

**The University of Toledo**  
**College of Business Administration**  
**Executive Center for Global Competitiveness**

**COACHING: BRINGING OUT THE BEST IN OTHERS**

### Program Overview

The changing and challenging role of the leader puts more and more importance on getting things done through people. Leaders in business readily identify with the responsibilities of a coach in sports. At work, we refer to staff as teams and employees as team members. There are rules to follow and goals to achieve. Business has a lot in common with sports, and the accountability of a leader is a lot like that of a coach. Overall, the roles are about helping people become successful - and win at their game.

### Who Should Attend

This seminar is appropriate for a leader who understands the importance of working effectively with his team to achieve goals, but who needs guidance in establishing the proper rapport with his/her employees. The attendees will engage in lively discussions with their peers, exchanging ideas and learning from the instructor and each other on how best to apply the tips and techniques offered for becoming a great Coach.

### Program Objectives

This program will help participants:

- Describe the traits, skills and knowledge of a good coach
- Assess your own coaching capabilities
- Facilitate accountability on the part of the individual or the team
- Identify obstacles to performance and ways to overcome them
- Provide constructive feedback and corrective direction for performance improvement
- Use a variety of questions and listening techniques to communicate effectively
- Develop concrete actions for their own improvement as coaches

### Program Topics

- Clarifying and managing expectations - of the coach and of the players
- Keeping the ball in the employees' court when they habitually bring problems to the manager
- Catching people doing things right
- Confronting problems quickly and directly
- Leading by example - developing and maintaining an upbeat attitude as an example for others to follow
- Creating opportunities for people to have the freedom to succeed, fail and learn
- Challenging people out of their comfort zones to stretch their capabilities
- Providing ongoing feedback to reinforce the positive and redirecting what needs attention
- Facilitating communication among the team - encouraging people to talk to each other, exchange ideas, and share what they are working on and how it impacts the others' efforts
- Engaging people in discussion about the organization's mission, vision, values and goals to create in them a sense of ownership and pride in belonging

### About the Instructor

**Mike McCartney** is an Adjunct Faculty in the College of Business Administration at The University of Toledo. He has helped organizations large and small leverage the human side of high performance, in the spirit of their mission, vision and values. Mike's expertise is helping senior leadership and mid-management teams optimize their collective talent to execute strategy and achieve goals. His communication and facilitation skills are based on careful listening and a keen sense for group dynamics. As a keynote speaker, Mike is engaging and entertaining, wrapping his content around your core message, so people leave with new insights, an upbeat feeling about their organization, and a bias for taking action. Mike's background includes a 27 year career with The Andersons, a Fortune 1000 corporation, where he directed its organization and leadership development. He holds a degree from Ohio State University and numerous certifications.

*If you wish to tailor this program for onsite training at your company,  
please contact Carrie Herr, the Director of ECGC,  
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