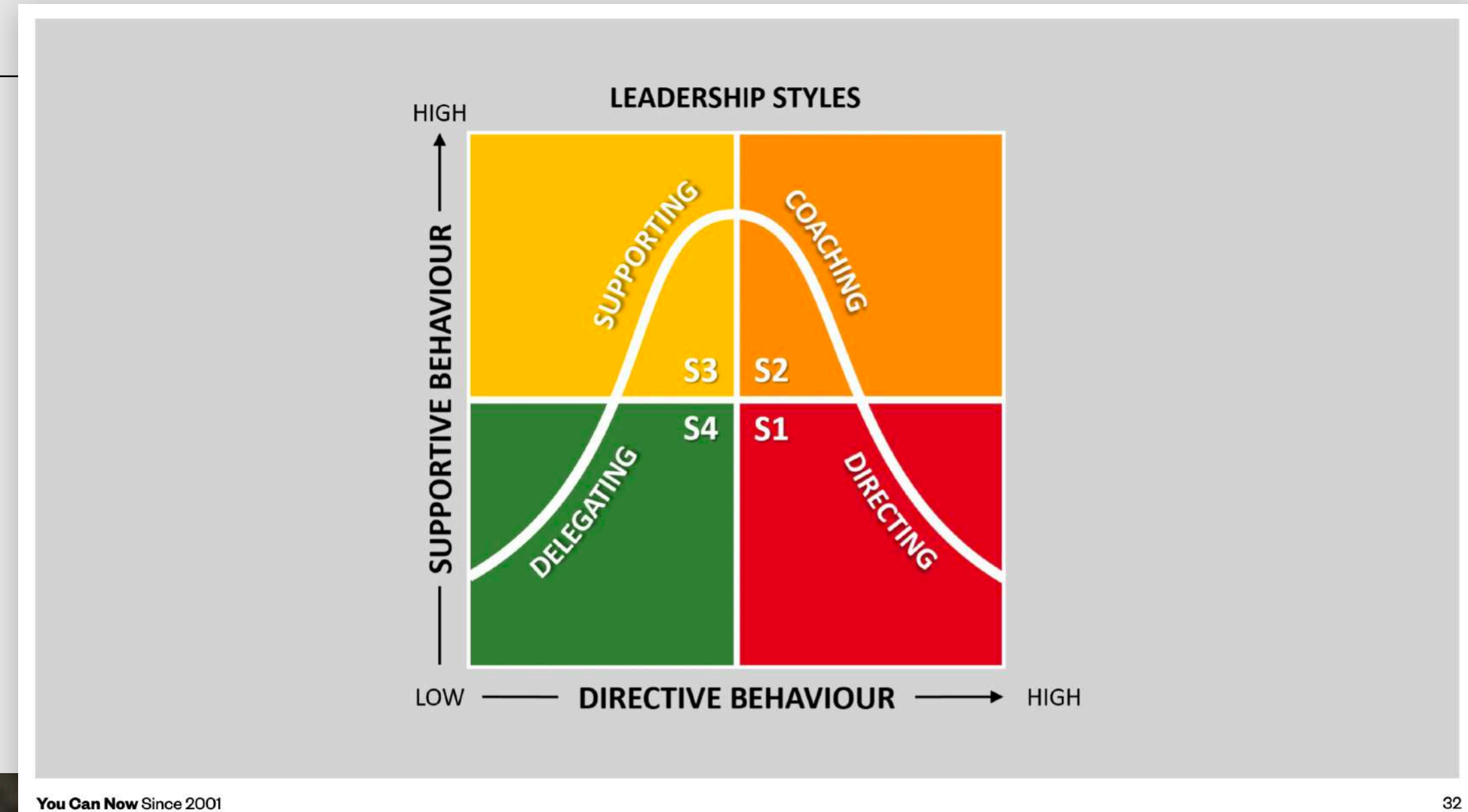
Illustration by Francesco Ciccolella

Manager Module: Styles, Strengths and Situations

Self-awareness must come before relational-awareness, and
 upping understanding of our strengths and leadership style
 tendencies is an excellent starting point on the journey
 towards authentic and situational management. Drawing on
 Daniel Goleman's definitive work on emotionally intelligent
 leadership, this module arms us with enlightening insights
 about ourselves, so we're primed to unlock them in others.

Core content covered:

- Recognising our strengths as intentional behaviours.
- Goleman's Leadership Styles archetypes.
- Our style tendencies, and where we need to flex them.
- The Situational Leadership framework.
- Our key style combinations.
- Resonant opportunities and dissonant traps.



Manager Module: The Coach Approach

For modern managers, a coaching mindset is a must have. When we practice a coaching approach (among a toolkit of complementary leadership styles), we're able to purposefully bring performance enhancing support in all kinds of relational directions. In this module we practically build our skills in listening and questioning well, and master coaching frameworks like GROW, to keep conversations positively oriented to action.

Core content covered:

- The concept of coaching and its positioning alongside other leadership styles.
- Listening attentively, the concept of Active Listening, and key Levels of Listening.
- The GROW model and how to use it in all kinds of performance conversations.
- Open Vs Closed questions.
- Coaching for feedback.



You Can Now Since 2001

GROW
A framework for
keeping conversations
focussed on action.

GOAL questions The Goal for the conversation	GOAL questions The Goal for the issue	REALITY questions What is happening at the moment?	OPTIONS questions What could you do?	WILL questions What will you do?
What would you like to achieve in this conversation?	What do you want to achieve in this conversation?	What is happening at the moment?	What could you do?	What will you do?
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Go with the G.R.O.W model

Go with the GROW Model

Click the four buttons below to see GROW in action

Grab a piece of paper and something to write with, and let's spend 5 minutes doing that now...

Bring to mind a GOAL.

Reflect on the REALITY of the current situation. What questions could you ask yourself to reveal some insights here?

Now brainstorm (don't STOP!) for solutions. What could you try? When would you try? What would be the person or people you need to move forward? What's a safe idea to try? And what's a bit more radical?

Now commit to some WILL. What will you do? When? And how will you know that it's done. Make a commitment to yourself.

How might you build the GROW model into a relationship that matters to you right now?

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“Coaching is
unlocking a person's
potential to maximise
their growth.”
— Sir John Whitmore



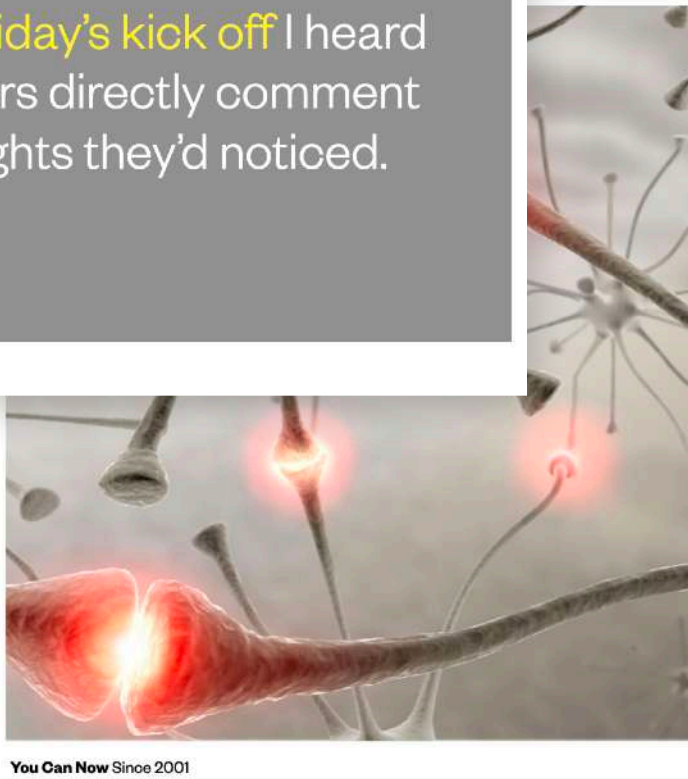
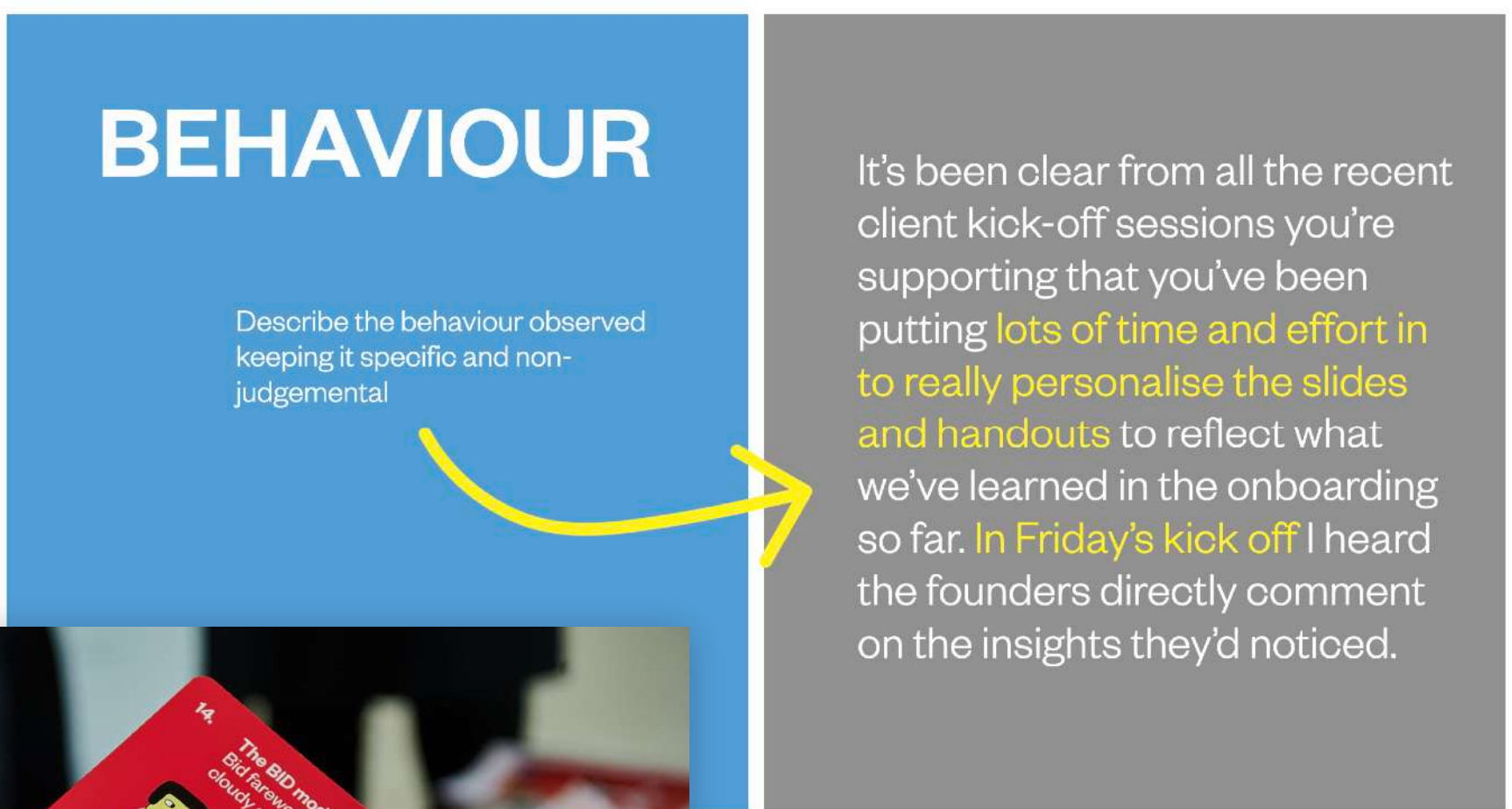
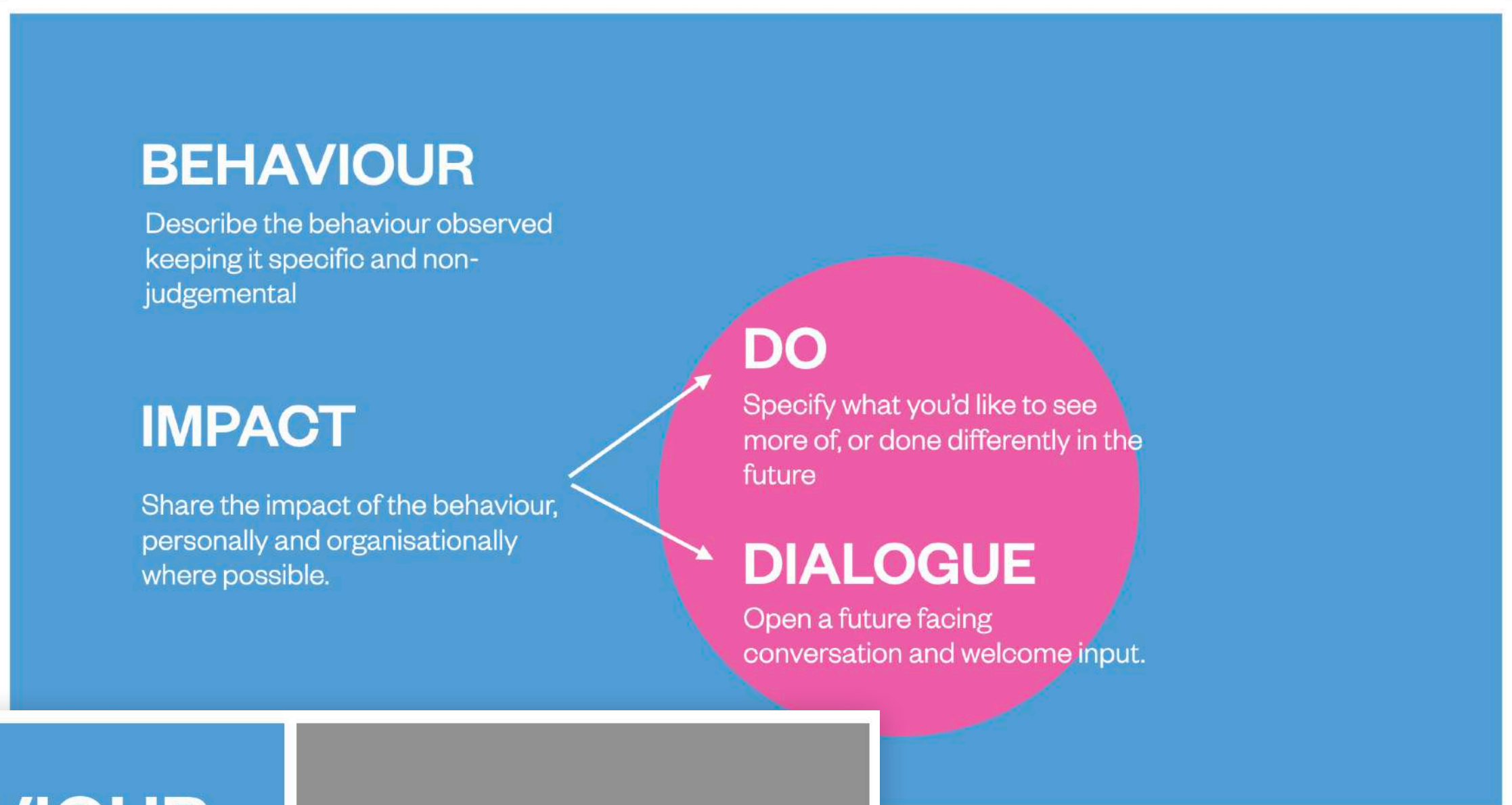
You Can Now Since 2001

Module Overview: Owning Feedback

The modern manager is continually able to provide clear and actionable feedback, both on what's working well, and where there are growth opportunities — while also pulling in the feedback they need for their own development. In fast moving teams, there's lots that gets in the way of this happening; and within this module we arm ourselves with proven models and approaches to the feedback fundamentals, loved by those that learn them.

Core content covered:

- Feedback blockers. What gets in the way of giving and receiving feedback well?
- Why giving feedback is so important, and how strengths based feedback catalyses learning.
- The BID model, ensuring that feedback given is rooted in Behaviour, Impact a Do, or Dialogue.
- Three emotional triggers, and how they stop us from taking feedback on board.
- The significance of specificity when asking for feedback.



Key takeaway

Getting attention to our strengths catalyses learning.

Marous Buckingham and Ashley Goodall, HBR 2019

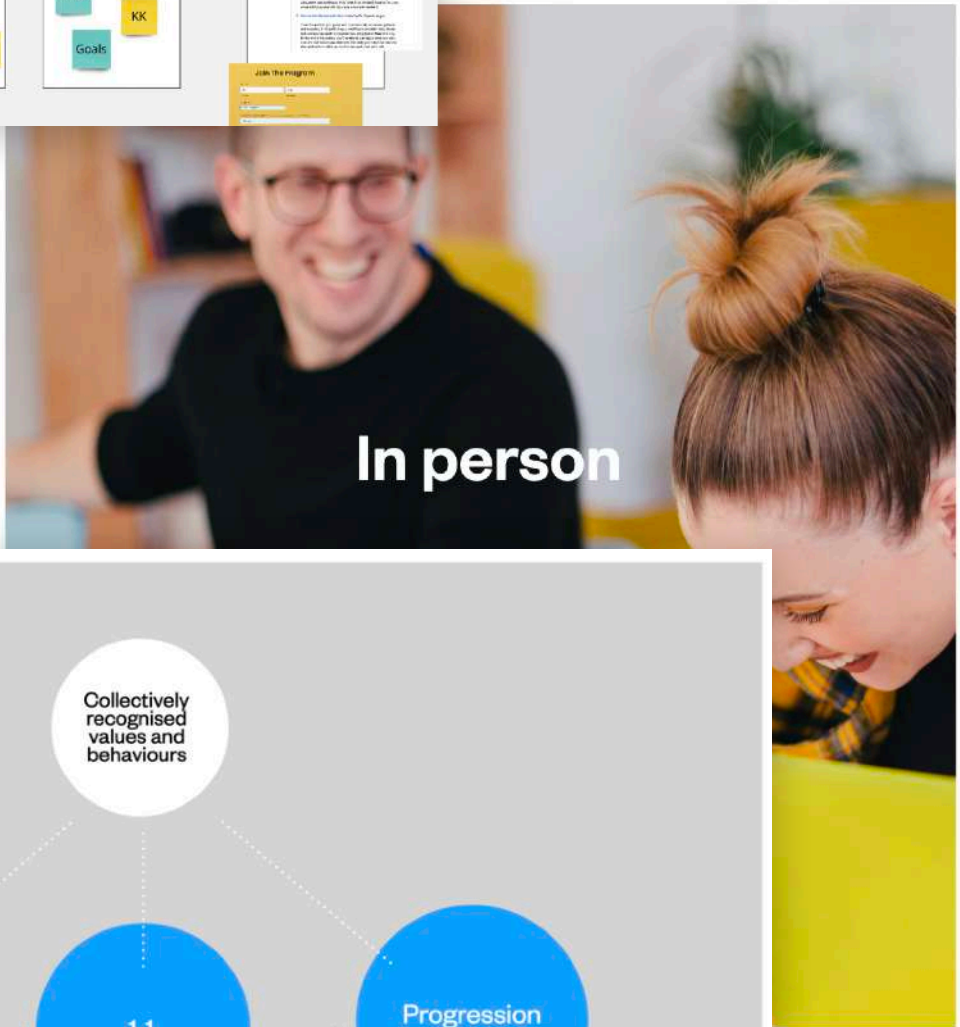
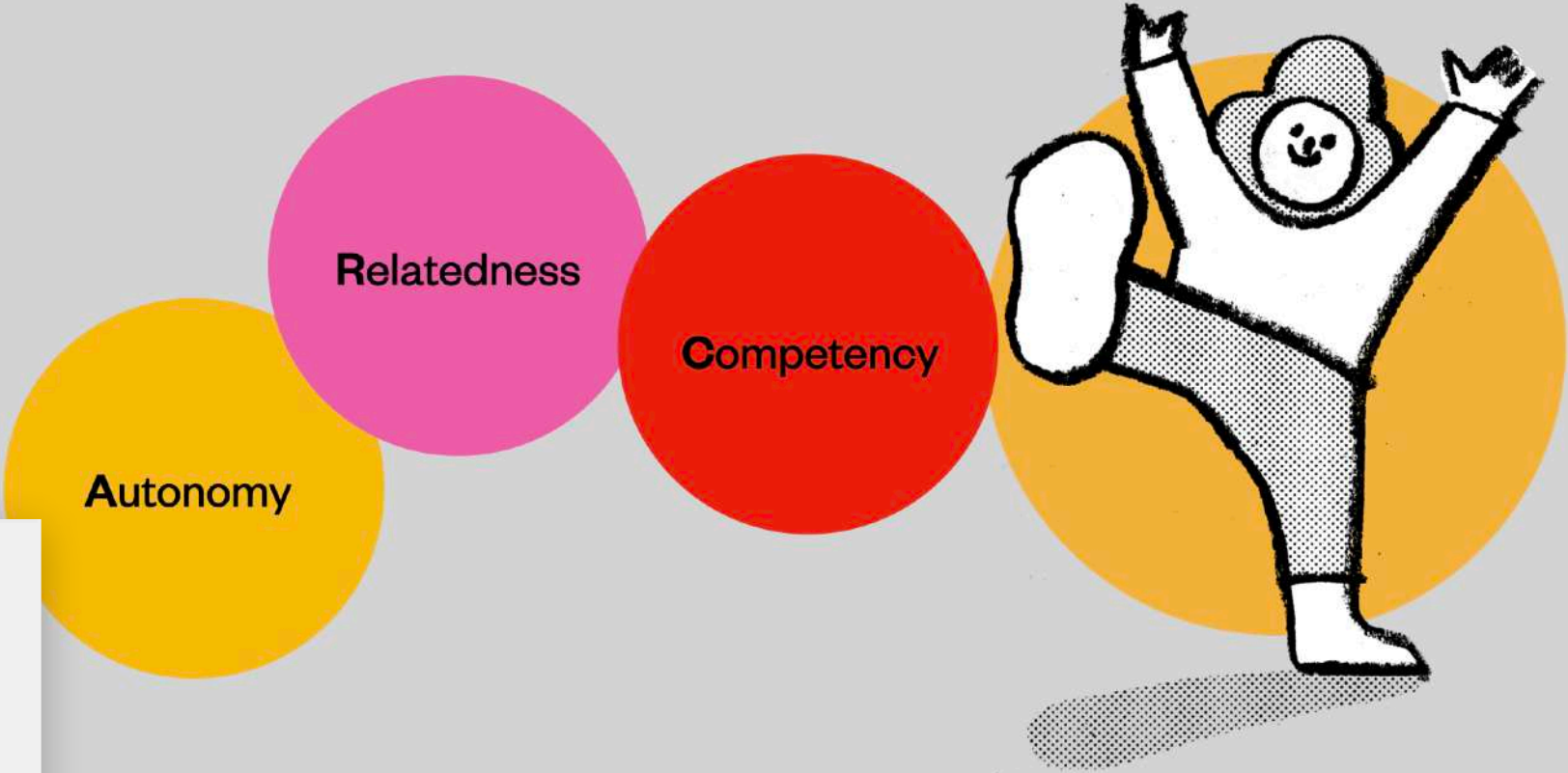
Module Overview: Effective, Connected 1-1s

The 1-1 offers the perfect context for applying all of the key skills demanded of modern managers. In this module we collaboratively define the right cadence for different performance conversations; from coaching check-ins and monthly 1-1s, to career oriented quarterly, bi-annual or annual conversations. We show the levers for removing interference, activating motivation; and practice making conversations intentionally connective — purposefully linking into values, goals and more.

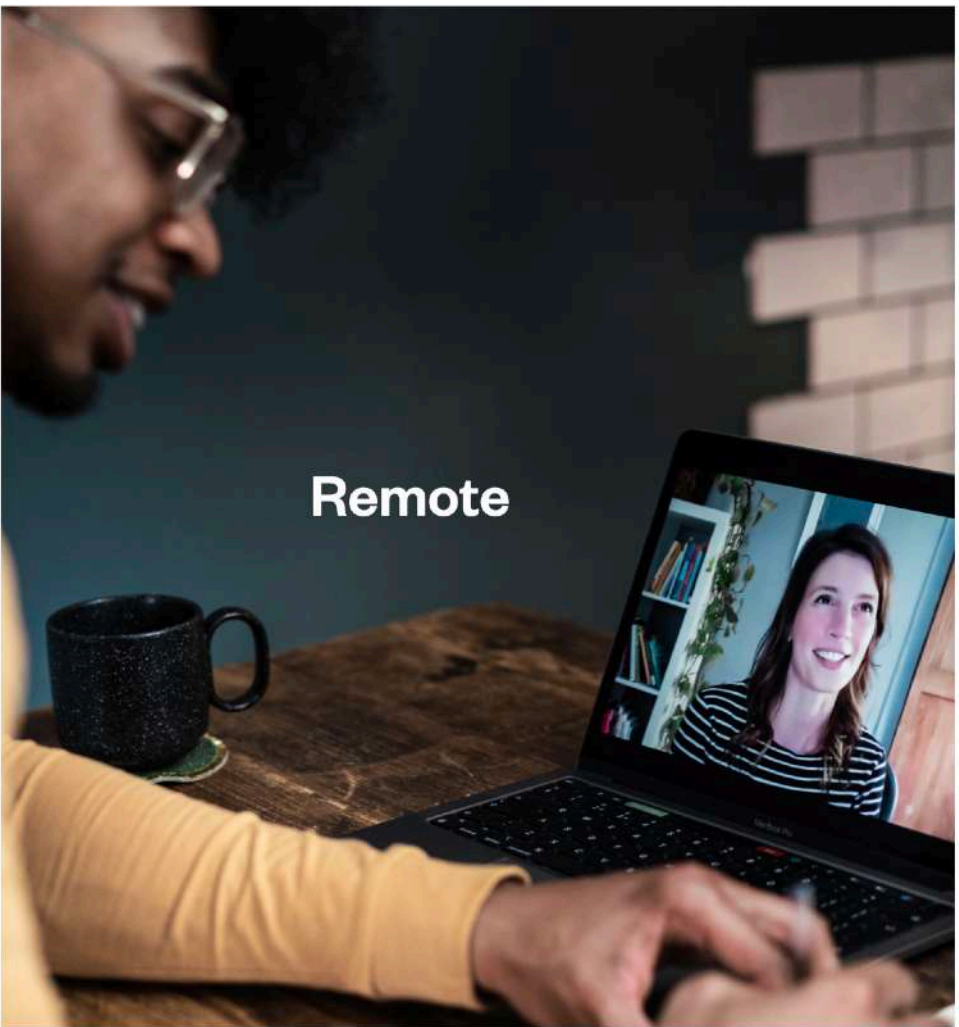
Core content covered:

- Defining the scientifically proven drivers of engagement .
— Autonomy, Relatedness and Competency (Ryan & Deci, SDT).
- Types of 1-1 and ideal frequencies.
- Co-creating agendas, and making them visual.
- Priming with positivity.
- Connecting work to the bigger picture.
- 1-1s as a space to intentionally practice coaching and feedback skills.

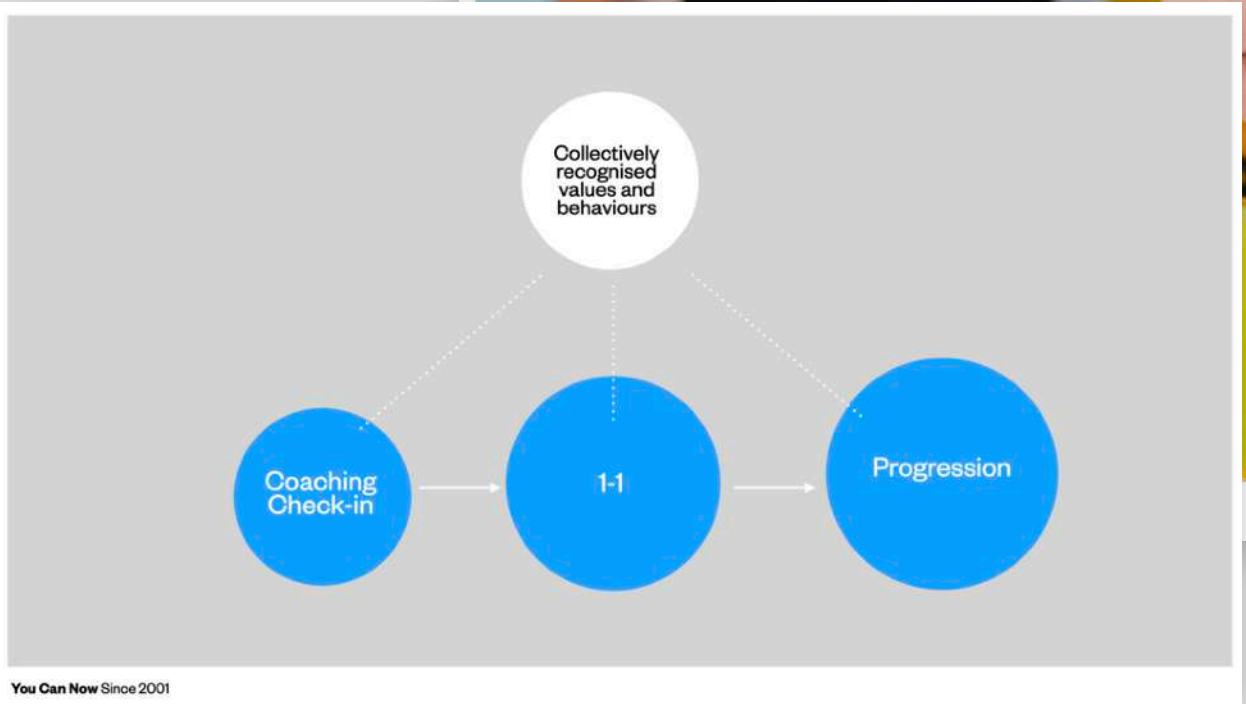
The ARC of engagement



In person



Remote



The Core Four, and more...

Beyond our foundational manager modules we design, develop and deliver a number of additional modules oriented to common and emerging challenges — delivered alternatively or supplementarily, and adapted to the specifics of our partners' interests. Drop us a line to learn more, hello@ycn.org

Setting Goals
Inclusive Leadership
Career Conversations
Interviewing Well
Leading with Facilitation
Managing Conflict in Teams
Strategic Thinking
Managing Hybrid Teams
Neurodiversity Awareness for Managers
Designing Development Plans