

Needs-Based Coaching™ Series

Training

Meeting the needs of the new global marketplace with a flexible, total-systems approach

Remember the carrot and stick? Well, forget it. In order for managers to inspire and motivate today's workforce, it's necessary to provide coaching that aligns with the heart of what moves people.

When leaders are empowered to tap into the internal—rather than external—motivation of employees, sustainable engagement and performance are the result. AchieveGlobal's research-based *Needs-Based Coaching™ Series*, which draws extensively from a body of research known as Self-Determination Theory, is designed to harness potential, boost morale, energize productivity, and maintain engagement.

The *Needs-Based Coaching™ Series* is designed to help leaders develop skills that can help them coach effectively on a daily basis. The series provides a coaching framework and key actions that support the internal motivation of employees and maximize the performance of work groups.

The *Needs-Based Coaching™ Series* consists of four stand-alone modules: *Shaping a Motivational Workplace™*, *Giving Needs-Based Feedback™*, *Realizing Talent in Others™*, and *Offering Rewards and Recognition™*.



Developing the 21st
century workforce™



Module 1: Shaping a Motivational Workplace™ (3.5 hours)

People want to use their abilities, connect with others, and guide their own efforts. Regardless of gender, age, ethnicity, culture, or life experiences, everyone shares these three psychological needs:

- Competence
- Relatedness
- Autonomy

Forty years of research confirm the many benefits of helping people satisfy these needs, including improved job satisfaction, engagement, self-esteem, thinking ability, creativity, learning, trust, loyalty, dedication, and performance. Leaders realize these benefits by creating conditions that support employees' needs. The practical goal is sustained performance and results driven by internally motivated people.

In *Shaping a Motivational Workplace™*, leaders learn to create an environment that inspires superior performance by helping employees satisfy their basic psychological needs. At the end of the module, participants will be able to:

- Recognize and leverage three basic needs in the workplace.
- Create an environment that supports needs satisfaction.
- Adopt the employee's perspective to build stronger working relationships.
- Communicate with employees in an informational way.
- Increase engagement by generating opportunities for employee choice in meeting business objectives.
- Facilitate enhanced motivation and results.

Module 2: Giving Needs-Based Feedback™ (3.5 hours)

While a leader's every action affects motivation, few conversations are as vital as giving feedback to align an employee's actions with group and organizational needs. In this module, leaders learn to give feedback that supports employees' internal motivation to deliver organizational results.

Employees gain internal motivation when their work allows them to satisfy their psychological needs, including autonomy, or making decisions about their own activities. Yet organizations require employees to work within firm

AchieveGlobal's approach to coaching helps your organization:

- **Harness potential.** The *Needs-Based Coaching™ Series* equips leaders with the coaching skills needed to shape the workplace conditions in which individuals can tap into their internal motivators of competence, autonomy, and relatedness—with the end result being increased problem solving and innovation.
- **Increase employee engagement.** This series also helps participants learn to engage in genuine dialogue and share positive feedback with their employees, resulting in professional development goals that are aligned with organizational goals.
- **Build deep morale.** By learning to develop morale, participants will enable employees to forge better relationships with their managers and co-workers through genuine communication and support.
- **Encourage productivity.** Participants will learn ways to increase productivity by encouraging employees to have self-direction on tasks and ownership of performance success.

guidelines and timeframes. When an employee's choices clash with organizational needs, effective leaders share information and redirect efforts—in other words, they give feedback. Giving feedback without undermining motivation is a serious challenge for every leader.

Feedback that reliably supports performance and results takes an employee-centered approach, including:

- Genuine two-way dialogue
- Clear reasons for required structures and actions
- Collaboration on solutions and next steps
- Explicit links between a solution and the employee's psychological needs

The goal of all effective feedback is an employee internally motivated to take the appropriate steps. At the end of the module, participants will be able to:

- Plan and facilitate effective feedback conversations, both face-to-face and voice-to-voice.
- Support employees' internal motivation to achieve business results.
- Improve performance by helping employees find personal benefits in organizational structure and self-generated solutions.
- Receive feedback in ways that promote improved performance and maintain constructive relationships.

Module 3: Realizing Talent in Others™ (3.5 hours)

Employees have latent talents and existing skills we often fail to leverage. Turning these talents into capabilities by developing others to their fullest potential is a leader's most important work—and a requirement for long-term organizational success. In this module, leaders learn a collaborative process and skills to develop capabilities in others that meet the motivational needs of each individual and match the need of the organization to optimize results.

Supporting this leadership role are major studies over the past 40 years confirming that people, by their nature, have a strong need to:

- Engage in interesting activities.
- Succeed at new challenges.
- Improve their competence.
- Demonstrate mastery.

Yet many employees feel de-energized and disengaged at the prospect of job-related growth and development—and many leaders believe that developing others is too much effort for too little return. This disconnect requires a fundamental rethinking of how leaders approach their critical responsibility. To realize untapped potential and achieve business outcomes, this module helps leaders match the employee's natural need to demonstrate competence with the organization's need to succeed. At the end of the module, participants will be able to:

- Recognize the psychological needs of individuals and incorporate leadership behaviors to support them.
- Uncover high impact development opportunities that tap into the employee's internal motivation.
- Link employee development activities to business goals and objectives.
- Collaborate on development plans that boost employee interest and activate productivity.
- Unleash and leverage individual capabilities to achieve workgroup and organizational results.

Module 4: Offering Rewards and Recognition™ (3.5 hours)

For most adults, work meets many needs—income, of course, as well as friendship and achievement. Too often, though, employees feel bored or alienated at work. The result can be illness, absenteeism, and turnover—all things that come at a huge cost to the organization.

Many leaders assume that employees, having secured food and shelter, become passive, in need of external motivation. So they offer incentives—wage increases, bonuses, promotions—or threaten punishment for failure to perform. But more than 40 years of scientific research confirms that rewards and threats actually undermine sustained motivation and performance. This research has also identified the three universal needs of competence, relatedness, and autonomy that everyone employee seeks. When leaders recognize and reward employee efforts to satisfy these needs, they tap the power of internal motivation.

This module helps leaders use rewards effectively and apply a simple process for offering recognition. The payoff of these skills is improved employee engagement, performance, and results. At the end of the module,

participants will be able to:

- Explain the difference between reward and recognition.
- Offer rewards that foster employee motivation.
- Offer spoken and written recognition that supports employee motivation.
- Sustain motivation by helping employees identify their own contributions.
- Recognize team performance to encourage collaborative effort.

Implementation

Needs-Based Coaching™ Series can be delivered as a two-day session or in stand-alone modules, each roughly three and a half hours:

- *Shaping a Motivational Workplace™*
- *Giving Needs-Based Feedback™*
- *Realizing Talent in Others™*
- *Offering Rewards and Recognition™*

Each module may also be delivered in two mini modules, each approximately 2 hours long with an application assignment between; or in conjunction with other programs. The modules will also be available as virtual instructor-led training in 2012.

In all modules, there are three video versions, allowing customization to several different audiences:

- Healthcare
- Industrial/manufacturing workers
- Professional, office-based workers

Each version has video scenarios unique to these audiences.

Facilitator kits and participant materials for each module sold separately.

The sessions can accommodate 8–15 participants.

About AchieveGlobal

In the 21st century, the level of human skills will determine organization success. AchieveGlobal provides exceptional development in interpersonal business skills, giving companies the workforce they need for business results. Located in over 40 countries, we offer multi-language, learning-based solutions—globally, regionally, and locally.

We understand the competition you face. Your success depends on people who have the skills to handle the challenges beyond the reach of technology. We're experts in developing these skills, and it's these skills that turn your strategies into business success in the 21st century.

These are things technology can't do. Think. Learn. Solve problems. Listen. Motivate. Explain. People with these skills have a bright future in the 21st century. AchieveGlobal prepares you for that world.



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