

## Leader as Coach

- Understand the difference between coaching and other methods of interaction
- Understand the focus and structure of a coaching conversation
- Learn essential skills required for conducting coaching conversations

## Alignment & Delegation

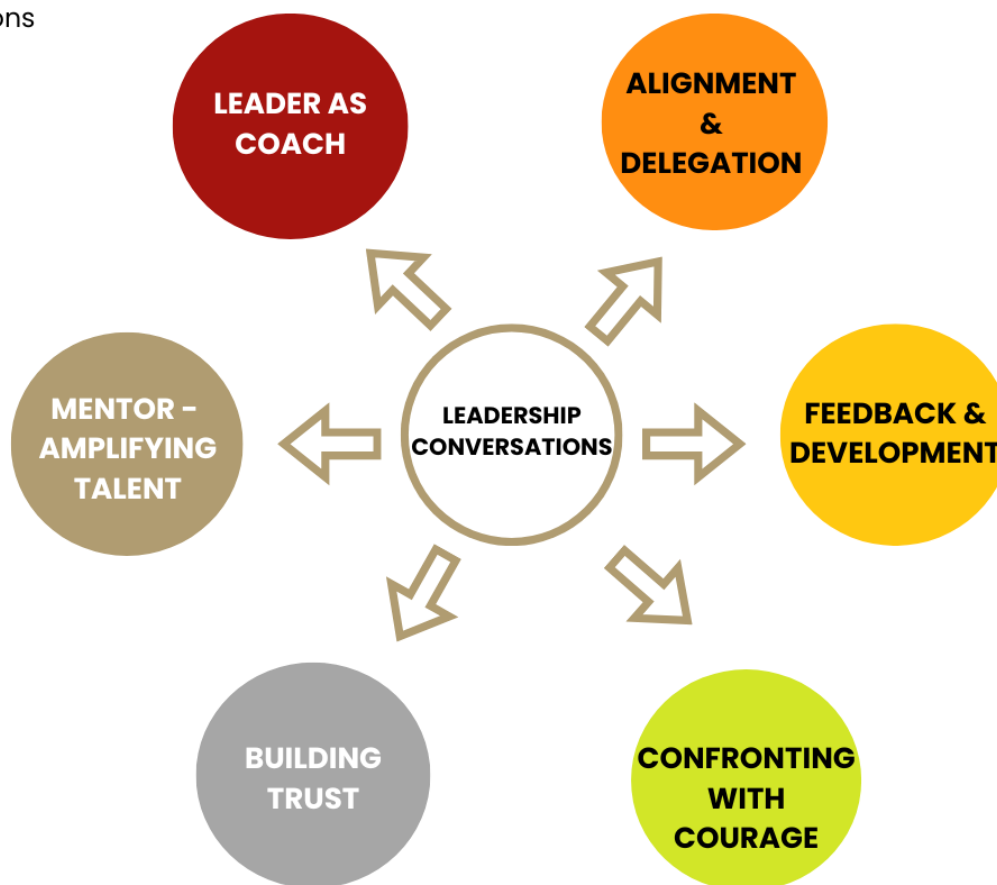
- Make requests, promises, and offers to optimise business outcomes
- Delegate authority and tasks to achieve maximum results
- Language as action - Speech Acts

## Mentor- Amplifying Talent

- Difference between mentoring and other interaction techniques
- Identify mentoring candidates and how to approach them
- Hitting the mark and achieving the desired results

## Feedback & Development

- Feedback conversations - ensure they are constructive and inspire growth
- Improve self-awareness
- Conversations that are more engaging, leading to performance improvement



## Building Trust

- Build and rebuild trust in a conscious and coherent way
- Respond appropriately in situations where you have broken trust with others

## Confronting with Courage

- Constructive yet direct conversations
- Resolve issues that have impacted you
- A base competence practice for participating in direct conversations

## Guiding Teams to Excellence

In today's rapidly changing and competitive business landscape, the role of a leader has evolved significantly. Traditional top-down management approaches are giving way to more collaborative and empowering leadership styles.

One such transformational approach is that of the "Leader as Coach". In this short course, we will explore how embracing the role of a coach can make you a more effective and inspirational leader.

"As a leader, you have roughly 100 conversations a year that are of particularly high value—in the sense that they will change your life or the life of the person you're talking to." - HBR, 2019. We want to help you acquire the skills to maximize value in those 100 conversations, to unlock previously hidden issues, to uncover new options, and to reveal fresh insights.



## What can you expect from this course

- Registered 2-day UCT Short Course
- A deeper understanding of the difference between coaching and other methods of interaction.
- The ability to recognise when coaching is the right leadership approach to take.
- In addition, the Leader as Coach course has been accredited through the Association of Coaching (AC), headquartered in the UK. This accreditation signifies that the course meets specific standards set forth by the AC, which is recognised both nationally and internationally.
- Learning to listen to individuals with depth and clarity to directly get to the root of issues.
- Exposure to Coaching Circles as an action-learning approach to practicing coaching skills.
- Each Coaching Circle will be run by a dedicated professional coach who will guide participants in developing their coaching skills.
- Grounded in the theoretical foundations of our Integral Coaching approach.

<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Course outcomes</b></p>	<ul style="list-style-type: none"> <li>• You will clearly understand the difference between coaching and other ways of interacting</li> <li>• You will be more able to recognise openings for coaching</li> <li>• You will be more skilful in fostering mutual respect and trust with the people you coach</li> <li>• You will understand that the better you know yourself, the better you will be able to coach</li> <li>• Your coaching efforts will more often result in long-term improvements for the people that you coach</li> </ul>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Content outline and assessment plan</b></p>	<p>This workshop is designed to help you on your journey towards answering these questions:</p> <ul style="list-style-type: none"> <li>• Is something in the way you lead or work with teams missing?</li> <li>• Are your team or your peers as motivated and engaged as they could be?</li> <li>• Does your leadership need new depth?</li> <li>• Are you looking for ways to improve productivity &amp; innovation?</li> </ul> <p>This course has been designed to:</p> <ul style="list-style-type: none"> <li>• Improve collaboration and engagement during projects, whilst working with teams and peers and in motivating and engaging others in all areas of your life</li> <li>• You will learn how to harness the power of questions to open new possibilities, generate tangible solutions and create a genuine sense of personal ownership</li> <li>• You will realise how to build the capability to listen with depth and clarity in order to identify and remove wasteful and “non-listening” behaviours, to develop interaction skills that build trust and collaboration and to enable others to cut to the core of their issue</li> <li>• On Day 2 you will be exposed to Coaching Circles that create a safe space with a professional coach holding the process. This allows people to truly engage in inquiry, based on experimentation, innovation and risk.</li> </ul> <p>You will leave the workshop experience with deepened leadership and listening skills, and the capacity to coach, collaborate and co-create more effectively around you</p> <p>There is no formal assessment, however 100% attendance is required, which also includes observation and experience of quality classroom participation by the lecturers.</p>

## Feeling Overwhelmed?

Do you find yourself overwhelmed by the challenges of leadership? Perhaps you feel resentful when others don't contribute as much as

you do. And do you ever hesitate to involve others in completing tasks?

We understand these struggles and would like to help you grasp the power and significance of making clear requests and promises in driving successful outcomes.

This workshop is specifically tailored to enhance your delegation skills, enabling you to evolve into a leader who is both impactful and empathetic. By honing these abilities, you will improve your overall efficiency, ultimately equipping you to deftly navigate the intricate challenges of leadership with poise and a clear sense of purpose.



UCT  
Certificate Award  
100% Attendance

## What can you expect from this course

- Registered 1-day UCT Short Course.
- Equips participants with the skills to make effective requests, promises, and offers, thus optimizing business outcomes.
- Imparts essential knowledge on delegating authority and tasks, allowing individuals to harness their team's potential and achieve maximum results.
- Understand your personal barriers to delegating as a crucial step in becoming a more successful leader.
- Participants will also gain a comprehensive understanding of the theory of Language as Action - Speech Acts, which can be a game-changer in how they interact and communicate.
- Fosters a deeper appreciation of how mastering requests and promises can lead to improved leadership skills, resulting in efficiency and productivity.
- All conversations are based on theoretical foundations of our Integral Coaching approach.

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Course outcomes</p>	<p>At the end of this course, students will be able to:</p> <ul style="list-style-type: none"> <li>• clearly show how being skilful in the making of requests, promises and offers can be constructive, powerful and enhance capabilities and business results</li> <li>• be more able to delegate and to get things done</li> <li>• understand &amp; appreciate the theory of Language as Action - Speech Acts</li> <li>• create a collaborative and supportive context in which exploration, practice and self-assessment of the impact of these competencies can begin</li> <li>• improve self-awareness and understanding of own contribution to leadership challenges</li> <li>• appreciate how improving your usage of requests and promises can make you a more effective leader</li> </ul>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Content outline and assessment plan</p>	<p>Do you often feel overwhelmed? Frustrated that people are not doing what you want them to do? Resentful that others don't do as much as you do? Do you ever hold back from involving others in helping to complete tasks?</p> <p>This workshop is designed to help you understand the power and importance of clear requests and promises in making things happen.</p> <p>Course Outline:</p> <ul style="list-style-type: none"> <li>• Understand your personal barriers to making effective requests</li> <li>• Explore the pitfalls of making responsible promises</li> <li>• Uncover how build trust or restore it</li> <li>• Explore the impact of all of this on your leadership effectiveness</li> <li>• Give clear guidelines on how to make effective requests to have things done by others</li> <li>• Clarity on how to respond effectively when requests are made of one - i.e., to make responsible promises/commitments</li> <li>• How to notice and manage offers made and received</li> </ul> <p>There is no formal assessment, however 100% attendance is required, which also includes observation and experience of quality classroom participation by the lecturers.</p>

## Empower Growth through Constructive Feedback

The Feedback and Development short course is designed to equip participants with the essential skills of providing and receiving developmental feedback while integrating key principles from Integral theory. This workshop is part of our Leadership Conversation Series.

The Feedback and Development aims to foster a more collaborative and open work environment where delegates can comfortably engage in meaningful dialogues for personal and collective growth. By mastering the art of constructive feedback and active listening, participants can contribute to a culture of continuous improvement, enhancing their team's ability to thrive and evolve.

Executives, Managers, and Emerging Leaders can gain a comprehensive understanding of constructive feedback mechanisms.



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## What can you expect from this course

- Registered 1-day UCT Short Course.
- Learn the art of transforming feedback conversations into constructive interactions that inspire personal and professional growth.
- Acquire a deep understanding of feedback theory and how to effectively apply it in real-life leadership situations.
- Recognising the myths surrounding feedback, equipping you to navigate conversations that others might avoid
- Gain valuable insights into your own leadership contributions, fostering a greater self-awareness that can help address challenges effectively.
- Shift from conventional one-dimensional feedback discussions to more engaging and performance-enhancing interactions, ensuring an ongoing journey of improvement.
- All conversations are based on theoretical foundations of our Integral Coaching approach.

Course outcomes

Are you aware that the most consistent factor linked to high-performing teams is the ability to give and receive feedback in a constructive way? And yet, do you ever struggle to find a way to develop and grow those around you / reporting to you?

If the answer is 'yes', then it is possible that you might have fallen prey to one of the myths surrounding the giving and receiving of feedback.

This workshop is designed to not only build your capacity to give and receive powerful feedback, it also focuses on showing you how to actively develop the person you are giving feedback to. Very often feedback conversations share information but stop short at co-creating a developmental path towards increased effectiveness and competence for the recipient. This results in conversations that can enable growth and development which benefits everybody

At the end of this course, students will be able to:

- Clearly show how feedback conversations can be constructive, powerful and enhance capabilities
- Enable leaders to be more able to conduct feedback conversations
- Enhance skills so that the feedback results in qualitative assessments leading to growth and development
- Understand & appreciate the theory of feedback
- Show how feedback conversations will more often result in long-term excellent performance by the recipients
- Create a collaborative and supportive context in which exploration, practice and self-assessment of the impact of these competencies can begin
- Improved self-awareness and understanding of own contribution to leadership challenges

Content outline and  
assessment plan

This course has been designed to:

- Enable participants to recognise the myths around feedback and what it is that causes you and others to avoid this conversation sometimes at any cost
- Understand how to transform one-dimensional feedback into a rich engagement that can result in improved morale and performance going forward
- Share the flow of a powerful feedback & development conversation
- Explore what it is that you personally can do to improve your willingness to have this conversation, and then to handle it skilfully

You will leave the workshop not only having practiced giving and receiving a feedback & development conversation, but also having a toolkit to support you  
There is no formal assessment, however 100% attendance is required, which also include observation and experience of quality classroom participation by the lecturers.

## The Path to Understanding, Growth, and Resolution

Learning the art of direct conversations is an invaluable skill in fostering effective communication and resolving issues. Engaging in constructively direct dialogues entails addressing crucial conversations that should occur sooner rather than later. In these exchanges, participants will learn how to express their concerns and perspectives about what has gone wrong, creating a platform for open and honest discussion.

By mastering this art, we empower ourselves to tackle challenges head-on, promote transparency, and build stronger relationships. It's a vital step towards finding common ground, understanding diverse viewpoints, and ultimately achieving solutions that benefit all parties involved.

This short course is designed to provide the knowledge and skills necessary to confidently confront challenging conversations with the appropriate tools at hand.



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## What can you expect from this course

- Registered 1-day UCT Short Course.
- Insight into the constructive potential of direct conversations, which need not result in conflict.
- Enhanced understanding of other individuals and effective techniques for resolving issues that have affected you.
- The ability to engage in direct conversations with individuals outside your immediate reporting hierarchy.
- Proficiency in handling intricate interactions with team members, peers, subordinates, superiors, and clients.
- A solid foundation of competence for actively participating in direct conversations.
- Learning experiences that are personally transformative because better people make better leaders.
- All conversations are based on theoretical foundations of our Integral Coaching approach.



<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Course outcomes</p>	<p>At the end of this course, students will be able to:</p> <ul style="list-style-type: none"> <li>• Clearly show how direct conversations can be constructive, powerful and enhance possibilities</li> <li>• Enable leaders to be more able to conduct direct conversations</li> <li>• Enhance skills so that direct conversations result in improved understanding of each other and ways forward</li> <li>• Show a view of the road needed to walk for mastery in this competency - understand &amp; appreciate the theory of direct conversations</li> <li>• Develop an initial competence practice for giving and receiving direct conversations</li> </ul>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Content outline and assessment plan</p>	<p>This course has been designed to:</p> <ul style="list-style-type: none"> <li>• Show how direct conversations can be constructive, powerful and enhance possibilities, without disintegrating into conflict</li> <li>• Clarify how to have direct conversations with colleagues, direct reports and up the line when leadership challenges are experienced</li> <li>• Explore the ways to respond effectively in difficult encounters with team-mates, peers, subordinates, bosses and customers.</li> <li>• Enhance skills so that the direct conversations result in improved understanding of each other and ways forward</li> <li>• Develop a base competence practice for participating in direct conversation</li> </ul> <p>There is no formal assessment, however 100% attendance is required, which also include observation and experience of quality classroom participation by the lecturers.</p>

## The Cornerstone of Leadership

Building and maintaining trust is crucial in both personal and professional relationships. When you discover that you have let somebody down, whether it was intentional or not, taking proactive steps to address the situation and rebuild trust is essential.

The Building Trust short course, is a valuable opportunity to enhance your skills in building and maintaining trust in the workplace.

Participating in this course can provide you with strategies, tools, and insights to create and nurture trusting relationships with colleagues and team members. Trust is a cornerstone of effective teamwork and leadership, so investing in your ability to build trust can have a positive impact on your professional relationships and career.



## What can you expect from this course

- Registered 1-day UCT Short Course.
- The necessary skills that enable you to build trust in a conscious and coherent way.
- Building self-awareness and fostering an environment that works to re-establish trust when it has broken down.
- Tools that help you to respond appropriately in situations where you have personally broken trust with others.
- Understanding the key elements that fortify the boundaries of trust.
- Practical knowledge on communication within a trust conversation for a more holistic understanding of its benefits on all parties involved.
- Practical insights and techniques for trust-building that you can apply immediately in your personal and professional lives.

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Course outcomes</p>	<p>You will be left with the ability to notice what breaks trust down, and then what to do to rebuild it. At the end of this course, students will be able to:</p> <ul style="list-style-type: none"> <li>• Understand the underlying elements that make up trust</li> <li>• Recognize when conversations and relationships can break down leaving trust damaged</li> <li>• Explore the kinds of trust that exist and how this continuum can be built</li> <li>• Conduct trust-building conversations effectively</li> </ul>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Content outline and assessment plan</p>	<p>This course has been designed to:</p> <ul style="list-style-type: none"> <li>• Consciously build trust with those we lead and work with</li> <li>• Skillfully rebuild trust when it has broken down in relationships</li> <li>• Respond when you have acted or spoken or behaved in a way that has let others down - (it is much harder to notice when you are the one breaking trust)</li> <li>• Practice giving and receiving a Building Trust conversation, to get an embodied experience of how powerful this can be for both parties</li> </ul> <p>There is no formal assessment, however 100% attendance is required, which also include observation and experience of quality classroom participation by the lecturers.</p>

## Guiding with Wisdom

Mentoring is a profound relationship in which an experienced individual (the mentor) shares knowledge, insights, and support with someone less experienced (the mentee) to facilitate personal and professional growth. It's a journey of mutual learning and development, often marked by lasting impact.

This course is designed to empower mentors and mentees with the essential skills to navigate skillful conversations effectively in today's dynamic and uncertain landscape. In this course, participants learn how to facilitate conversations that foster the seamless transfer of knowledge and skills. By mastering these techniques, both mentors and mentees are better equipped to harness their potential and adapt swiftly in a fast-changing world, ensuring they stay relevant and agile in their professional journeys.



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100% Attendance

## What can you expect from this course

- Registered 1-day UCT Short Course.
- Difference between mentoring and other interaction techniques.
- Identify mentoring candidates and how to approach them.
- Integral coaching techniques to guide mentees in uncovering their strengths, values, and resources.
- Relevant skills that help to build mutual respect and trust between mentors and mentees.
- Practical knowledge on the processes, skills, and qualities that will make you a great mentor.
- How to ensure that your mentoring interventions are hitting the mark and achieving the desired results.

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Course outcomes</p>	<p>At the end of this course, students will:</p> <ul style="list-style-type: none"> <li>• Clearly understand the difference between mentoring and other modalities at your disposal</li> <li>• Be more able to recognize openings for mentoring</li> <li>• Be more skilful in fostering mutual respect and trust with the people you mentor</li> <li>• Have experiential experience of the processes, skills and qualities that you need to develop to be a competent mentor</li> <li>• Ensure that your mentoring efforts will more often result in impactful interventions with the people you mentor</li> <li>• Finally, you will be more competent to mentor</li> </ul>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Content outline and assessment plan</p>	<ul style="list-style-type: none"> <li>• Context - Mentoring vs. Other Ways of Interacting</li> <li>• Definition of Mentoring</li> <li>• Mentoring: The art of conversation - creating mutual trust &amp; respect between mentor and mentee</li> <li>• The mentoring conversation - Deepening the flow</li> <li>• The mentoring conversation - Listening</li> <li>• The mentoring conversation - Speaking</li> <li>• The mentoring conversation - Questioning</li> <li>• Interactive Mentor/Mentee workbook with exercises, practices and structure throughout the mentor relationship from start to end. This is designed to ensure sustainability, structure and consistency to ensure the success of any mentoring relationship</li> </ul> <p>There is no formal assessment, however 100% attendance is required, which also include observation and experience of quality classroom participation by the lecturers.</p>

# Course Dates, Fees, and Group Discounts

Module	Dates 10am - 5:30pm	Cost p.p. excl VAT
Leader as Coach	20 - 21 Feb 2025	R8,000
Alignment & Delegation	14 March 2025	R4,500
Feedback & Development	26 May 2025	R4,500
Confronting with Courage	18 June 2025	R4,500
Building Trust	29 August 2025	R4,500
Mentor - Amplifying Talent	10 October 2025	R4,500

Discount applied	%	Cost p.p. excl VAT (1-day short courses)	Cost p.p. excl VAT (LAC short course)
5 - 10 delegates	10%	R4,050	10% R7,200
11 - 15 delegates	15%	R3,825	
16 or more delegates	20%	R3,600	

**For more info**

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