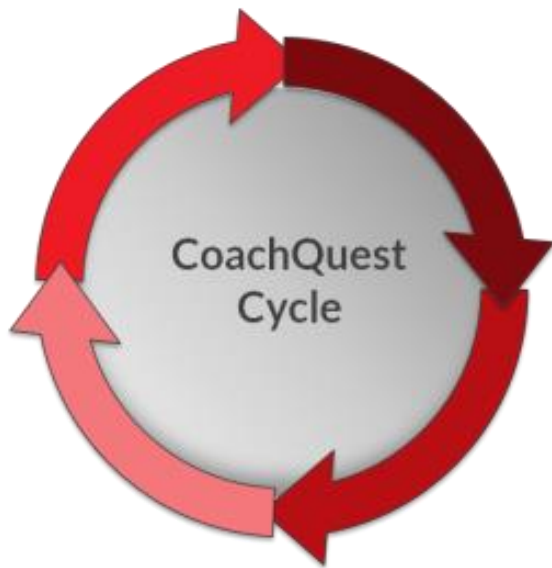


CoachQuest Development Cycle



Becoming a Great Leader-as-Coach is a Quest

CoachQuest is a program, not a seminar, webinar, workshop, or shot in the arm. We call it a quest, because it engages learners in an ongoing, never-ending cycle of learning and improvement, which can have a profound impact on leadership.

“Coaching is the single most powerful process ever devised for releasing individual potential.” — The London School of Business.



Are Leaders born or made?

It used to be something of a mystery how some men and women emerge, take charge, and lead groups of loyal and enthusiastic followers. Only lately have social psychologists begun to understand and explain how and why some people lead much more effectively than others.

You are in a leadership position because you naturally display behaviors that attract and influence others. You were born with the natural qualities that afford you your propensity to lead. Both of these natural qualities and additional learned behaviors contribute to your leadership ability.

In spite of your leadership abilities, you sometimes falter and actually repel others and drive them, unintentionally perhaps, away from the objectives you want them to achieve. In this case, experience in leading and learning some additional skills will help you refine your leadership behavior.

From this understanding, specialists in the field of leadership have developed methods for transforming competent managers into powerfully effective leaders. Over the past 20 years, organizations have begun to rely on external consultants, such as Align4Profit, to help develop their leaders.

To distinguish itself among other consultancies, Align4Profit draws on the most current social psychology research in its CoachQuest Leader-as-Coach training. CoachQuest helps organizations manage talent, improve team performance, raise accountability, and empower employee commitment. We further distinguish CoachQuest from other leadership development programs with our emphasis on establishing and maintaining clearly defined Sustainable Competitive Advantages for the leaders and teams we train in a coaching style of management.

The underlying principal driving the leadership-coaching program is a concept we call The Magnetic Power of Leadership Intimacy[®]. Following this concept, CoachQuest elicits from trainees the kind of open and honest understanding that enables them as a group to discover the Sustainable Competitive Advantage that will evolve their organization into one that thrives rather than merely survives.

4-Step CoachQuest Cycle—Align, Learn, Act, Sustain

Furthermore, the CoachQuest Cycle takes you through four phases of alignment, learning, action, and sustainment. We provide the guidance and tools to lead yourself, those below you, next to you, above you, and around you.



4-Step CoachQuest Cycle

1. Align

Only by thoroughly understanding the core beliefs that make you who you are can you begin to align your beliefs with the way you intend to lead. For this reason, the Align step begins with an intimately honest examination and evaluation of your personal sense of self.

To do this we introduce a twofold method of looking in the mirror, which we call the Inside-Out and Outside-In View. In this process of self-discovery, you candidly examine your achievements, setbacks, milestones, and what you do and don't believe in. Then, you turn to your peers, subordinates, and superiors for an Outside-In evaluation of the same. We assist you in this process with our [Leadership Attraction Profile \(LAP\)](#). Only after such an intimately honest appraisal can you begin to act in consistent harmony with your core beliefs.

The science of social psychology has determined that only those who come to honest and intimate terms with their selves can generate the authenticity, moral authority, and integrity to motivate others in a truly dynamic and productive way.

Based on the insights gained from your two-fold examination, you come out of the Align step of the CoachQuest Cycle with a personal and prioritized Development Plan for aligning your core self with the kind of leader you want to be and the kind of leader who is aligned to your organization's strategic goals and vision.

2. Learn

Once you understand who you are and how you mean to lead, you can begin to develop in the direction that you, your team, and organization agree you need to head. Ready and eager to enhance your knowledge, skills, and behaviors in the targeted areas identified in your Development Plan, you will actively seek learning opportunities in the form of relevant educational programs, published articles, and on-the-job challenges. We help you navigate this learning adventure with a tool called Feel. Think. Act. Talk. It helps you deliberately engage in coaching support.

As you begin to build and enhance the behaviors and communication skills you need to develop with regular practice and consistent repetition, we show you how to use tools such as environmental reminders and weekly reflection time. As a result, you become intimately aware of what is going on around you, how you are growing, whom you are affecting, how you are advancing toward a winning culture, and what you are doing to drive better results.

You come out of the Learn step with a reliable Coaching Model, and a host of tools you need to transform your leadership coaching style through a process of being Intentional, Intimate, Interactive, and Iterative about coaching to positively influence commitment and performance.



3. Act

As you continue on a course of deliberate practice, executed faithfully day after day, you learn how to incorporate honest feedback, to give it as well as to embrace it, and to coach as well as to be coached.

You begin to make a regular practice of articulating your Leadership Credo, expectations, and reflecting upon your Development Plan, always looking for new opportunities to act upon your objectives.

The Act step also teaches you that you will continue to encounter blind spots in your perception of your progress. In response, you practice calling upon your colleagues, your team, your manager, and others whose opinions and insights you trust to coach you with their full voice.

The CoachQuest Cycle also introduces you to a new definition of peer pressure, renamed Positive Peer Pressure. With this powerful tool for uncovering some of the unrecognized lessons of your life and leadership, you learn how to push for change and pull for participation as a leader.

You come out of the Act step having grown into a continuously learning leader.

4. Sustain

The final step of the cycle makes sure you never think of any step as final, by reminding you to repeat the CoachQuest Cycle again and again, never ceasing to evolve as a leader.

In the Sustain step you learn how to implement and update your Development Plan in order to help you continuously improve your leadership effectiveness. This updating process demands that you obtain regularly scheduled feedback, that you insist on being held accountable for your performance, and that you coach others to do the same.

Your regular feedback can be anecdotal or you can engage in an additional follow-up option to reassesses your leadership with a [Leadership Attraction Profile \(LAP\)](#). What better way to establish exactly what is working and to pinpoint where continued transformation is necessary?

Obviously this step requires you to remain open to new ideas and honest self-examination backed by quantitative and qualitative metrics. This is also the step in which you recognize growth and celebrate success.

You come out of the Sustain step of the CoachQuest Cycle with the benefits of all previous steps plus the motivation, determination and know-how to continue your cycle of continuous improvement through Leadership Intimacy.



Behave your way into the new, leadership coaching style.

Before social psychology identified and defined the qualities and dynamics of exceptional leadership, history's exceptional leaders learned to lead by trial and error or by modeling themselves after inspired leadership they encountered in their lives. The CoachQuest Cycle has simply distilled what science and history have discovered into four steps along with the tools you need to achieve and maintain successful leadership qualities. It enables you to behave your way out of the current, and not merely talk your way into the new, leadership coaching style.

And not a minute too soon. Traditional leadership development has not delivered great leaders. Today corporations spend between 2 and 10 percent of employee compensation on leadership development and get mediocre results at best.

A report from the Said Business School at Oxford University, England, found that British businesses and public sector organizations waste almost \$140 million on poorly conceived and delivered executive education programs. The study went on to say that only 35 percent of HR directors and 21 percent of other executives believed that their current training and development programs were meeting corporate strategic objectives.

The CoachQuest Cycle delivers a fundamentally different approach that develops fundamentally different behavior with our Magnetic Power of Leadership Intimacy approach. We train leaders and teams to communicate with a candor and intimacy unfamiliar to most organizations.

In this way we deliver fundamentally different results you can measure in workforce engagement, leadership and employee accountability, and a fully committed workforce. Your transformed leaders will develop your organization into one that thrives rather than merely survives.

In short, they will begin to build a culture of high commitment and realize results through high performance!



Change 4 REAL Adult Learning Principles

We structure CoachQuest to engage you in continuous growth as *the* sustainable competitive advantage by incorporating adult-learning principles.

Align	Learn	Act	Sustain
<p>Pre-Learning Preparation</p> <p>Readiness Learning increases when there is a specific need to know.</p> <p>Involvement Adults learn best when involved in diagnosing, planning, implementing, and evaluating, their own learning.</p> <p>Inspiration Adults respond best when they are internally motivated to learn.</p> <p>Motivation Adults are motivated by understanding the expected outcomes and incentives for them personally as it relates to their specific environment.</p>	<p>Learning Sessions</p> <p>Multi-faceted Learning We promote conditions necessary for learning to take place such as: Sage on the Stage, A Guide-on-the-Side, and follow-up lessons that share actionable steps.</p> <p>Phased Approach The learning structure allows for an interval to practice and internalize the skills of each participant in their own environment.</p> <p>Visual Descriptors We use visual descriptors to make learning more memorable.</p> <p>Team-Based Dialogue This process involves people in action planning, which leads to superior levels of engagement.</p>	<p>Coaching</p> <p>Immediacy We provide learning at the time of need with our Just-In-Time Coaching Approach.</p> <p>Self-directed Adult learners have a need to be self-directing and CoachQuest helps with relevant coaching topics to start the journey.</p> <p>Deliberate Practice We break skills into small parts and encourage high-levels of repetition.</p> <p>Informal Learning We foster informal ways of learning, not random, and leverage constant reminders.</p>	<p>Sustainable Learning Tools</p> <p>Relevancy Tools that can be used now!</p> <p>Sense of Progress Checking off the learner's task list, completing evaluations, and delivering learning in bite-sized pieces.</p> <p>Positive Peer Support Life's reservoir of experience is a primary learning resource. The life experiences of other participants enrich the learning process.</p> <p>Feeling of Contribution Adults like to be engaged in a bigger purpose or the greater good. In our case, for example, we support the My Possibilities Charity.</p>



Engage in CoachQuest in Two Ways

1. Open-Enrollment Programs develop individual leaders and intact teams alongside leaders from other organizations.
2. In-House Programs, highly tailored or lightly modified, enterprise-wide. Presented by our facilitators or your trainers through our Trainer Certification program.

You get what you Measure

CoachQuest places objectives in the present tense and creates tension between the current reality and future goals. We ensure dart-like focus on producing the outcomes you seek.

You are in Good Company



Feedback

After every CoachQuest Workshop, we ask for feedback. Here are a few verbatim comments from one of our most recent events:

“I’ve gone to many leadership coaching sessions and this one was surely an eye-opener.”
—Srikanth Jayaraman, Ericsson

“It gives you an adequate toolbox to reach into for the appropriate times, for the appropriate situations.”
—Sara Carroll, Ericsson

“It really has been something that I feel I can benefit from both personally and professionally.”
—Phil van Beek, Ericsson

We invite you to join and if you have not done so already, [register for CoachQuest](#).

Learn to be a better leader, better coach, better person!

Or contact us to learn more about our programs—including recommendations for delivery, rollout strategies, and pricing.

We look forward to hearing from you at coachquest@align4profit.com 972-608-0400