



Tension Management Institute

Research • Development • Outreach • Training • Certification • Support • Community

— Tension Management in Coaching & Accountability —

Program Briefing

Program Overview —

This program is intended for management professionals responsible for providing performance coaching sessions and accountability reviews with their sales, technical or support team members. It is particularly appropriate for audiences where senior management notices:

- Managers who are unsure about how to focus a performance coaching session.
- Unsatisfactory levels of performance improvement and progress within a manager's team.
- Lack of follow-through on action plans developed during coaching sessions.
- Accountability sessions that are avoided rather than embraced by the employee.
- A tone of criticism and judgment instead of a pointed but positive developmental experience.
- Key performance objectives not being met, or being met at the last minute.

Topics Covered —

This is an in-depth program in the ChangeWorks® Series. It can be presented as a stand-alone experience. Ideally, the participants would have already attended the "Basic Tension Management" core program, or completed pre-work covering the basics of the ChangeWorks® System.

During this program, participants will learn how to:

- Prepare themselves to conduct a successful performance coaching or accountability session.
- Distinguish between performance coaching and other, less direct, forms of coaching.
- Monitor and manage tension flow during the session.
- Gain commitments from employees about performance issues that ensure follow through.
- Avoid 8 specific mistakes commonly made by managers during coaching or accountability sessions.
- Pinpoint the skill areas in greatest need of attention.
- Recognize patterns in behavior indicating a core problem in tension management.
- Build stronger accountability sessions that empower and engage the employee to meet objectives.

Formats Available —

Tension Management in Coaching & Accountability is available in a variety of formats. All programs are customized to meet the objectives of the client. Please choose your format based on what you want your audience members to walk away with: Awareness, Understanding or Skill.

A **Keynote** is a 60-90 minute "Awareness Level" program, designed to introduce the audience members to the key concepts of tension management whenever they are meeting with their employees, particularly when providing performance coaching and reviewing performance results. While keynotes are predominantly lectures, this format allows time for the concepts to be presented in an engaging way as well as time for several partner and small group discussions.

A **Half-Day Seminar** is a 3-4 hour "Understanding Level" program that builds on the material covered in

the Keynote format and allows ample time for the participants to practice the skills of pinpointing areas in need of performance coaching, developing corrective actions plans and conducting a performance review. Half-Day Seminars are a balance between lecture, partner and small group discussions, and exercises.

A **Full-Day Workshop** is a 7-8 hour "Skill Level" program that includes everything covered in the Keynote and Half-Day formats and adds a comprehensive exercise covering the design and delivery of both a performance coaching session and an accountability review – and a thorough debrief of the experience. During a Full-Day Workshop, lecture is minimized and audience experience is maximized through discussions, exercises, role plays, skill demonstrations and application projects.

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