



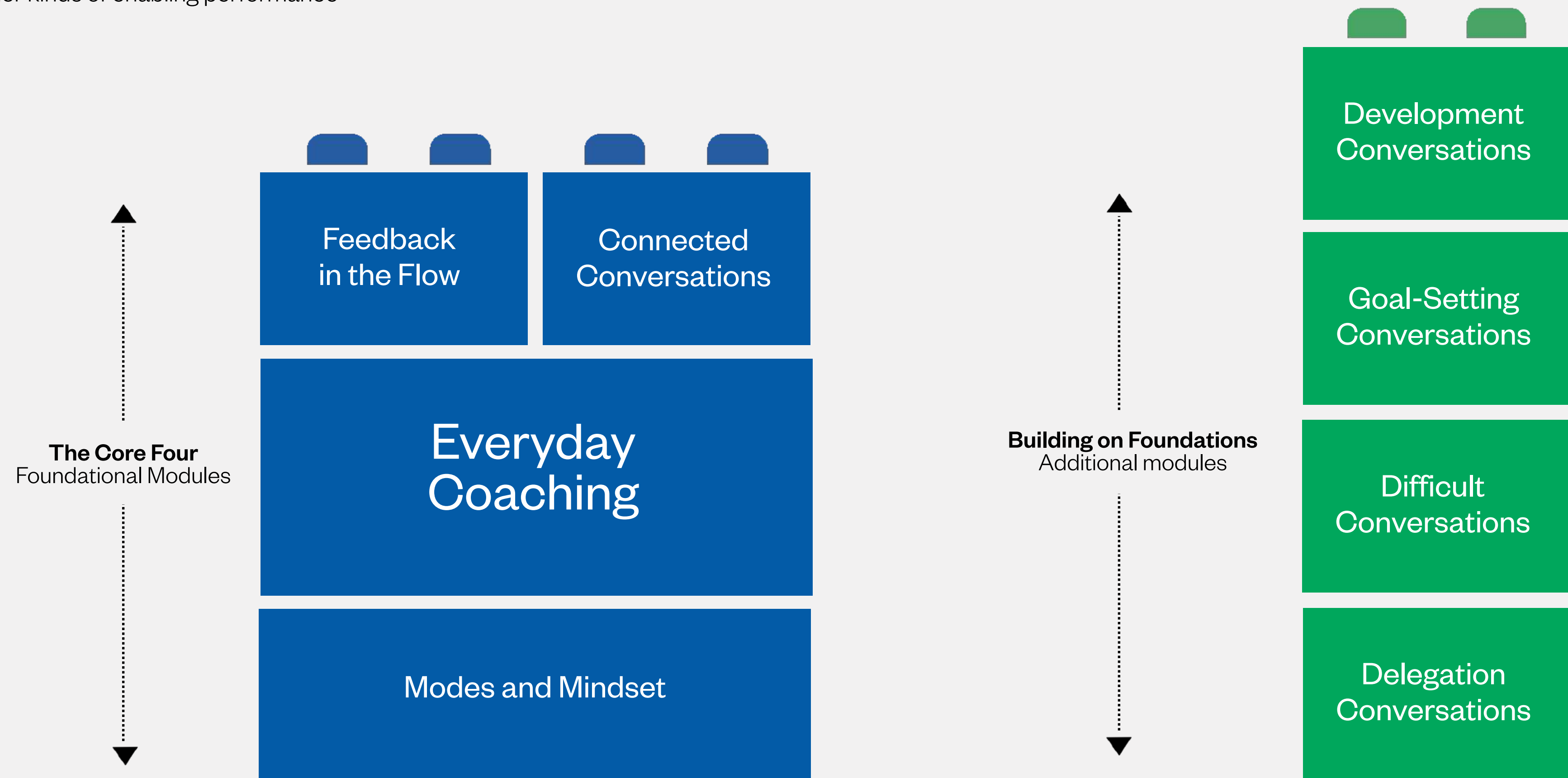
Reinforce  
Positives

Promote  
Growth

Enabling managers,  
enabling teams

## A modular method for modern managers

Our modules work like behavioural building blocks, each purposefully connecting to, consolidating and extending upon the core skills and mindsets previously established. At the heart of our Core Four foundational modules, is the behaviour of Everyday Coaching. Once established, the capability to have other kinds of enabling performance conversations can quickly be built on top.



# The elements of development

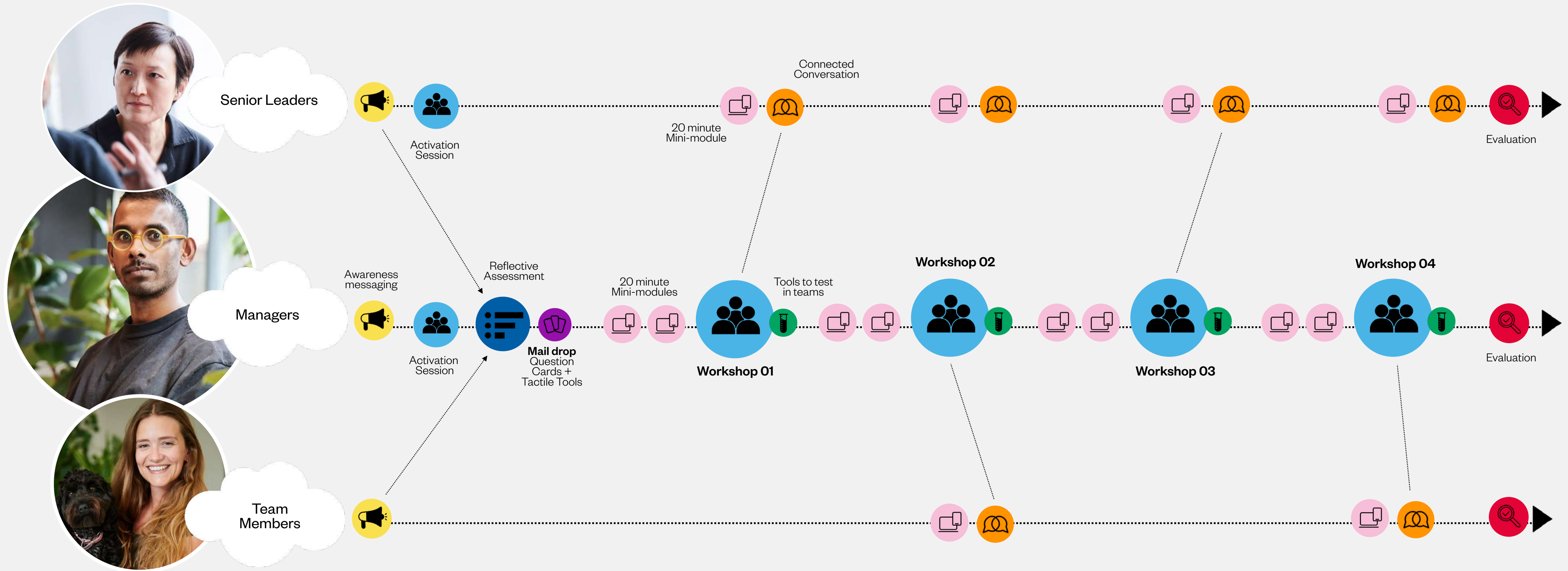
## A brain-friendly blend

Modules are explored and experienced through a proven blend of development formats, designed to fit with busy diaries, and support range of learning styles. Motivating immediate application and experimentation is core to the approach.



## Blended, motivating and connected learning journeys

The visualisation here shows an example engagement with a primary audience of people-managers — working through a blended development experience covering our Core Four foundational modules. A key consideration in any such programme is how to purposefully connect in secondary audiences (such as senior leaders, and the team members or participants) to best support accountability and transfer at the outset and throughout.



## Manager module 01

### Modes and Mindset

For the modern, emotionally intelligent manager — self-awareness of our style tendencies, strengths and stretch areas is a vital starting point before addressing our impact on others.

In this module, we ground our thinking in four modes of managing teams today — Leading, Coaching, Directing and Doing. And we embrace the idea that we can choose the mode we're in to suit different relationships and tasks, depending on the outcome required.

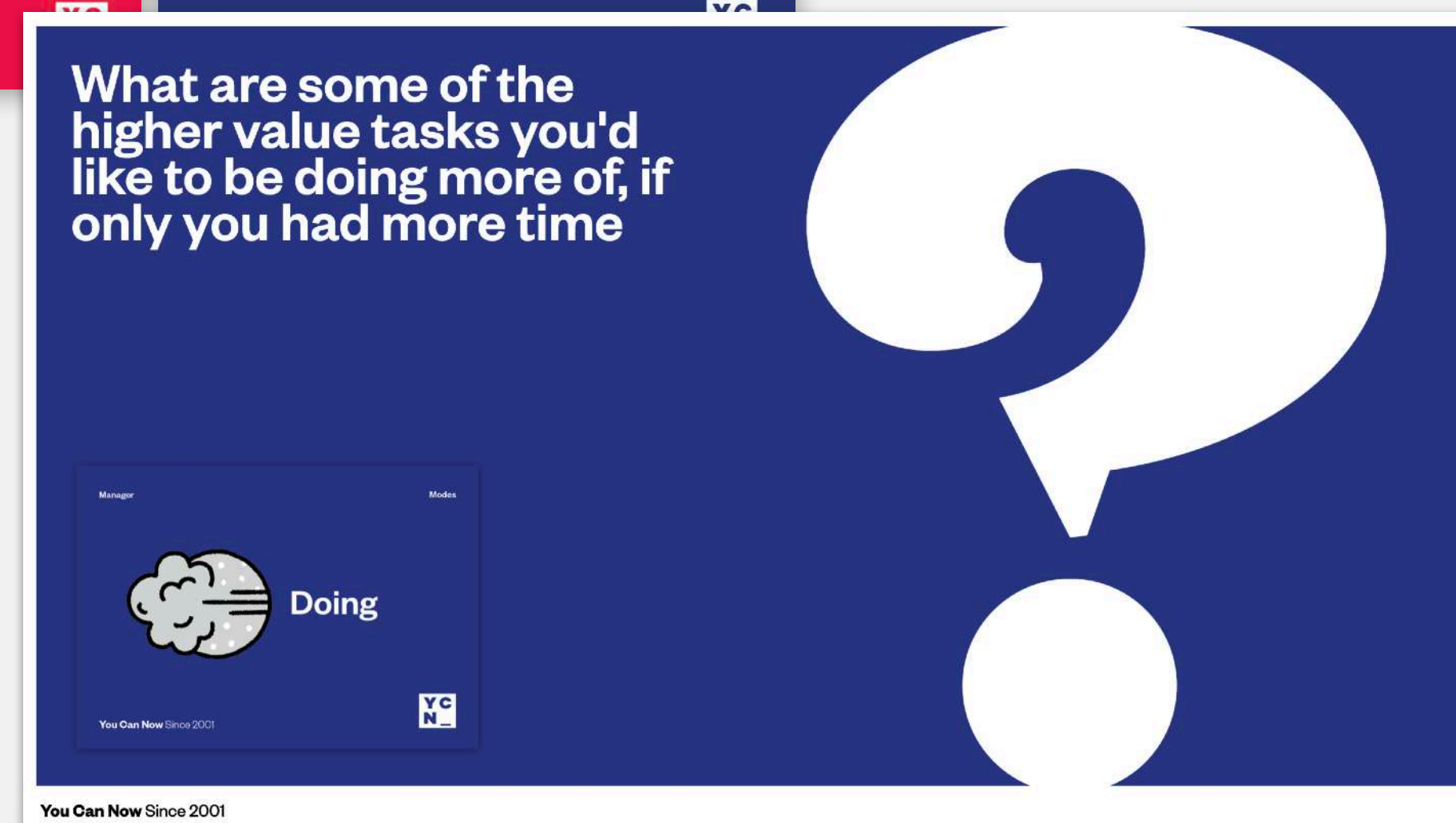
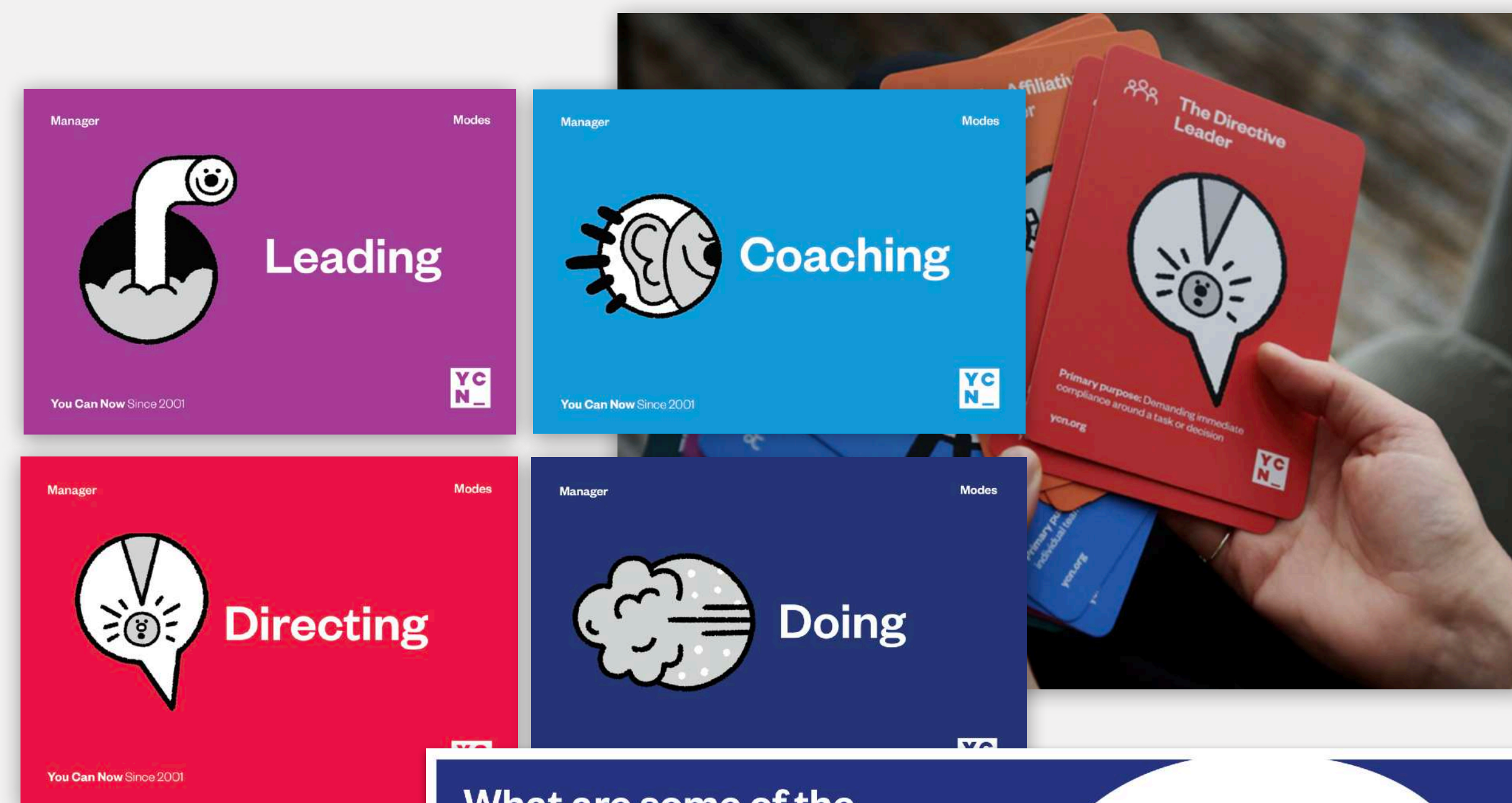
We discover how these modes purposefully combine, and how the Coaching mode — through an everyday coaching mindset — becomes fundamental for both enabling others, and in the process earning ourselves more time back. Time we can dedicate to Doing our higher-value work.

#### Learning outcomes:

- Awareness of our personal strengths and their link to the modes
- Increased awareness of the time we spend in each mode
- Recognition of the importance of increasing our time in Coaching mode
- Distinguishing higher-value and lower-value tasks
- Understanding the concept of situational management

#### Builds on

- Outcomes of Reflective Assessment + 360° input
- Pre-reflection on strengths in action and where they can be overplayed
- Individual pre-audit of mode moments across a period



## Manager module 02 Everyday Coaching

From those available to us as managers, a Coaching mode has become foundational for driving engagement and performance in modern teams. And it's a mode that can be combined with others at the moments that matter.

Embracing everyday coaching as a performance methodology enables managers to more effectively enable others within the flow of work; and to enrich the more structured conversations within their organisation's performance cycle.

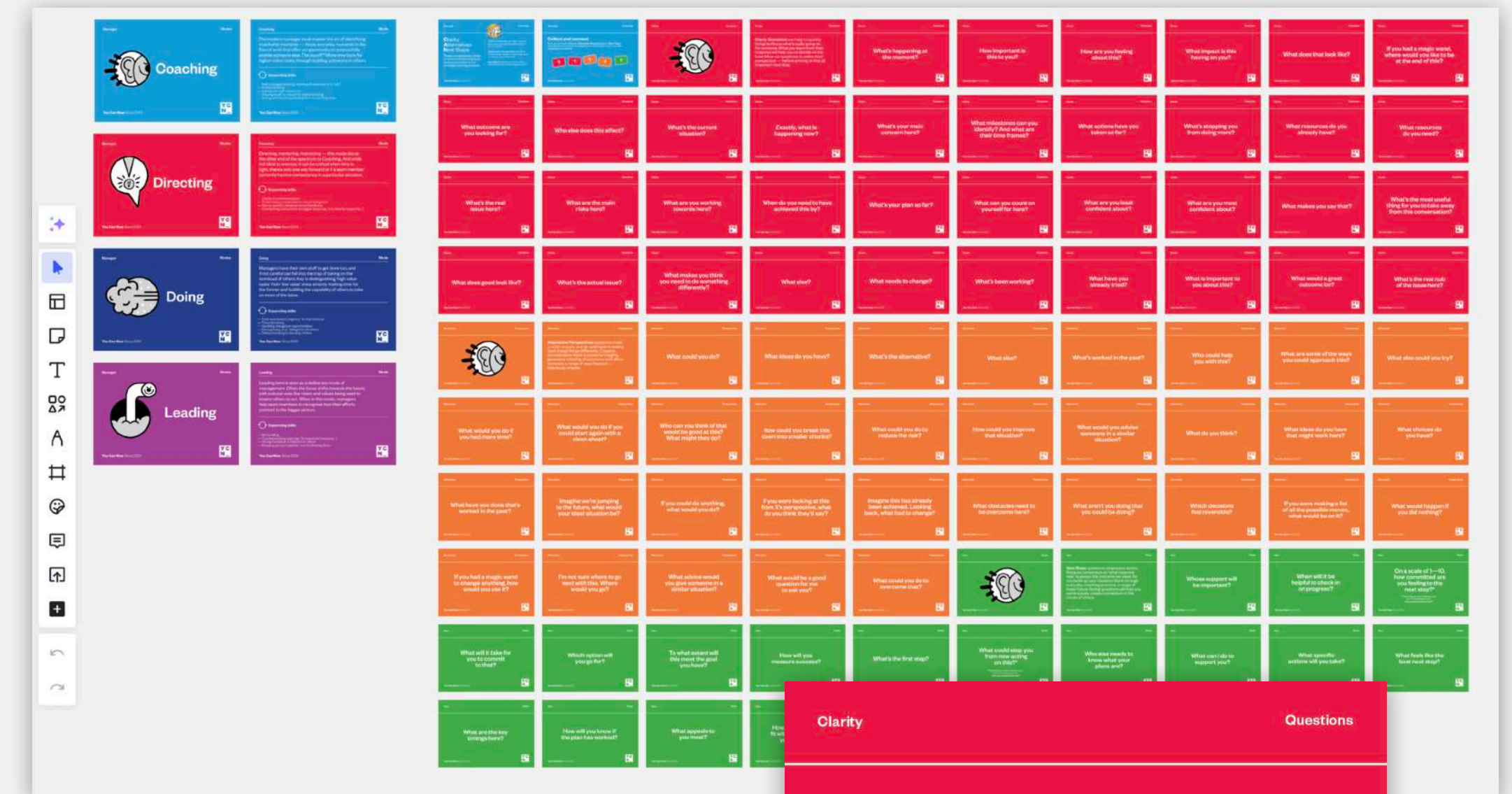
In this module we establish the imperative of continuously identifying coachable moments, and distinguishing them from others requiring a more Directive approach. And we start to establish the listening, questioning and broader communication skills to make the most of these moments — and to conclude conversations with mutually agreed action points.

### Learning outcomes:

- How to 'contract' around an everyday coaching approach
- Comfortable to challenge their default responses to team requests
- Ability to actively and globally listen
- Mastery of CAN questioning framework
- Enriched Question Bank

### Builds on

- Emphasis of Coaching mode as one to spend more time in
- Recognition of tasks to enable others to take on
- Mission of noticing and naming coachable moments
- Early experimentation with Question Bank



## Manager module 03

### Feedback in the Flow

Effective managers frequently provide actionable feedback; both appreciatively on what's working well, and developmentally where around growth opportunities. And this should happen in the flow of work — descriptively, specifically and with an everyday coaching approach.

And while confidently offering feedback in all directions, we should be deliberate about pulling in the feedback we need — both for our own continuous development as managers, and to model the positive behaviours we're encouraging in others.

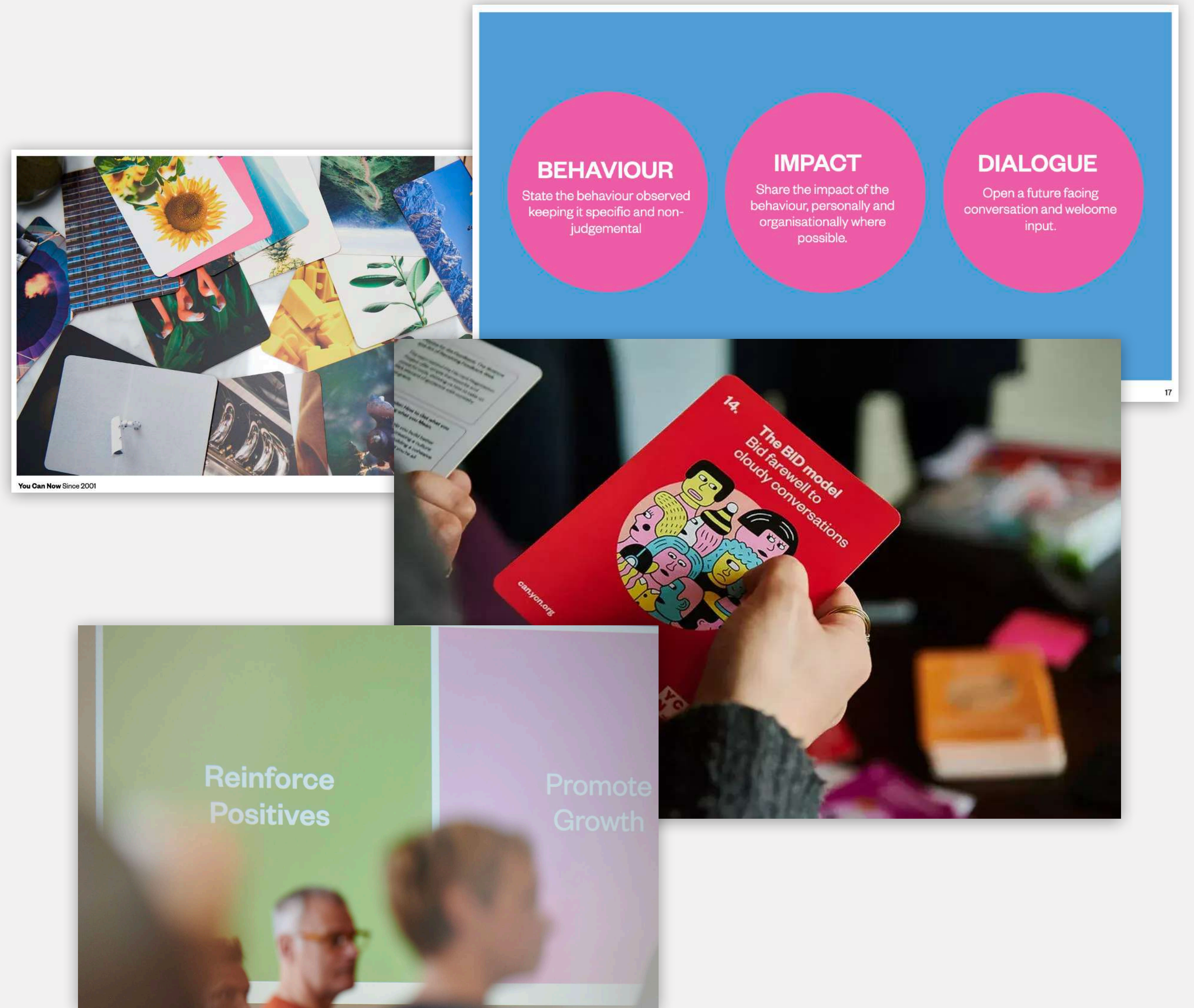
The mindsets and tools shared in this module help managers to quickly make a habit of giving and getting performance-enhancing feedback in the moments that matter most.

#### Learning outcomes:

- Defining the blockers to feedback flowing in key relationships
- Separating appreciative and developmental feedback
- Mastery of the BID model (Behaviour > Impact > Dialogue/Do)
- Ability to pull in the specific feedback needed as managers
- Awareness of emotional triggers and how to manage them

#### Builds on

- The concept of coachable moments and how to enable within them
- How an everyday coaching approach helps to pull in feedback
- The right coaching questions to ask when offering feedback
- The Directive mode, and its use for providing 'non-negotiable' feedback



## Manager module 04 Connected Conversations

Regular, predictable and purposeful conversations are possibly the most readily available tool to modern managers keen to enable connection, motivation and performance.

But when you talk to teams, or read exit interviews, there's often dissatisfaction with the style and frequency of 1-1s and other such conversations experienced (or not) across the year. And managers can easily miss the opportunity to 'connect' the content of these conversations into proven psychological drivers of performance; and to other levers like goals, values and development priorities.

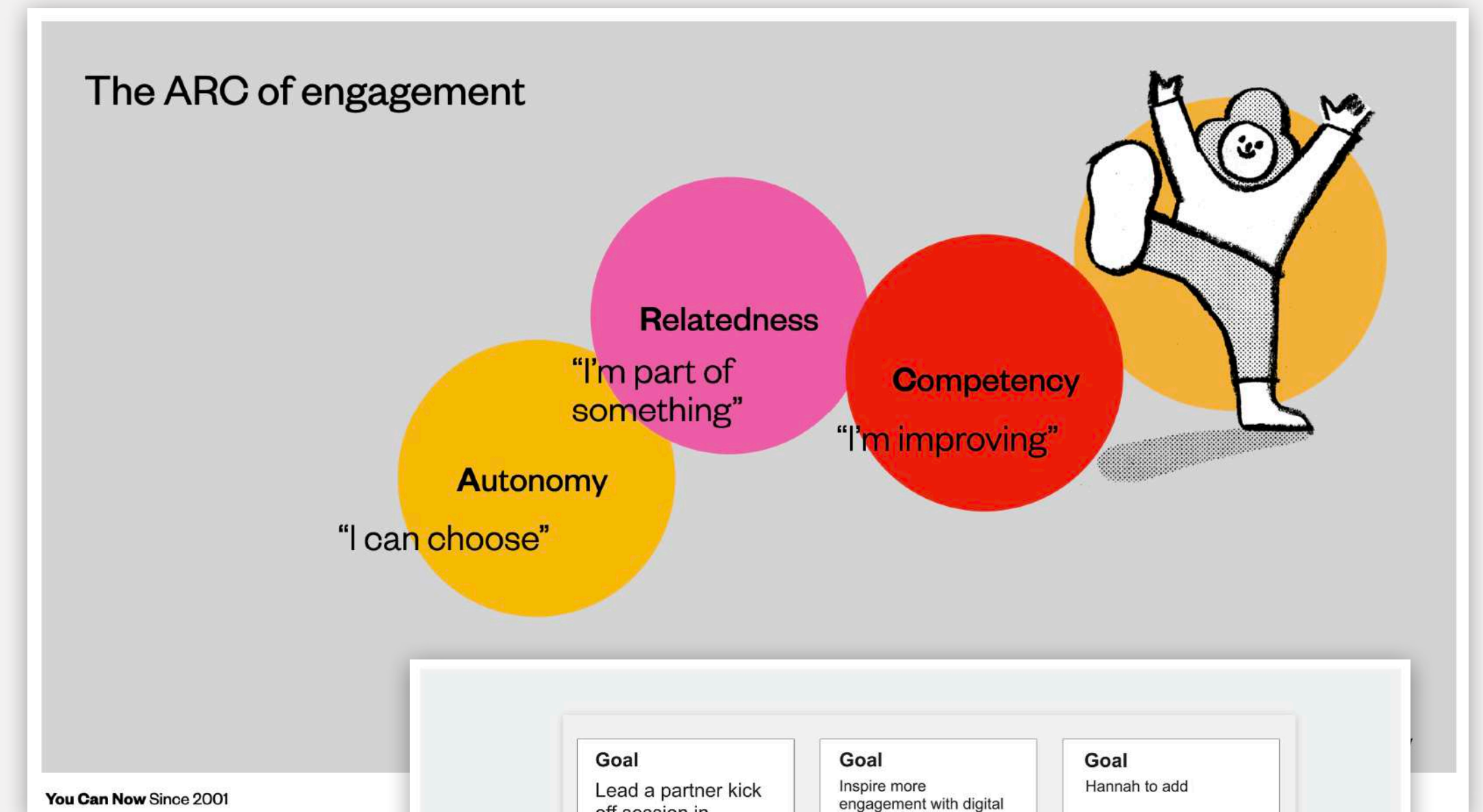
Consolidating the everyday coaching approach, this module arms managers with the confidence and capability to identify the different kinds of conversations they should be having, approach them with confidence — and make them feel connected to what counts.

### Learning outcomes:

- Recognising proven drivers of engagement (Ryan & Deci, Self-determination theory)
- The SET model for making goals centred on evidence of progress
- Motivation to contract and re-contract around key conversations
- Ability to prime conversations for participation and positivity
- Using 'connected language' for linking to values, goals and other levers of motivation

### Builds on

- The everyday coaching approach
- Positivity ratios for providing feedback
- The concept of contracting
- Establishing frequent feedback in the flow of work



1 ————— 10

How much autonomy do you feel you have in your work?

You Can Now Since 2001

Goal: Lead a partner kick off session in November '24

Goal: Inspire more engagement with digital resources among new partners

Goal: Hannah to add

Learning Locker

WINS!

H's talking points

N's talking points

Manual of Me

April ACTIONS

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## We're enabling managers, leaders and teams

**today at:** Gousto, Citi, Cutover, Campari, Cubitts, Dr. Martens, The Guardian, The Modern House, Universal Records, Adidas, Heatherwick Studio, Frieze, Meta, DICE, Koto, LUSH Cosmetics, AB InBev, Shelter, Frieze, Ennismore, Wolff Olins, Epic Games, The NSPCC and **other progressive partners of all shapes and sizes.**

**“You challenged, invigorated and motivated our leaders towards change, and brought endless fresh thinking into our business.”**

Sonia Thorel  
Global Head of Learning  
adidas group





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