



Eight-Week Coaching Curriculum Sample: Leadership Recognition

Week 1 - Introduction

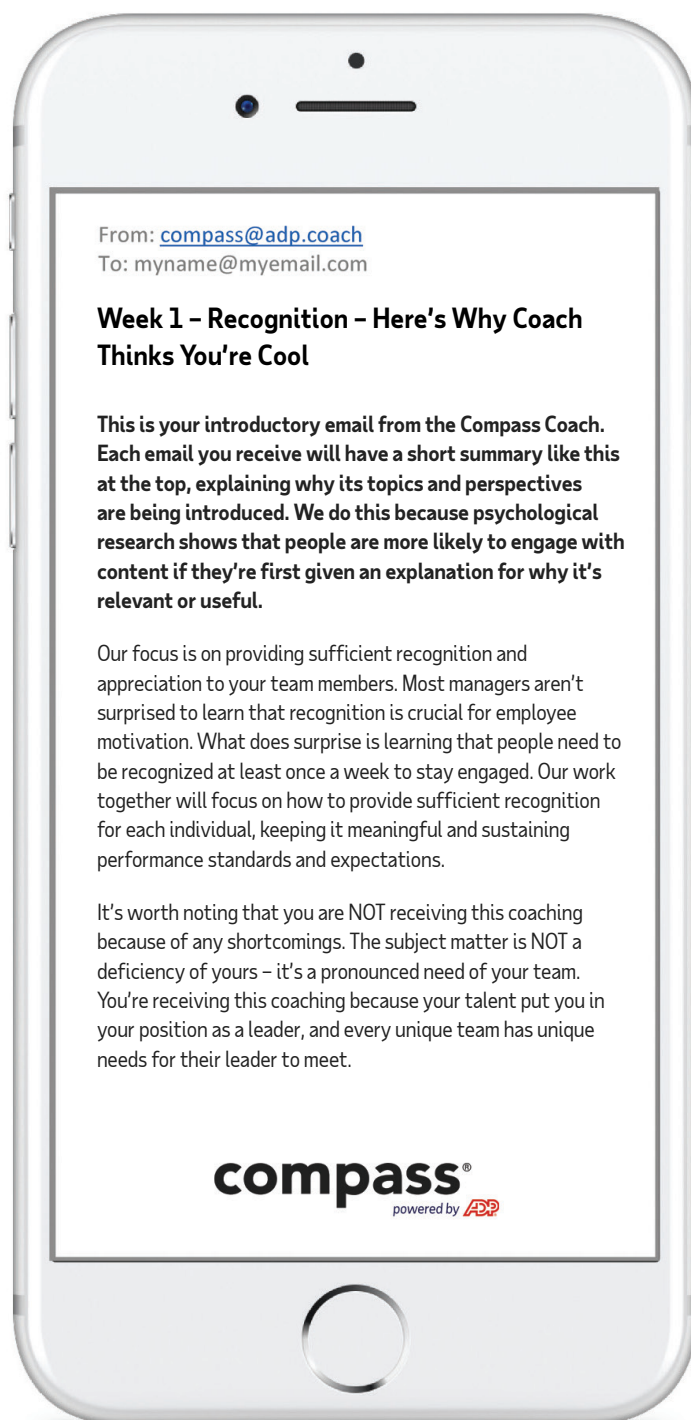
Creating a dynamic of trust and support between Coach and recipient.

- Acknowledge complexity of problem
- Acknowledge recipient's justified resistance
- Acknowledge recipient's strengths

Assessment Item:

"I am recognized for my contributions by my manager."

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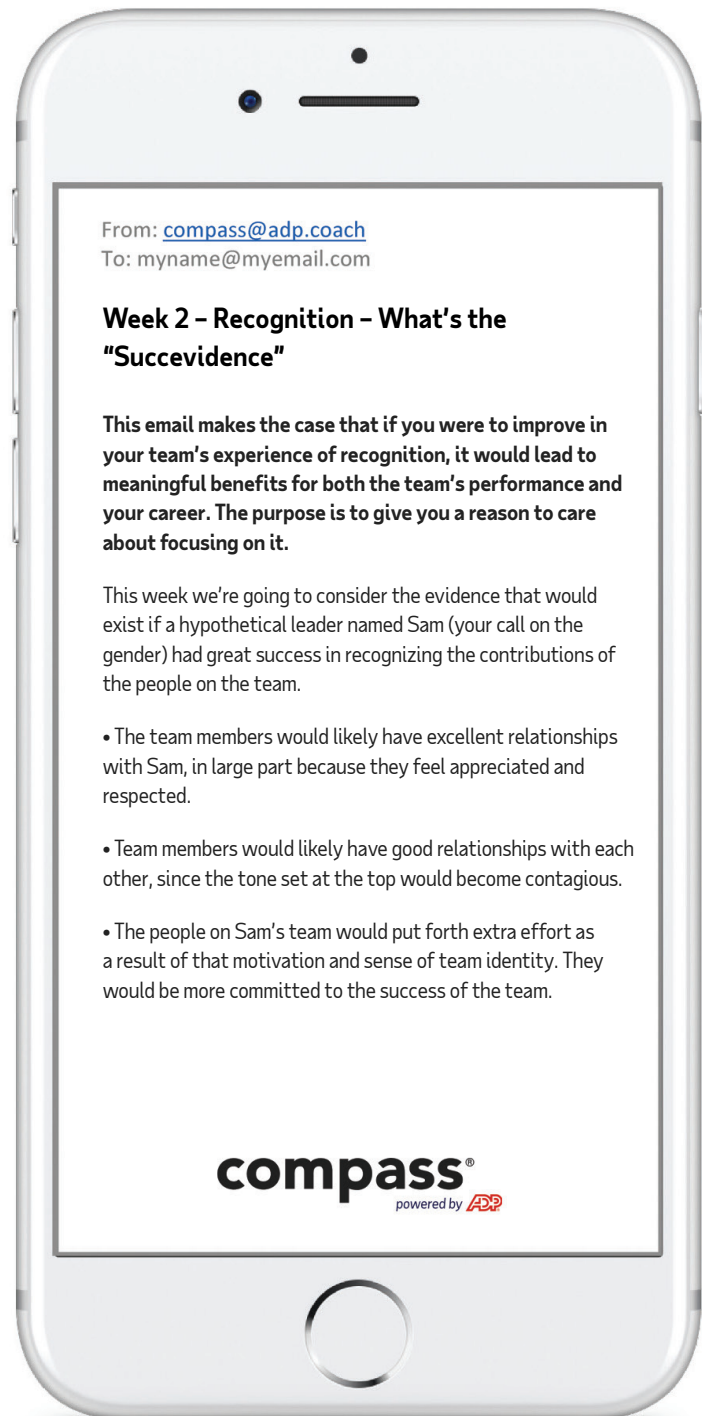
Week 2 - Envisioning Success

Create a vision of success that demonstrates the value of recognition without creating feelings of defensiveness.

- Focus on a hypothetical team
- Focus on the evidence of success
- Trigger availability heuristic for later evaluations of the importance of recognition

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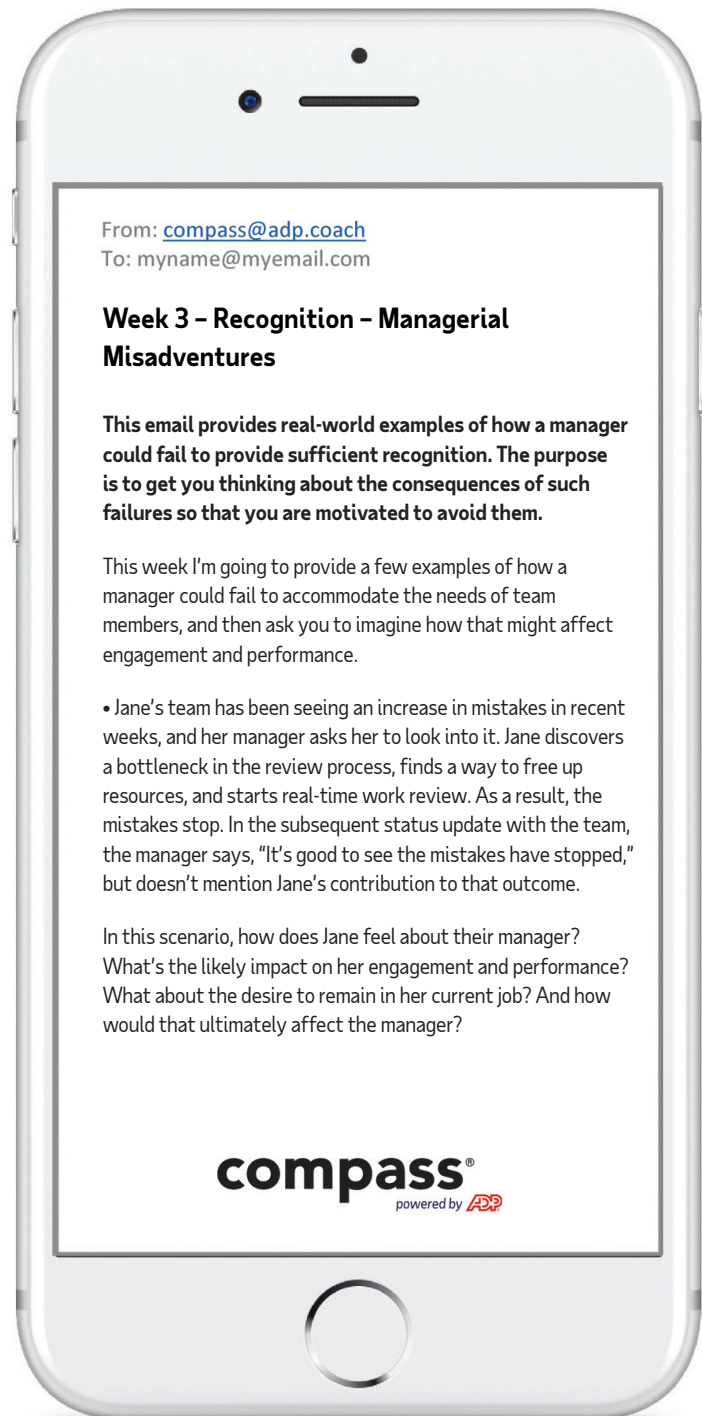
Week 3 - Articulating Importance

Train recipient to recognize counterproductive behavior in others and to anticipate consequences

- Provide hypothetical examples
- Contrast with images from prior week
- Create theoretical clarity before diving into complex practical realities

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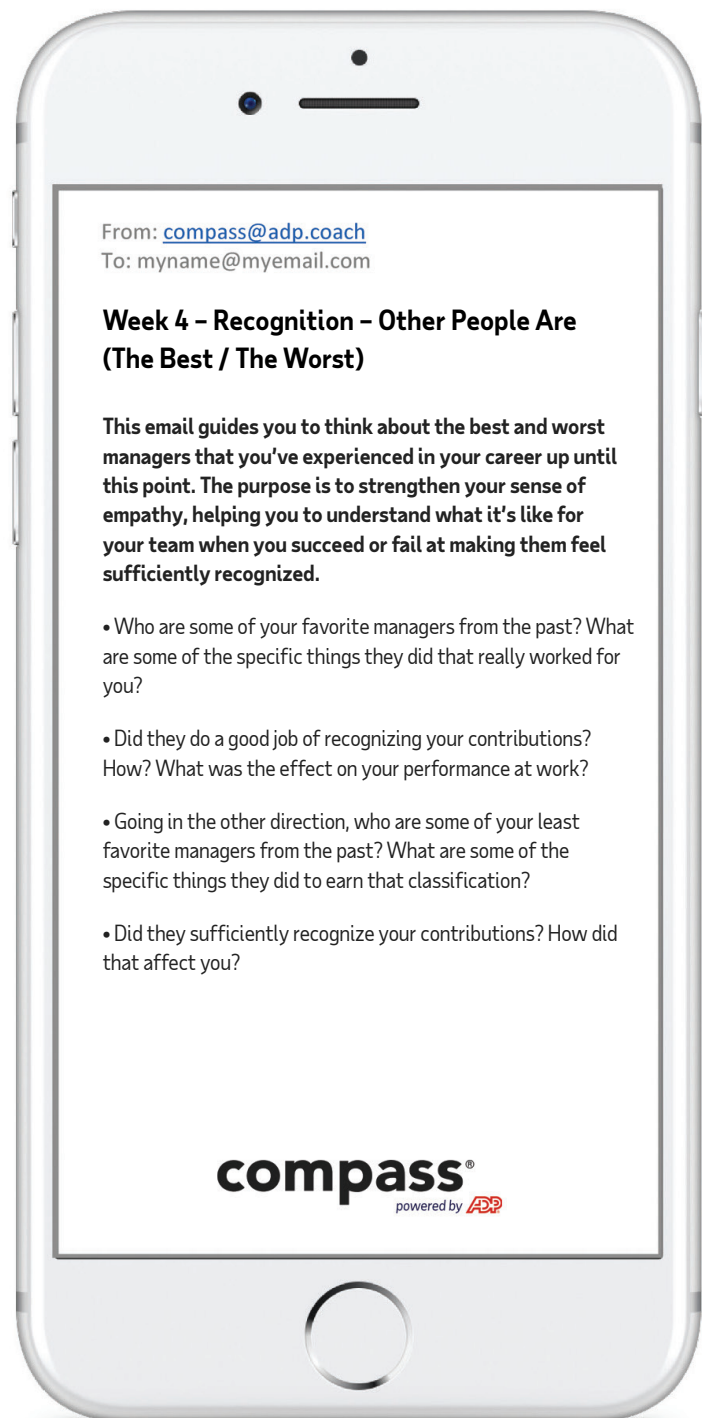
Week 4 - Remembering Past Managers

Guide recipient to recall past managers, both who were generous and stingy with recognition and praise.

- Leverage representativeness heuristic
- Nurture motivation to improve through memories
- Nurture empathy for others by focusing on past experiences

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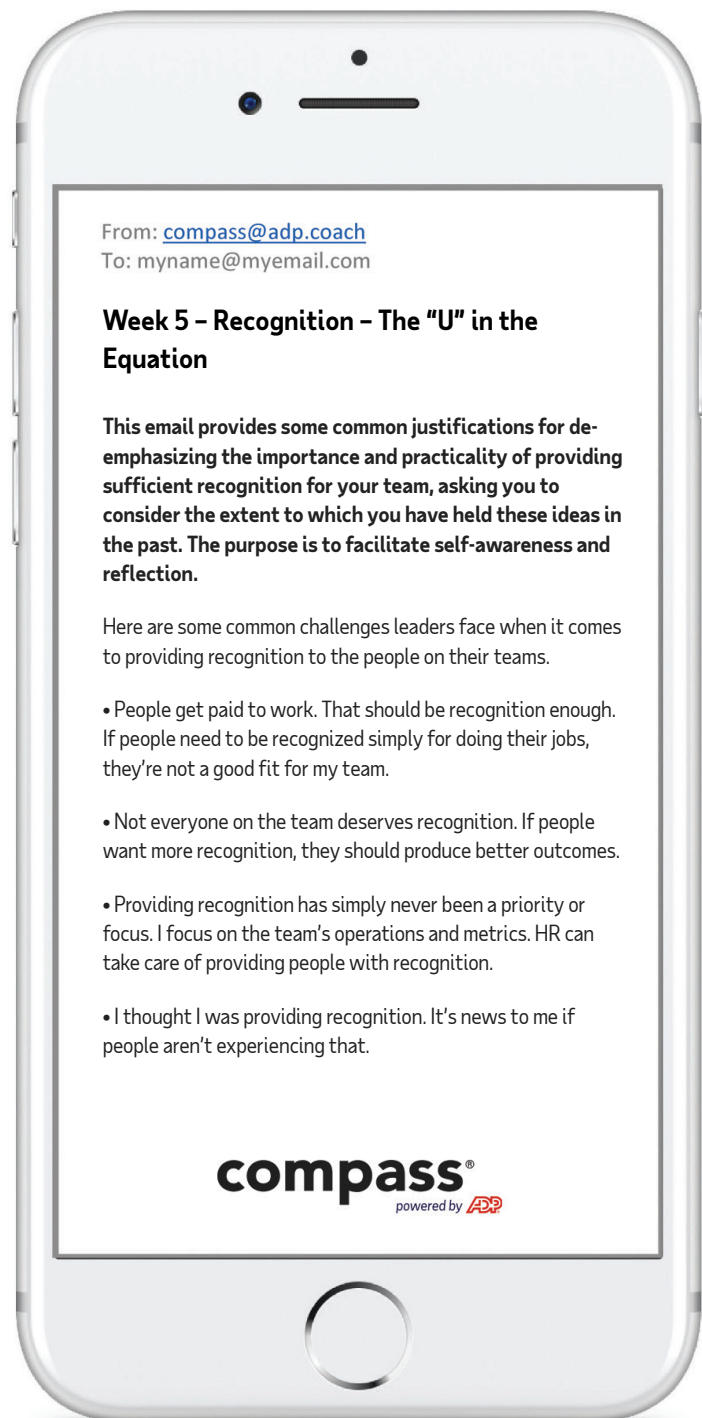
Week 5 – Evaluating One's Self

Support recipient in a self-evaluation

- Validate possible resistance
- Create a safe "space" for critical self-evaluation
- Use a "hot state" to drive action

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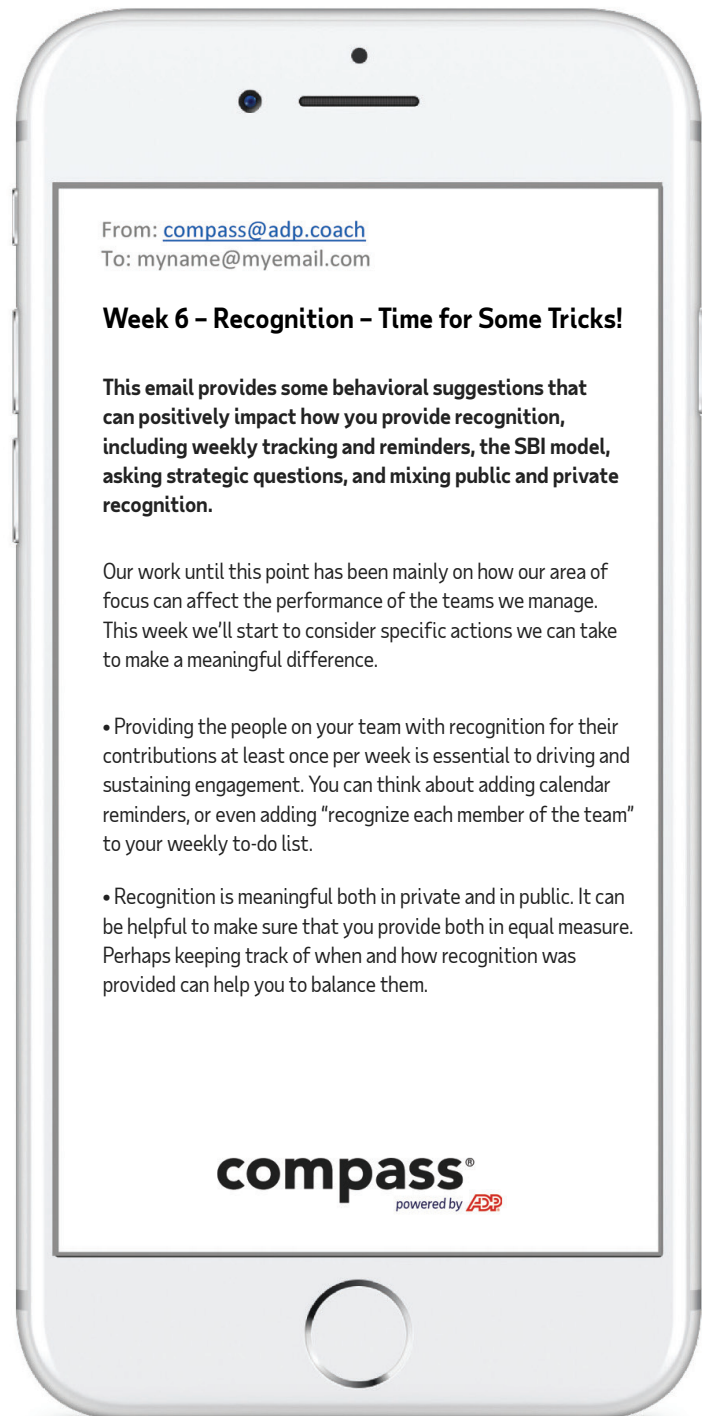
Week 6 – Providing Specific Suggestions

Provide recipient with specific behaviors to try in order to improve in the area of recognition.

- Create realistic expectations
- Establish the importance of patience and practice
- Help recipients create reminders for themselves to practice the behaviors

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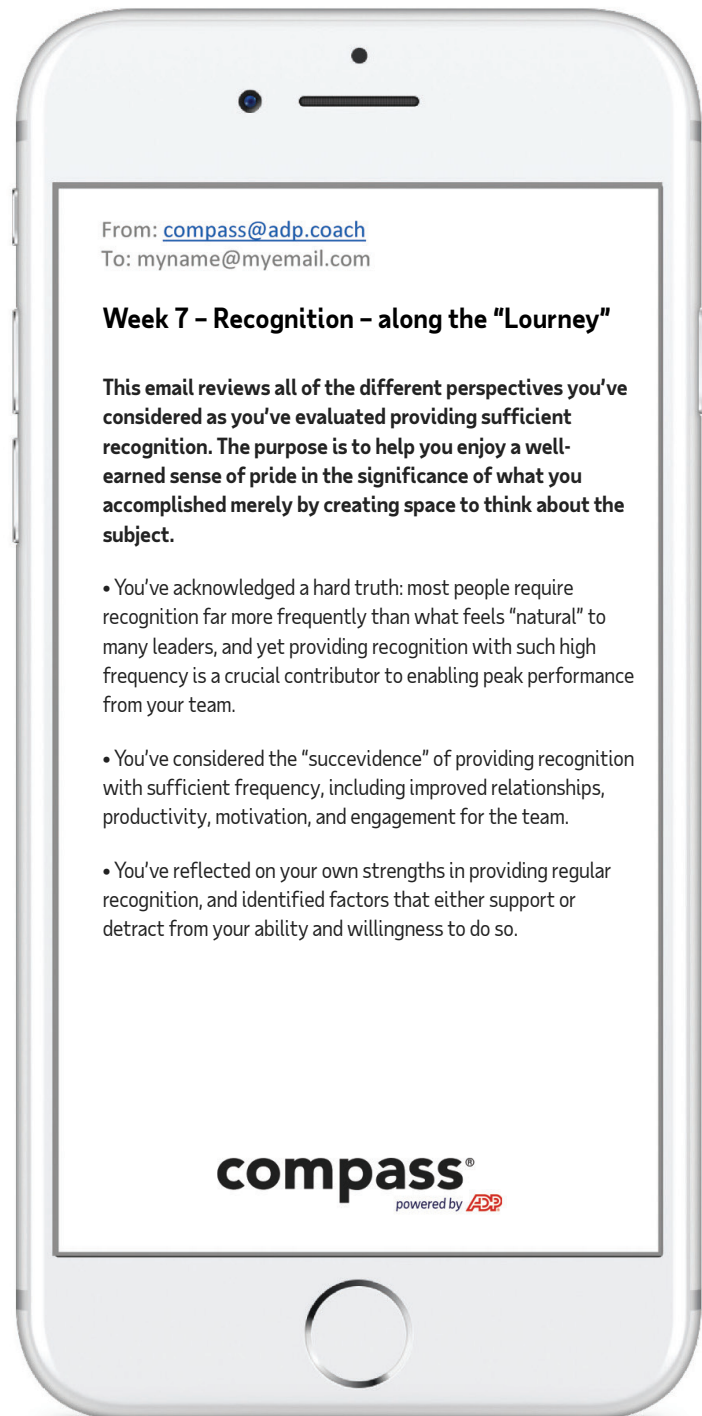
Week 7 - Considering Progress

Sustain development motivation by creating a sense of short-term wins through reflection on progress.

- Help create self-generated feedback
- Reiterate motivators and behaviors
- Highlight inertia to sustain commitment

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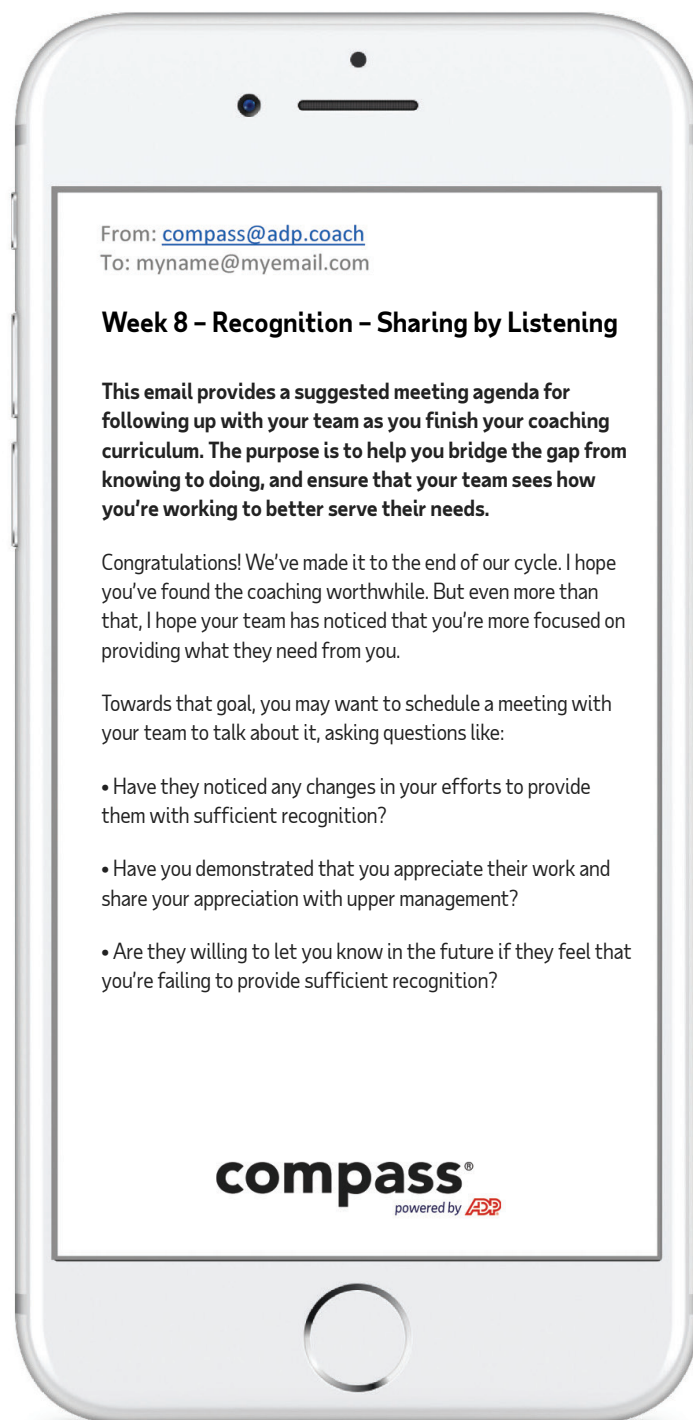
Week 8 - An End and A Beginning

Use final email to reinforce coaching; guide recipients to meet with their teams.

- Review tips and behaviors
- Leverage social norms by creating expectations with teams
- Embed changes in culture

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