

LEADER AS COACH

ESMT
BERLIN



Location

to be announced



Tuition fee*

€3,800



Language

English



Duration

3 days

Dates: to be announced



Certificate

You receive a certificate upon completion of the program.

Postgraduate Diploma in Management

The program counts toward 3 of the 18 days necessary to receive the diploma.



exced.esmt.berlin/leader-coach

When stepping into a coaching role, you address the central requirement of agile leadership: how to be an effective servant leader to your employees. The key to success is working at eye level with employees – supporting, partnering, mentoring, and coaching – with the goal of providing them greater autonomy, the ability to self-organize, and an environment that fosters inclusion and innovation. In the role of coach, you concentrate on leveraging the full potential of your team. You help your people to step up, learn fast, be agile, and take ownership for generating ideas and executing responsibly. Coaching rarely comes intuitively to managers. In addition to emotional intelligence, communication skills, and methodical expertise, the ability to master and reconcile the different roles of supervisor and coach is vital.

Who should attend the program?

Business leaders with several years of management experience who view coaching as part of their management responsibility.

Key topics

- The role of the leader as an internal coach
- Structures and processes in coaching
- Coaching practice: communication methods, skills, distinctions between advising, mentoring, coaching, and consulting
- Diagnostic frameworks of the coaching process
- Typical forms of intervention and behavior for the business leader as a coach
- Team coaching as a management task
- Individual preparation for the role as a coach

Teaching methods

Interactive mini-lectures

In-depth interaction with peers and faculty

Coaching exercises and simulations

Peer coaching, feedback, and feedforward

Real-time application of structured coaching methods

Leader As Coach

Coaching as part of the leadership role

Day 1 – Leading with a coaching approach

- Coaching as a leadership style
- Flexibility of leadership styles
- Essentials of the coaching approach
- Coaching skills and interventions

Day 2 – Skills and practices for coaching as a leader

- Best practices for giving and receiving feedback
- My leadership coaching practice – Part I
- Coaching in virtual and agile settings
- Empowering people and organizations

Day 3 – Challenges for “leaders as coaches”

- Who am I as a coach?
- My leadership coaching practice – Part II
- Coaching in high-stakes situations
- Coaching the coach – transfer and action planning

Key benefits

- ✔ Strengthening your leadership impact by leveraging the coaching approach, based on current evidence-based research
- ✔ Exploring best practices for utilizing coaching skills in challenging leadership situations
- ✔ Learning proven diagnostic concepts, communication techniques, interventions, and modes of behavior through practical application

*For general terms and conditions and details on the application process, please go to: execed.esmt.berlin/gtc



Andreas Bernhardt

Program Director

Andreas Bernhardt

is executive development advisor and lead coach at ESMT Berlin with more than 25 years of practical leadership development experience. He coaches senior managers, C-suite leaders, and their teams and teaches in the areas of leadership, high performance teaming, coaching, negotiations, and change.

Contact

ESMT Berlin

programs@esmt.org
+49 30 21231-3130



Very useful, loved the practical exercises on coaching.

I learnt a lot and felt truly inspired.

Andreas is full of experience and it is fun working with him! Great insights, very easy to listen to and good learning experience.

Participants of the 2019 cycle