

《教练型领导力》培训工作坊

Coaching Leadership Training Workshop

适合对象 Suitable Participants

- 企业中高层主管以及高潜员工 Enterprise top & mid-level leaders and HIPOs

培训目标 Training Objective

- 为提升企业领导力文化打基础 Found the base of enterprise leadership culture
- 为管理者提供实用的教练型领导力工具 Empower the leaders with practical coaching tools
- 增强管理者的跨部门沟通与团队管理能力 Enhance the leaders team management and cross-function communication capabilities
- 为管理者构建经验交流和思维共创的平台 Setup the platform for leaders to share experiences and co-create solutions

学员收获 Participants Takeaways

- 清晰管理者的目标定位 Clarify the Goal Setting of Leaders
- 加强管理者的自我认知 Build Self Awareness of Leaders
- 拓展管理者的提升路径 Explore the Development Options of Leaders
- 体验管理者的思维共创 Experience the Mindset Co-creation of Leaders

课程形式 Workshop Delivery

- 两天工作坊 2-day Workshop
- 采用“培训+引导+顾问+教练”混合式面授方式 Blended training with facilitation, consulting and team coaching
- 互动式授课，结合逻辑演绎、案例分析、分组讨论、工具演练、头脑风暴和实战咨询 Interactive delivery with logical deductions, case studies, group discussions, tool practices, brainstorming and real problem solving
- 帮助管理者清晰目标，找到差距，通过创新型学习去提升自己的改变意愿，积极付诸行动 Help the participants to clarify development goals, find gaps, form own knowledge system, take actions and make positive changes

课程大纲 Workshop Outlines

第一天 Day One			
时间 Time	主题 Subject	内容	Contents
上午 Morning	开场 Opening	◇ 课程介绍	◇ Course Introduction
第一单元：管理者的目标定位 Unit 1 – Goal Setting of Professional Leaders			
上午	提升方向	◇ 管理应该具备什么样的领	◇ The Leadership Basics

Morning	Development Directions	<p>领导力</p> <ul style="list-style-type: none"> ◇ 管理者领导力提升维度 ◇ 管理者如何实现内在改变 	<ul style="list-style-type: none"> ◇ The Development Dimensions of Leaders ◇ The Inner Changes of Leaders
第二单元：管理者的自我认知 Unit 2 – Self Awareness of Professional Leaders			
上午 Morning	管理者的领导力现状分析 Reality Analysis	<ul style="list-style-type: none"> ◇ 看到自己的盲区 ◇ 管理者共同的优势和挑战 ◇ 面对首要挑战的解决方案 	<ul style="list-style-type: none"> ◇ See Self Blind Areas ◇ Common Strengths and Challenges ◇ Solution for Key Challenges
中午 Noon	午餐 Lunch		
第三单元：管理者的专业技能 Unit 3 – Basic Skills of Professional Leaders			
下午 Afternoon	如何打造高效团队 How to Build Strong Team	<ul style="list-style-type: none"> ◇ 什么是团队 ◇ 团队发展的四个阶段 ◇ 团队成员的四种角色 ◇ 高效团队的特征 ◇ 打造高效团队的步骤 	<ul style="list-style-type: none"> ◇ What is Team ◇ Four Stages of Team Development ◇ Four Roles of Team Members ◇ Strong Team Characteristics ◇ Steps to Build Strong Team
下午 Afternoon	领导力实践的基础应用 Basic Applications of Leadership Practices	<ul style="list-style-type: none"> ◇ 领导力实践的难点分析 ◇ 如何发布任务指令 ◇ 如何给予绩效评价 ◇ 如何了解工作进展 ◇ 如何从问题中挖掘需求 ◇ 如何了解内在想法 ◇ 如何进行有效批评 	<ul style="list-style-type: none"> ◇ The Difficulties of Leadership Practices ◇ How to Give Instructions and Orders ◇ How to Evaluate Performance ◇ How to Review Work Progress ◇ How to Explore Hidden Needs from Problems ◇ How to Understand the Inner Thoughts of Subordinates ◇ How to Criticize Effectively
下午 Afternoon	实战模拟 Scenario Practice	<ul style="list-style-type: none"> ◇ 场景准备 ◇ 分组演练 ◇ 点评分析 	<ul style="list-style-type: none"> ◇ Scenario Preparation ◇ Group Practice ◇ Comments and Analysis
下午 Afternoon	小结 Summary	◇ 关键词小结	◇ Key Words Summary
第二天 Day Two			
上午 Morning	复盘 Replay	◇ 开场能量圈	◇ Energy Circle
第四单元：管理者的进阶技能 Unit 4 – Advanced Skills of Professional Leaders			
上午 Morning	教练型领导力 Coaching Leadership Basics	<ul style="list-style-type: none"> ◇ 什么是教练 ◇ 教练的基本原则 ◇ 教练的具体标准 ◇ 教练的核心技巧 	<ul style="list-style-type: none"> ◇ What is Coaching ◇ Coaching Basic Rules ◇ Coaching Concrete Standards ◇ Coaching Core Skillsets

		<ul style="list-style-type: none"> ◇ 教练的逻辑层次 ◇ 教练的通用流程 ◇ 教练的钻石模型 	<ul style="list-style-type: none"> ◇ Coaching Logic Levels ◇ Coaching General Process ◇ Coaching Diamond Models
中午 Noon	午餐 Lunch		
下午 Afternoon	领导力实践的进阶应用 Advanced Applications of Leadership Practices	<ul style="list-style-type: none"> ◇ 对下属施加建设性压力 ◇ 拓展下属的思维与视角 ◇ 有效处理抱怨与冲突 ◇ 重塑下属的限制性观点 ◇ 对下属持续进行教练 ◇ 管理者教练对话练习 	<ul style="list-style-type: none"> ◇ How to Shape Constructive Tensions ◇ How to Explore Mindsets and Perspectives ◇ How to Process Complaints and Conflicts ◇ How to Reframe Limited Viewpoints ◇ How to Coach Team Members ◇ 1-on-1 Coaching Practices
第五单元：管理者的实战技能 Unit 5 – Practicing Skills of Professional Leaders			
下午 Afternoon	情境型领导力（教练型领导力与情境型管理的结合） Situational Leadership	<ul style="list-style-type: none"> ◇ 管理者的多重管理模式 ◇ 情境分析（一）：成熟度 ◇ 情境分析（二）：工作风格 ◇ 情境分析（三）：任务分配 	<ul style="list-style-type: none"> ◇ Multiple Management Styles ◇ Scenario 1: Readiness ◇ Scenario 2: Working Styles ◇ Scenario 3: Task Assignment
第六单元：管理者的行动实践 Unit 6 – Action Learning of Professional Leaders			
下午 Afternoon	实战课题团队教练会 Team Coaching Practice for Real Problem Solving	<ul style="list-style-type: none"> ◇ 课题范围：团队管理、跨部门沟通、团队协作与冲突解决等 ◇ 实战课题选择 ◇ 核心问题探究 ◇ 关键因素解析 ◇ 解决方案精思 ◇ 思维心得萃取 	<ul style="list-style-type: none"> ◇ Case Scope: Team Management, Cross-function Communication, Collaboration & Conflicts Handling, etc. ◇ Choose Real Case ◇ Explore Bull-eye Problem ◇ Analyze Key Factors ◇ Co-create Solutions ◇ Extract Mindsets
下午 Afternoon	总结 Wrap-up	<ul style="list-style-type: none"> ◇ 感恩互动环节 ◇ 学员分享收获与感受 	<ul style="list-style-type: none"> ◇ Thanks & Interactions ◇ Learnings & Takeaways Sharing