Certified Executive Coach and Mentor (CECM)™
Syllabus

Introduction

This program focuses on how to better coach your employees to a higher level of performance. Coaching is a process of relationship building and setting goals. How well you coach relates directly to how well you are able to foster a great working relationship with your employees through understanding them and strategic goal setting. You'll also learn about Mentoring employees. Mentoring has a different purpose and goal. Mentoring is the act of guiding, counseling, and supporting. This program is designed to highlight both coaching and mentoring so that you can effectively support your employees and coworkers.

The goal of the Management and Strategy Institute is to teach you the key competencies required to function in the role of an Executive Coach and Mentor. As you go through the training material you will learn the competencies listed below.

The CECM exam is a timed, online exam. It consists of approximately 50 questions and has a required passing score of 70%.

Competencies

This course of study covers the following competencies:

Defining Coaching and Mentoring

- Understanding the difference between coaching and mentoring.
    - <u>Learning Outcome</u>: Define coaching and how it differs from mentoring.

G.R.O.W. Model

- The GROW model helps you organize your coaching process in a flow that identifies the goal first and ends with putting a plan together.
    - <u>Learning Outcome</u>: Understand the G.R.O.W. model and its stages, Goal Setting, Reality Check, Options Developed, and Wrap Up.

Setting Goals

- Defining specific, measurable, attainable, realistic, and time driven goals will plot a marker in the horizon that acts as your beacon.
  - Learning Outcome: Understand goal setting. Goals in the Context of GROW.

Identifying Appropriate Goal Areas

- Your objective here is to "catch" as much information as possible to help you determine what specific areas you can leverage and achieve results.
  - Learning Outcome: Understand how to listen more, find areas to achieve results.

Setting SMART Goals

- Outline your goal in an easy and clear format that your employee will find useful.
  - Learning Outcome: Define SMART goals – Specific, Measurable, Attainable, Realistic, Timely.

Understanding the Realities

- Marking the beginning of the coaching journey with employees.
  - Learning Outcome: Understand the second component, or the "R" of the GROW model.

Getting a Picture of Where You Are

- Neglecting to do this could result in a non-responsive employee.
  - Learning Outcome: Understand framing the reality of the situation for your employee.

Identifying Obstacles

- Obstacles will arise and you need to be prepared to handle them with efficiency.
  - Learning Outcome: Understand how to overcome obstacles. Use IRA method.

Developing Options

- Explore options that will enable your employee to move towards the goal that was set before them.
    - Learning Outcome: Understand the next component, or the "O" in the GROW model.

Identifying Paths

- Let us look at things from the employee's perspective. How in control do they feel?
    - Learning Outcome: Understand B.I.G. results. Buy-in, Innovation, and Growth.

Choosing Your Final Approach

- Implement a consistent method to determining the best possible option.
    - Learning Outcome: Understand options for choosing the final approach.

Structuring a Plan

- Structuring a plan as soon as possible sends the message to your employee you mean business.
    - Learning Outcome: Understand how to structure a improvement plan. 3T questioning technique.

Creating the Final Plan

- When creating a development plan, there must be consistent steps outlined, allowing your employee the opportunity to learn, apply measure, and assess their development.
    - Learning Outcome: Understand the LAMA process – Learn, Apply, Measure, Assess.

Getting Motivated

- Motivating your employee is an essential part of coaching.
    - Learning Outcome: Understand how to motivate. Using the 5 B's. Taking the time to motivate.

The Importance of Trust

- You will discover many times things about your employee that are personal and sensitive topics.
  - <u>Learning Outcome</u>: Understand the importance of trust and privacy. How does trust and coaching go together.

Building Trust

- Building trust takes practice and dedication to being sensitive to your employee's needs.
  - <u>Learning Outcome</u>: Understand the 8 steps to building trust.

Providing Feedback

- Understanding how to structure feedback is essential in balancing trust with the need to discuss desired and undesired behaviors.
  - <u>Learning Outcome</u>: Understand techniques for delivering feedback well. The feedback sandwich. Providing constructive criticism. Encouraging growth and development.

Overcoming Roadblocks

- Roadblocks manifest in many different forms.
  - <u>Learning Outcome</u>: Understand how to overcome roadblocks. Different types of roadblocks and common issues.

Re-evaluating Goals

- As time passes from the original coaching session, you want to check in on your employee and see where they are at in respect to the goal that was set.
  - <u>Learning Outcome</u>: Understand how to reevaluate SMART goals.

Focusing on Progress

- Focusing on the negative aspects will only create more obstacles.
  - <u>Learning Outcome</u>: Understand how to focus on the progress of your employees.

How to Know When You've Achieved Success

- Determining if success is achieved is a crucial element to the coaching process.
  - Learning Outcome: Understand taking inventory of your employee's accomplishments helps you to determine how well your employee has achieved success.

Transitioning the Coachee

- Transitioning is moving your employee to the next level of development.
  - Learning Outcome: Understand making a statement of success, overview of accomplishments, verifying the employee agrees, and engage in next level of development.

How Mentoring Differs from Coaching

- We learned that both concepts vary greatly in terms of the goal each sought to achieve.
  - Learning Outcome: Understand the practical differences and blend the two for a balanced development program.

Blending the Two Models

- Depending on the type of working environment you have and the overall goal of your employee, you may want to combine the characteristics of coaching with mentorship.
  - Learning Outcome: Understand the two models provide more flexibility with the monitoring you need to ensure your employee is on the path to career development.

Adapting the GROW Model for Mentoring

- The GROW model is used as a guide for the coach to structure their dialogue with their employee.
  - Learning Outcome: Understand that with mentoring, the GROW model is used as a guide to questioning the protégé on when development path they want seek.

Focusing on the Relationship

- Mentoring is sharing and guiding your protégé.
  - <u>Learning Outcome</u>: Understand caring by listening, empathizing, giving your undivided attention. Demonstrate respect by keeping the relationship professional at all times.

Learning Resources

Recommended:

Material included with your purchase is recommended reading.

- Free online training material provided by MSI. The material includes everything you will need to learn to pass the exam. This material is included for free with the purchase of your exam. It is in digital form, and available immediately after payment.

Optional:

This material is <u>not</u> required, however it will assist you in becoming a coach.

- Jonathan Passmore (February 25, 2022), Coaching Tools: 101 coaching tools and techniques for executive coaches, team coaches, mentors and supervisors, ISBN-13: 978-1911450856
- Michael H. Frisch (July 5, 2011), Becoming an Exceptional Executive Coach: Use Your Knowledge, Experience, and Intuition to Help Leaders Excel, ISBN-13: 978-0814437582

Preparing for Success

In order to successfully complete the CECM exam, you will need to make sure you have the appropriate resources to support your learning.

- A quiet location, free from distraction.
- Internet access.
- Current (newest) version of Internet Explorer, Firefox, or Chrome browser.
- Take study notes while going through the training.
- When you are ready to take the exam, you should allot 3-hours of time.

Notices:

Coaching is the process of helping people identify and achieve personal goals through developing skills and attitudes. A coach does not act as a therapist, counselor, or health care provider, and psychological intervention lies outside the scope of life coaching. Management and Strategy Institute does not regulate, oversee, or have a financial relationship with certified coaches. The MSI Certified Executive Coach and Mentor program is an educational program. MSI certification signifies coaches have fulfilled the basic requirements of the MSI course. While MSI hopes that all certified coaches will conduct themselves at the highest level of professional coaching and ethical standards, Management and Strategy Institute cannot be held responsible for the conduct of individual coaches. You will need to consult with your county, state or country specific legal bodies to ensure that you follow local legal rules regarding life coaching, coaching, mentoring.

All management and Strategy Institute policies can be viewed here:
https://www.msicertified.com/policies/