

## Master

# Essere Manager Coach

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**This course combines e-learning distance learning  
and classroom learning with your trainer-coach.**

The "Manager Coach" is the coach of his team and of himself. He can activate different behavioral styles and managerial approaches according to the purpose he must pursue and the type of employees or collaborators with whom he has to work. He knows how to listen and to profile each member of the team, to understand their skills and character inclinations, to organize a truly performing work group. All that eliminating the emotional burden for oneself and for the collaborators, because as it is well known, the emotional burden is the reason for stress that causes enthusiasm and profitability to be lost in every organization.

The "Manager Coach" has as primary competence the skill of activating cognitive and behavioral devices which make his team and himself immune from parasitic, heavy, and counterproductive emotions.

The Master in Manager Coach marks a new horizon in managerial training.

## Teaching

15 days before each classroom attending the e-learning session (via Browser) is enabled for participants.

Each session gathers 4 themes and the entire Master is made up of 5 sessions

The 20 topics and the 5 classroom days are the body of the course.

The last classroom session has follow-up functions and is organized 40 days after the end of the last session.

Each topic of each session is collected at the end of the course in a document of over 165 pages which is delivered at the end of the lessons. It is a paginated pdf that is delivered to all participants.

The advantage of e-learning, compared to deferred training or on static documents, is the possibility of being able to have a dialogue with the teacher and to develop interactive sessions also with the use of tests, of didactic video sharing of various types .

The teaching is developed through the Flipped Classroom, which provides for the study of the off-line concepts with timeline and rhythm that each student prefers and the use of time in the classroom dedicated to the exercises in close contact with their teacher for the revisions and the integration of the concepts learned in the e-learning sessions.

*"You become Manager Coach acquiring multidisciplinary skills, ranging from cognitive psychology to social psychology, applied to groups as well as the mechanisms of relational sociology ".*

Skills translated into techniques, behavioral and psychological posture tools that the Manager Coach at the end of the course can use every day to check his position in a group and activate his leadership spontaneously.

## **Emotional intelligence**

The application of knowledge derived from the study of the functioning of emotions and how they are capable of guiding people's behavior are the theoretical basis of our managerial courses.

It is known that there is no just single form of knowledge, as there is no single form of intelligence. What has become increasingly clear in recent years, in every academic environment, is that emotions, often instincts, really drives our behavior and make us assume our "social posture". Becoming aware of it means being able to master your own behavior and emotions and being able to manage relationships with people effectively.

Emotional intelligence is one of the various intelligences we have available. Understanding their mechanisms is important because our interpersonal relationships are based on them and because it is precisely emotional intelligence that enables our brain to access our other forms of intelligence such as logic.

## **The emotional kidnapping**

Emotional kidnapping occurs when you find yourself "stuck" following a humiliation, an offense or an injustice. It happens in the work environment when, for example, following the verbal or non-verbal action of a colleague or another person, you feel emotionally blocked and unable to react and process the situation.

Understanding how emotional seizure works and what its causes facilitates its management.

The key to not being interfered by our emotions lies in the ability to neutralize our reactions and activate attention towards the other.

Intercepting and deciphering the character maps and "role-playing games" that others normally practice, allows us not to be surprised by "emotional ambushes" and to shield these authentic attacks that many people use to inhibit those around them.

Profiling people around us will allow us to activate effective communications and to be masters of our emotional and relational space, widening our sphere of influence.

To achieve this goal we explore Social Styles, the behavioral models useful for profiling people, in order to generate harmonious and profitable relationships with these.

The "positive thinking", the "assertiveness" and the "no proactive" are crucial elements including which we will be able to create the balanced relationships that we have always desired, to generate around us a social environment favorable and functional to our personal growth objectives and professional.

## **Performance management**

Performance Management, as an expression of leadership, is a set of communication techniques which are typical of "coaching", such as the understanding and use of body language, the application of interview models, the shared display of results , the sharing of objectives, and the application of models known as "smart & grow" and first of all the "feedback".

## **Leadership**

"Leadership" will be the last chapter covered in the master. The complex dynamics to govern to lead a group will be learned by exploring the rules developed by Jack Welch for managing meetings.

Together with the leadership, at the end of the course, the "team coaching" will be deepened with the drafting of application models aimed at creating improvement plans for the "teams" and its individual components. The participant will have already built a very detailed image of the application of these models by studying the "application maps".

## **Goal**

**You are particularly good in your field, but to achieve excellence it is useful:**

- ✓ that you improve your relationship styles
- ✓ that you have the growth of your people as a priority

- ✓ that you motivate your team
- ✓ that you work in synergy with your peers
- ✓ that you practice "we" thinking about the "company".

**This course teaches managers to also be "Manager Coach".**

**At the end of this training course you will be able to:**

- ✓ be flexible
- ✓ help your collaborators to grow
- ✓ delegate ...
- ✓ team up with your colleagues thinking of "we"
- ✓ listen and understand the other
- ✓ accept and manage changes.

## **Daniel Goleman and managerial models**

The studies and results to which Daniel Goleman landed in his professional and teaching path, constitute the theoretical basis on which most of our master's degree is built.

Daniel Goleman is, in fact, the American trainer who identified the managerial model defined Manager Coach: this led him to be among the most successful consultants in the United States of America.

Daniel Goleman describes six management models that can be used in different situations: Authoritarian, Visionary, Tread, Democrat, Affiliate and finally the Manager-Coach style.

**How is the Manager Coach different from other managerial or leadership approaches?**

II Manager Coach...

- ✓ creates "resonance" by establishing a link between the aspirations of individuals and the objectives of the organization
- ✓ has an impact on the incredibly positive climate of the group
- ✓ welds fractures in groups and strengthens the bonds between people

- ✓ helps employees improve their performance by building lasting skills.

## Skills acquired in the course

The attitude of the "coach", to understand himself and others:

- Choice of one's leadership model
- Acquisition and control of oneself and one's relationships

Apply and have Performance Management applied:

- Make good interviews
- Give goals and manage feedback

Manage and motivate your team and do "Team Coaching"

**Three closely related themes, whose skills are highly complementary, divided into 5 chapters:**

- 1) Choose your leadership style
  - a) The flipped classroom, introduction - Goleman and the objectives of the course
  - b) Management styles according to Goleman
  - c) Behavioral styles
  - d) Communicate effectively
- 2) Take control of yourself and your relationships
  - a) Understand and manage your reactions
  - b) Understanding each other
  - c) The map of the state of relationships
  - d) Improve your relationships
- 3) Set up interviews
  - a) Body language
  - b) The various types of interview and motivation
  - c) The basic elements of "Performance management"

- d) The good performance management interview
- 4) 4. Performance Management
  - a) P. M. as a relational theme
  - b) Communicate practical tasks and goals
  - c) Communicate improvement goals
  - d) Give Feedback to your collaborators
- 5) Team Coaching
  - a) The team coordination meeting
  - b) The map of tasks and responsibilities, the delegation
  - c) Team coaching and team assessment
  - d) Focus on your team: the "action plan"

The course ends with a test of 200 questions to be completed on the web. With 90% of correct answers you get the "Manager Coach" certification.



## **CONTENTS IN DETAIL**

### **1. Choose your relationship model**

The first chapter aims to make the manager more aware of his communication and his behaviors through the comparison of two models: Social Styles (4 prevalent behaviors: Analytical, Driver, Lovable and Expressive) and the six models by Goleman.

An assessment helps self-placement and the exercises allow recognition of the behavioral patterns of others; this allows you to choose the correct linguistic register to use with the various interlocutors.

The chapter concludes with a reflection on the shadows that often gather on our communication (negativity, generalization, and aberrant interpretation) as opposed to positive thinking, assertiveness and "no purpose".

### **2. Improve your relationships**

The second chapter continues on the path of awareness by analyzing the reactive effects and mechanisms related to emotions and missed expectations; the student is led to question the meaning of the behavior of others, in order to understand the reasons, the drives, or the emotions that are hidden under it.

Attention is directed towards understanding the other, assessing the quality of the relationships around them and making an improvement plan of which 5 steps are indicated.

The orientation is obviously towards professional working relationships and any application on the personal sphere is up to the person.

### **3. The management of the interviews**

The third chapter deals with the relationship between manager and collaborator, placing the interview at the center.



The analysis of body language will be addressed, with the aim of setting up to interpret the messages that the other, more or less consciously sends us, examines the various types of interview: listening, orientation, motivation, improvement and reinforcement.

The important thing is that the interview has an explicit purpose and that the manager is aware of the type of interview he is managing or in what phase of the interview he is as it develops.

We will also see that each interview then has a formal protocol to be respected which must not be overlooked.

#### **4. The "Performance Management"**

The fourth chapter provides the elements to activate Performance Management.

The elements that need to be set are three:

- the assignment of tasks for the period,
- the setting of behavioral improvement paths
- the setting of the positive feedback mechanism.

Clarifying these three elements and setting the relative development paths is crucial to activate "Performance Management". Failure to do so would mean frustrating any effort to improve one's position and relationships with others.

#### **5. Leadership and "Team Coaching"**

The fifth chapter aims to teach managerial techniques for managing a work group.

The growth and maintenance of a work group is based on two assumptions:

- the first condition is that there is a manager capable of setting up meetings, clarifying first the objectives,
- the second premise is that the manager is capable of understanding and interpreting the relationship dynamics within the group.

Knowing how to use leadership models in Team Management creates commitment and consensus:

- Inspirer, for the framing in the Vision,
- Driver in setting and sharing objectives,
- Analytical in the verification of solutions
- Lovable for everyone's involvement

The chapter ends by proposing models for planning actions aimed at improvement.

## **Didactic development method**

The master is set up in the flipped classroom.

Here are its advantages.

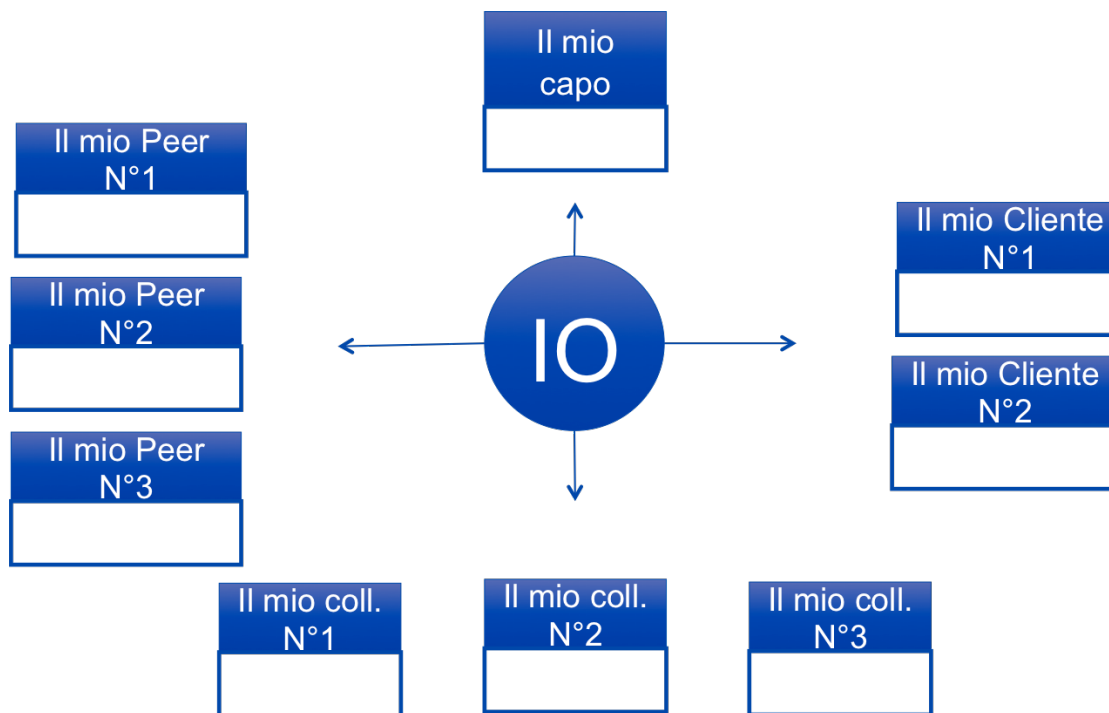
- You can study at home with ease to get to the classroom with all the useful information to raise the level of the training meeting. Over time, extensive use of multimedia and interactive teaching material is made at home in addition to e-learning.
- You can use classroom time for exercises and discussions on real cases. E-learning allows you to bring people ready to study in the classroom starting from a pre-set educational level at home!
- Lower costs and training sessions more flexible. The Manager is freer to manage his time, incorporating the didactic-informative part with his rhythms, and limiting the classroom time to the most precious and indispensable moments, such as simulation, integration in relationship with the teacher, feedback on his personal experimentation.
- The teacher does not take on the role of leading actor: he rather becomes a "mentor" placing the student at the center of the training path

## **What else is expected?**

During the course, the manager will compile descriptive maps of his working environment attributing to each interlocutor the single aspects treated in the paragraph dedicated to the models and personal characteristics of people to generate their profiles.

In these profiles, the levels of reactivity, habits, relational qualities, specific abilities of individual people and much more are examined and valued.

Each map is composed as follows:



At the end of the course the maps created with twenty and more aspects of evaluating people will be delivered to the manager. The maps drawn up anonymously, for everyone except for the manager, will constitute his white paper, open and available for the improvement plans planned by him.

## Handbook

- The lessons calendar is available on the website [www.coachingfor.it](http://www.coachingfor.it).
- 40 hours of classroom presence distributed in 5 days, 20 e-learning courses lasting an average of three quarters of an hour each and materials for further studies, a final certification questionnaire with 200 questions for which it is expected 90% correct answers to obtain the Manager Coach certification.
- The study of the accompanying materials (documents, extracts, books) can involve a commitment of 10 total hours.

- As a follow-up, a meeting is scheduled, one month after the end of the course, which takes 4 hours.
- Two course coaching interviews lasting one hour and a half developed electronically are included in the cost of the course.
- The master will be held at the Coaching for S.r.l. in Via Leone Tolstoi, 1 in Milan, unless otherwise indicated.
- The teaching language is Italian.
- There are no conditions for admission to the course, acceptance of registration is at the total discretion of Coaching for S.r.l.
- The Master provides classes ranging from 7 to 15 people.
- If the minimum number of participants is not reached, Coaching for S.r.l. reserves the right to move or cancel the registration and, in the case of cancellation, will refund any registration fees already paid...

### **What is the next step?**

- 1) Attend the e-learning course
- 2) Answer the tests and send the requested feedback
- 3) Develop the Application Maps and measure yourself with the results
- 4) Arriving at discussion seminars with ready materials

Thanks for the attention!

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