

Program Facilitator & Coach Certification

Accomplishment-Based Certification

Performance Thinking® Program Facilitator & Coach Certification ensures that certification candidates, and the people whom they train and coach, can deliver value to their organizations or clients by producing specified accomplishments or work outputs. A Certified Performance Thinking® **Program Facilitator** has enabled participants to produce program work outputs that meet specified criteria during the instructional phases of our programs. A Certified Performance Thinking® **Program Coach** has enabled participants to produce final program work outputs by the end of the coaching process. Final work outputs include Performance Analysis and Design Documents, Performance Development Plans, and agreed-upon performance development action steps – depending on which program is involved.

The certification process begins with successful participation in the program for which the candidate is being certified to deliver, includes preparation and feedback from a Master Facilitator / Coach, and cycles of facilitation and coaching with guidance and feedback until the candidate demonstrates the ability to produce program participants to produce final program work outputs.

Certification as a Performance Thinking Program Facilitator/Coach includes:

- ▶ **Successful completion of the program as a participant:** We work with clients and Affiliate organizations to identify program participants who have been exceptional participants in the program for which they are certification candidates, and who want to become facilitators/coaches.
- ▶ **Co-delivery of the program in multiple iterations:** Certification candidates work closely with a Master Facilitator/Coach to prepare for delivering the program, to co-deliver the program, and receive positive and corrective feedback. The Master Facilitator/Coach fades out over 2-3 program deliveries as the certification candidate demonstrates that he or she can produce successful program participants on their own.
- ▶ **Program Facilitators, Coaches, or Both:** Most individuals become certified as both Program Facilitators and Program Coaches, to deliver both the instructional and coaching phases of our programs. Organizations with large numbers of participants may decide to have more Certified Program Coaches than Facilitators, depending on the pace of program roll-out.

“Your accomplishment-based certification process distinguishes Performance Thinking programs from others. We like the fact that you practice what you preach, and that your certification process goes beyond merely training with a focus on skills, knowledge and behavior. Your certified facilitators and coaches give us a foundation for building a performance-focused community of practice.”

**Manager, Training & Performance
Health Insurance Provider**

“The first thing we noticed was that we could have meaningful conversations about performance. Then we discovered we could have those conversations with people at all levels ... and make much faster progress.”

**Director of Learning & Development
Consumer Products Manufacturer**



Who Needs Performance Thinking® Facilitator/Coach Certification?

Performance Thinking® Program Facilitator/Coach Certification addresses the needs of:

- **Organizations with more than 20 potential Six Boxes® Practitioners:** If more than 20 employees need to become Six Boxes® Practitioners, it is more cost-effective to certify internal Facilitators/Coaches to deliver the program with 60% lower licensing fees. Savings in licensing fees rapidly pay for the cost of certification when you deliver the program to just one added cohort of 10.
- **Organizations that adopt our Coach-Manage-Lead programs:** Any organization that implements our Coach-Manage-Lead programs should certify internal facilitators/coaches. A person inside the organization and its culture can deliver programs, provide thought leadership, and build a community of practice for continuous talent development with sustainable impact better than an outsider.
- **Affiliates:** Individuals and organizations that want to deliver Performance Thinking® programs to clients as part of a larger set of products and services can become certified, and subsequently deliver our programs with licensed program materials. This can provide a strong revenue stream that captures roughly 60% of program list price, while ensuring greater ROI and sustainment for clients over time.



| Phase | What Happens | Valuable Outputs |
|--|--|--|
| 1. Successful Completion of Program as Participant | Certification Candidate successfully completes two or more iterations of the program as participant, producing at least two very good <i>Customer Diagrams</i> and <i>Performance Development Plans</i> or <i>Performance Thinking Scratch Pads</i> . Exceptional program completion is part of the criteria for selection to be certified as Facilitator/Coach. | One or more high potential candidates for certification |
| 2. Coaching Observation | Candidate observes multiple coaching sessions by Master Facilitator/Coach, takes notes, and discusses afterwards. Movement to next phase occurs when observations and insights demonstrated in post-session discussion align well with those of Master Facilitator/Coach. | Documented insights and key points in candidates' own language for later use when delivering the program. |
| 3. Co-Coaching with Feedback | Candidate prepares and delivers coaching sessions with Master Facilitator/Coach, shifting over 2-3 deliveries from <i>following</i> the Master Coach's contributions with additional comments and key points, to <i>leading</i> the coaching process with "back seat" support from the Master Facilitator/Coach, who debriefs after each session. | Candidate who exhibits successful coaching behavior, responses to key issues and points without missing critical issues, verified by Master Coach. |
| 4. Submission of Coaching Artifacts | Candidate submits for review multiple instances of program artifacts produced by those whom candidate has coached. Completing this phase requires artifacts that consistently meet program guidelines. | Participants' artifacts produced after coaching by Candidate, meeting all program criteria, submitted without the need for revision. |
| 5. Preparation to Co-Facilitate | Candidate works with Master Facilitator/Coach to review key points and exercises for each module, practice talking points and Q & A, and agree on segments to present co-facilitating with Master Facilitator. | Master Facilitator and Candidate are confident that Candidate can deliver agreed upon segments of program at an acceptable level of excellence. |
| 6. Co-Facilitation with Feedback | Candidate co-facilitates a series of programs with Master Facilitator, as Master fades out over iterations to a role of mostly providing feedback and occasional comments. Final certification is based successful completion of exercises and artifacts by participants and Candidate's ability to present key points, illustrate with examples, respond to questions and comments, and coach participants. | Candidate ready for solo delivery. |
| 7. Final Certification | Master Coach/Facilitator and Candidate agree, based on program participant artifacts and on key Candidate behavior, that Candidate is ready to deliver program solo, with remote support, as needed. | Facilitator/Coach certified to deliver program solo and receive discounted licensing of materials. |

Considerations for Certifying Program Facilitators/Coaches

As you consider certification of Performance Thinking® Program Facilitators/Coaches, here are some issues to consider:

You will probably need more Certified Coaches than Facilitators: The function of Certified Program Coaches is to provide ongoing support for individuals who complete your programs, and to help build and sustain a community of practice. In many organizations, one or two Certified Program Facilitators may be all that is needed to deliver the workshop portions of our programs to groups of participants. With growing numbers of program graduates, Certified Coaches become important resources to serve as day-to-day catalysts for collective learning and sharing of ideas and examples, and to bring experience gained from working with many different program participants on a range of issues, projects, and situations. You might decide to certify one Coach for every 50 program participants, while needing only 1 or 2 Facilitators to deliver workshops.

Program Implementation Planning is Essential: Organizations that adopt Performance Thinking® Programs use our *Program Implementation Checklist* to prompt a discussion about how to arrange conditions that ensure maximum program impact and sustainment. We want to help you build a sustainable performance-focused culture for continuous improvement. Certified Program Facilitators/Coaches are key elements of any successful implementation plan. We also encourage clients to develop or take advantage of existing technology infrastructure in their organizations (e.g., SharePoint, Discussion Forums, etc.) to build online communities of practice among performance professionals, leaders, managers, and individual contributors.

Certification of Internal Program Facilitators and Coaches Strengthens Organizational Culture: For organizations that adopt Performance Thinking® Coach-Manage-Lead programs, certification of Facilitators/Coaches will be an essential step toward developing internal capacity for ongoing teaching, discovering and sharing, coaching and collaborating – in short, applying what individuals and groups learn and continue to develop.

We'll help you decide how many Facilitators/Coaches you'll need, possible stages in adoption, and integration with other processes and programs in your organization. Certification for Coach-Manage-Lead programs is *essential*. Certification for the *Six Boxes® Practitioner Program* only becomes cost-effective when you expect to develop 30 or more performance consultants.

SixBoxes
performance thinking



For More Information

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