



# IMS Cleveland

The Institute for Management Studies, 201 West Liberty Street, Suite 100, Reno NV 89501

SUBJECT	<b>THE MANAGER AS COACH: PROMOTING HIGH PERFORMANCE</b>		
FACULTY	DR. MARSHALL GOLDSMITH		
LOCATION	Cleveland Airport Marriott 4277 West 150th Street, Cleveland OH 44135 (216) 252-5333	DATE	Wednesday, August 11, 2010
		REGISTRATION	8:30 AM
		SESSION	9:00 AM - 4:00 PM

## TIME TOPICS

<b>25%</b>	Developing ourselves: the first key to effective coaching
<b>5%</b>	Class exercise: encouraging developmental suggestions
<b>30%</b>	Coaching to help people achieve a positive, measurable change in their behavior
<b>5%</b>	Class exercise: is it worth it?
<b>10%</b>	Recognition without favoritism
<b>10%</b>	Mini-case study: knowing the theory vs. changing behavior
<b>10%</b>	Coaching to build a team
<b>5%</b>	Determining what is most important for you to change

## SEMINAR DESCRIPTION

Coaching in tomorrow's world will be very different than coaching in the past. In the "old world" there was an assumption that the leader knew what to do and how to do it, and could coach others to be effective. In tomorrow's world this assumption may well be invalid. This session will focus on how to be an effective coach without being a technical expert. A profile of "Coaching for Behavioral Change" will be presented and participants will learn the latest techniques for encouraging feedback to develop others (and to develop themselves). The concept of empowerment will be analyzed from a practical, real-world perspective. Participants (who are often overcommitted and understaffed) will learn how to apply key concepts, and the latest research on feedback and follow-up will be used to show how leaders can coach in a way that produces "guaranteed" results for both individuals and teams. Time for questions and practice sessions will be set aside to allow participants to discuss key challenges and to receive specific suggestions for meeting coaching challenges.

## FOR RESERVATIONS

**Don Gorning**  
**Phone: (440) 835-3266 e-mail: Cleveland@ims-online.com**

**FACULTY**



**DR. MARSHALL GOLDSMITH** is a world authority in helping successful leaders get even better by achieving positive, lasting change in behavior: for themselves, their people and their teams. The American Management Association named Dr. Goldsmith as one of 50 great thinkers and leaders who have influenced the field of management over the past 80 years. Major business press acknowledgments include: *BusinessWeek*—most influential practitioners in the history of leadership development, *The Times* (UK)—50 greatest living business thinkers, *Wall Street Journal*—top ten executive educators, *Forbes*—five most-respected executive coaches, *Leadership Excellence*—top five thinkers on leadership, *Economic Times* (India)—five rajgurus of America, *Economist* (UK)—most credible executive advisors in the new era of business and *Fast Company*—America’s preeminent executive coach. Dr. Goldsmith’s Ph.D. is from UCLA. He teaches executive education at Dartmouth’s Tuck School and frequently speaks at leading business schools. He is a Fellow in the National Academy of Human Resources and his work has been recognized by almost every professional organization in his field. He is one of a select few advisors who have been asked to work with over 100 major CEOs and their management teams. He is co-founder of Marshall Goldsmith Partners, a network of top-level executive coaches. He served as a member of the Board of the Peter Drucker Foundation for ten years. He has been a volunteer teacher for US Army Generals, Navy Admirals, Girl Scout executives, International and American Red Cross leaders—where he was a National Volunteer of the Year. His 24 books include: *The Leader of the Future*, *Coaching for Leadership*, and the newly-published *Succession: Are You Ready?* His recent book, *What Got You Here Won’t Get You There*, is a *New York Times* bestseller, *Wall Street Journal* #1 business book and winner of the Harold Longman award for Best Business Book of the Year. Over two hundred of his articles, interviews, columns and videos are available for viewing and sharing online (for no charge) at [www.MarshallGoldsmithLibrary.com](http://www.MarshallGoldsmithLibrary.com).

**GUIDE TO PARTICIPANT SELECTION**

SENIOR EXECUTIVE  
(Pres, Exec & Sr. VP)  
EXECUTIVE  
(VP & General Mgr)  
SENIOR MANAGER  
(Div. & Reg. Mgrs)  
MIDDLE MANAGER  
& SUPERINTENDENTS

2	3	3	3	3	3	3	3	3	2	3	3	2
1	2	2	2	2	3	2	2	2	2	2	2	2
1	1	1	1	1	2	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1	1	1	1
Admin	Distrib	Engr	Finc	H.R.	Legal	Mkng	IT	Ops	Plng	Pchsg	R&D	Sales

**APPLICABILITY**

“1” indicates primary target audience  
 “2” indicates a good fit if the level of material is appropriate  
 “3” indicates (in the opinion of the Institute and faculty) limited applicability.

**FOCUS**

PRIMARY

**LEADERSHIP DEVELOPMENT:**

Adaptability, Communication, Developmental Perspective, Empathy, Interpersonal Relations, Judgment, Motivation

SECONDARY

**EXECUTING/CONTROLLING/EVALUATING:**

Decision Making, Use of Authority, Delegation, Direction, Coordination, Guidance, Discipline, Follow Up

TERTIARY

**PLANNING/ORGANIZING:**

Problem Identification, Analysis, Evaluating Alternative Solutions, Developing Specific Plans, Generate and Obtain Plan Support

**LEVEL**

Introductory  Intermediate  Advanced