

High Impact Teaming™

A Training & Certification Program For Internal Coaches

Overview

The HIT Certification Program effectively trains individuals in the skills necessary for coaching teams within an organization. It is a fully developed model, which managers, leaders and coaches can implement immediately in their organization to

- Promote innovation and accelerate results
- Effectively develop and retain valuable organizational members
- Improve organizational communication and team effectiveness, and
- Deepen commitment to personal, professional and organizational goals.

The HIT Team Coaching Skills Certification consists of the following elements:

1. The HIT Training is a 12-hour action-learning workshop conducted on the telephone (via teleforum). The Training challenges participants to enhance their coaching competencies by coaching teams where the members are geographically dispersed.
2. Individual Coaching. 2 hours of individual coaching per participant reinforces the learning and ensures sustainable skill development in the participant's business environment. This is optional.
3. Group Coaching. 2 60 minute Group Coaching calls on topics relevant to the participants' business environment fosters an environment of leveraged learning and collaboration. Optional and highly recommended.

What is the HIT Training and Certification?

The HIT Certification is a 12 hour workshop for Executives, HR Professionals, Managers and Team Leaders to experience and learn team coaching skills and methodologies for the purpose of enhancing individual, team and business performance. The HIT Certification assists business

professionals with a baseline competence in coaching skills to develop the strategic competency of team coaching. It is a powerful yet pragmatic course that leverages the participant's real-time team experiences so that professionals can learn, practice and master team coaching skills.

We have found that the ideal "class size" for the teleforum Certification is 8-15 participants. Therefore, we recommend involving your entire team of 8 in the Program. We also recommend taping the teleforums so that participants who miss a session can listen to the missed session.

Benefits of the HIT Certification Program

We now know that Coaching is the most effective technology for bringing about the ability to look at the same old thing in a new, fresh manner, to see with "beginner's eyes" and hear with "beginner's ears". The Coach Approach to developing teams incorporates an imaginative array of assessments, methods, activities and questions to promote the attitudes and behaviors that are vital to effective and enjoyable teamwork. Both new and experienced team coaches and leaders will find much to support and enhance their work with both newly organizing and existing teams.

- Creates an organizational culture that inspires innovation, incites personal responsibility and optimizes bottom-line performance
- Effectively develops and retains valuable organizational members
- Improves organizational communication and team effectiveness
- Promotes coaching as a powerful model for working in teams
- Leverages the 3-step HIT Model that will help you to perform like a seasoned team coach immediately
- Empowers participants to adapt their coaching approach in a group setting

Who should attend?

The HIT Coaching Certification Program is suitable for

- Human resource, OD and quality development professionals
- Executives
- Managers
- Team Leaders
- Supervisors and

- Others who have base line training in coaching skills and want to learn an advanced coach approach to engaging teams, leaders and organizations in high impact results.

The HIT Certification Agenda

The attached document, High Impact Teaming Topics, provides an overview of the 8, 90 minute teleforum sessions. The course is designed to enhance learning while balancing the participants' need for flexibility. Time is allowed between sessions for participants to complete their fieldwork with their teams and implement the tools and methodologies from the previous Session.

Follow-up & Peer Coaching

Included in the HIT Team Coaching Certification Program, is 3 hours of Individual Coaching and 2-4 Group Coaching Sessions. The purpose of this just-in-time learning is to:

- Master your coaching using particular situations to stretch and optimize your skills
- Work through Team Challenges through role play with individuals and in groups
- Debrief various important team coaching situations, and
- Identify and demonstrate behaviors that sustain your coaching culture at Discover.

The HIT Team Coaching Certification Timeline

The HIT Program follows a simple six-step model designed to meet the business and professional development goals of the organization for the individual. The six steps are: Contract, Assessment, Design, Deliver Training, Mastery and Evaluation as described in the HIT Coaching Certification Model.

Approach:

1. Kick-off (Name the initiative), Establish Coaching goals and outcomes with leader and sponsor
2. Conduct Team Coaching Competency Assessment and provide Feedback to leader
3. Design the HIT Training to include selected Competencies and Role Plays
4. Deliver The HIT Program via teleconference
5. Mastery through Individual & Group Coaching
6. Testing & Evaluation

Note: During the Contracting Phase, one or more of the following may be identified as contributing to the program's success and added to the scope of the engagement:

- Competency / Behavioral Assessments as appropriate
- Shadow coaching (observation) as appropriate
- Introduction of The Coaching Program to the team
- Feedback and evaluation with leader and sponsor (every month and at conclusion of engagement)

Coaching Briefings and Group Coaching

Monthly Group coaching sessions serve to reinforce the learning and foster an environment for High Performance. Relevant topics for the sessions might include:

- Shared Leadership
- Fostering An Environment of Trust
- Synergistic Collaboration and Innovation
- DISC behavioral styles
- Working Agreements That Build Accountability
- Initially Focusing a Team's Efforts and Keeping the Team Focused
- Leveraging Change, Uncertainty and Inconsistency
- Managing Conflict and Diversity
- Balancing It All ... Beyond Time Management

Evaluation

Activities included in the Evaluation Phase of the project include:

- Presentation of work
- Sharing of Stories
- Celebration

Proposed Schedule

This schedule addresses completing Phases 1 -6 of this HIT Team Coaching Skills Certification Program with 8 team coaches in each weekly training session. Part of the engagement is to work closely with the Leader of the Team Coaches to customize and continually evaluate the Certification Program.

The Price Estimate for Individual and Group Coaching are optional budget items. The Group Coaching Sessions are opportunities for the entire Group of 8 coaches to meet and offer each other support by coaching each other through their team challenges.

Phase	Description
Assessment	<ul style="list-style-type: none"> ▪ Contracting session with leader & Sponsor ▪ Conduct Interviews (1/2 hour session) ▪ Feedback Session (2 hours by teleconference; includes preparation time)
HIT Training	<ul style="list-style-type: none"> ▪ Customize training, develop work books ▪ Conduct Training Sessions (8 90 minute sessions conducted via teleforum (8 participants each)
Individual & Grp Coaching	<ul style="list-style-type: none"> ▪ 2 individual sessions/person (estimated) ▪ 2 Group Coaching Sessions (1 hour each)

Project Timeline

Conduct Interviews	Week 1
Feedback Session with Team Leader	Week 2
Customize HIT Training	Week 3
Deliver HIT Training	Weeks 4-12
Individual Coaching	Weeks 2 - 12
Group coaching Sessions	Week 5 and 10

Client List and References

A partial client list follows.

3Com Corporation
Bank of America
Deloitte & Touche
Drake Beam Morin
Ernst & Young LLP
PR 21
Ken Blanchard Companies
SkillPath Seminars
Lucent Technologies
Oracle Corporation
Radio Shack
Sony Pictures Entertainment
Sprint Telecommunications
Sun Microsystems
Thompson Financial Services
Verizon Information Services
Wells Fargo

References are available upon request.

Confidentiality, Coaching Ethics and Intellectual Property***CONFIDENTIALITY AND ETHICS***

In order for a coaching relationship to be successful, the persons being coached have to be able to trust the coaches and the coaching process.

Specific contents of coaching conversations will be kept in confidence unless permission is granted to share the details of a conversation. (i.e., "Sally shared the following information with me in a coaching session and gave me permission to share this with you.") This rarely occurs because the coach encourages people to have the conversations they need to strengthen

interpersonal relationships. General trends that are noticed throughout the course of coaching conversations (i.e., an entire team is stuck on the same topic) will be shared as general observations in the spirit of trying to help the organization as a whole work more effectively. In this case, no names will be used and no specifics will be given that would link the observation to an individual employee.

Confidentiality will be interrupted in the extremely rare case of criminal activity, violation of company policies, or legal subpoena.

If the organization has a standard confidentiality agreement, we are pleased to review it.

We adhere to the Ethics Standards defined by the International Coach Federation.

INTELLECTUAL PROPERTY

Although High Impact Teaming is interested in adding value to as many professionals as possible, our clients are requested to commit not to re-distribute any program materials provided by High Impact Teaming without prior approval by High Impact Teaming.