



HORIZONS
UNLIMITED

A Clutterbuck
Associates

Coaching Conversations

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Coaching Conversations – Developing a Coaching Culture

"Creating the capacity and capability to provide value-added coaching to colleagues is potentially the most powerful lever we have available to drive the business forward. Our aim must be to get a point where all colleagues receive regular and consistent coaching."¹

Following research by David Clutterbuck, Clutterbuck Associates designed a new approach to developing coaching capability, mindset shift and behaviours within organisations. Different from typical three-day 'sheep-dip' training, the impact of which rarely lasts, the approach is called "Coaching Conversations", and is now available in Australia exclusively through Horizons Unlimited.

Coaching Conversations develops coaching capability within a team over an extended period – allowing for **individual learning** supported by **group sessions** in which all team members learn and practise their coaching skills in short sessions without spending days in a training room. **Highly practical** and with the potential to be delivered remotely, this program can be rolled out very **cost-effectively** to disparate teams and **globally**. The program not only builds individual coaching skills, but develops team cohesiveness and a **sustainable coaching culture** within the team.

1. "The People Plan 2004", HBOS. Clutterbuck, D. & Megginson, D. (2005) Making Coaching Work, CIPD: London, p. 115.

Coaching Conversations - What is it?

- A series of on-line learning, or face to face, modules that use a coaching style of training to develop coaching skills for managers and leaders and change the team culture from within
 - Pre module reading
 - Diagnostics
 - Exercises
 - Post reading
 - Podcasts
 - E-learning modules
- This can all be hosted online and through blended platforms (using podcasts, e learning modules, pre reading, questionnaire and diagnostics etc)
- Highly flexible - integrated into a team's working day/working structure to reduce time offline/away from work
- Consists of nine sessions (90 minute sessions) with ½ - 1 hour of pre-reading per session spread out over a 3-9 month period. Can be delivered virtually or face to face
 - Some organisations have a 6 module version, others a 4 module version – and the time span can vary



- Builds in reflection and practice time for team members together in between modules, to enable depth of learning, long term skills and behavioural change
- Content can be shaped to support and embed existing language/terms, models (GROW and situational leadership for example), competency frameworks etc
- Group sessions can be facilitated by an internal facilitator, trained by us, alternatively delivered by a Horizons Unlimited facilitator

Why is Coaching Conversations different?

- Incorporates latest research and learning in good practice coaching within teams
- The training style mirrors the desired training outcomes
- The sessions are based on dialogue – which is the most effective form of learning
- Based on the team as a systemic whole (the team can be a group of leaders from different business units, an intact team, or as appropriate)
- Delivered over time to enable reflection and changes in behaviours and mindset shift
- Extensive support around the programme (online encyclopaedia and space to support the team)