

## Coaching skills for an agile organization

The post-coronavirus world will see an acceleration of trends towards organization agility and resilience. Teams and “teaming”, supported by coaching, will be at the heart of this. In this two-day intensive masterclass, Prof David Clutterbuck will share the latest thinking around how organizations and the teams within them can become more systems aware and faster-reacting – and the role of coaching and coaches in supporting this movement.

This evidence-led programme is aimed at experienced coaches, business leaders and senior HR professionals. At the end of the programme, you will achieve:

- A deeper understanding of the factors that enable organizations and the teams within them to become more agile
- A portfolio of additional tools and techniques for support leaders and teams of achieving greater agility
- Insights into how to help organizations work with teams of teams

## The Programme

### DAY 1

#### Session 1: 10:00 – 11:00

- Setting the scene: Why do we need to move faster and be more resilient
- What does organizational agility mean?
- What is the role of a coach?
- Teams of teams – what are they and how do they work?

#### Session 2: 11:15 – 12:30

- The systemic perspective: why linear solutions no longer work
- A complex adaptive systems approach to talent management and succession
- How can coaches support more open talent management and the four key conversations needed between the organization and its talent?

#### Session 3: 1:30 – 2:45

- How would you recognise a rapid learning culture?
- How to create a rapid learning (coaching) culture
- Helping an organization and the teams within it to develop a coaching culture

#### Session 4: 3:00 – 4:00

- Ethicality and authenticity: how poor ethics slow down change
- Creating ethical competence throughout an organization
- Coaching to raise clients’ ethical competence

## DAY 2

### Session 1: 10:00 – 11:00

- Systemic approaches to team performance
- The problems with linear approaches
- The PERILL model
- The team coaching conversation

### Session 2: 11:15 - 12:30

- How leaders and leadership need to change
- Leaders as role models
- Distributing leadership functions
- Making collective leadership work
- Contracting for agility

### Session 3: 1:30 – 2:45

Critical issues in team performance:

- Diversity
- Conflict
- Collective resilience
- Time orientation

### Session 4: 3:00 – 4:00

- Speeding up the development of new teams and project teams – why we don't have time for storming
- Taking "agile" beyond software into the business mainstream
- Your agility development plan

## The Workshop Facilitator

The workshop will be led by Prof David Clutterbuck, one of the original pioneers of modern coaching and co-founder of the European Mentoring & Coaching Council. Author or co-author of more than 70 books on coaching, leadership and organizational effectiveness, David is visiting professor at four universities and a Distinguished fellow of The Conference Board.