

Care and Growth

Coaching and Mentoring

C O N T E N T

DAY 1

- Coaching within the Care and Growth™ framework
- Critical requirements for successful coaching
- The coaching / mentoring continuum
- Cultivating mastery
- The Gripe to Goal process
- Shifting from a reporting to a coaching relationship
- The coaching cycle

DAY 2

- Analysing the learning need / identifying competencies
- Drawing up a coaching plan
- Watching the game
- Listening as a skill
- Feedback as a skill
- The coaching discussion

T H E P R O G R A M M E

The approach advocated by Schuitema emphasises that the key problem facing leaders at work is to establish a sense of legitimacy for their leadership. What we argue is that legitimacy requires leaders to act consistently with the two criteria of *Care and Growth*™. Further we have demonstrated that growing people means to give them the MEANS, the ABILITY and the ACCOUNTABILITY to do what is required of them.

The purpose of Schuitema's core *Care and Growth*™ workshop is to give leaders insight into the criteria of *Care and Growth*™ as well as the tools to diagnose their current leadership in terms of these criteria. In our workshops we have become increasingly aware of the need to provide a specific focus on the critical leadership tasks of coaching and mentoring.

The two day workshop that Schuitema has developed to address this need has the following characteristics:

- It positions coaching and mentoring within the overall framework of empowerment: that is providing people with Means, Ability and Accountability.
- It demonstrates that coaching and mentoring require a fundamental inversion of means and ends – using the task as a means to enable people rather than using people as a means to get the job done.
- It clarifies the difference between a coaching engagement (principally concerned with ability) and a mentoring relationship where the concern is the maturation of the person's intent.
- It ensures participants develop the following skills required for successful coaching and mentoring:
 - diagnostic skills – how to 'watch the game'
 - listening skills – how to handle a conversation where accountability for what needs to be done stays with the coachee
 - feedback skills – having the tough conversation



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