

LEADERSHIP & MANAGEMENT | COURSE BROCHURE

Coaching, Delegation and Performance Conversations

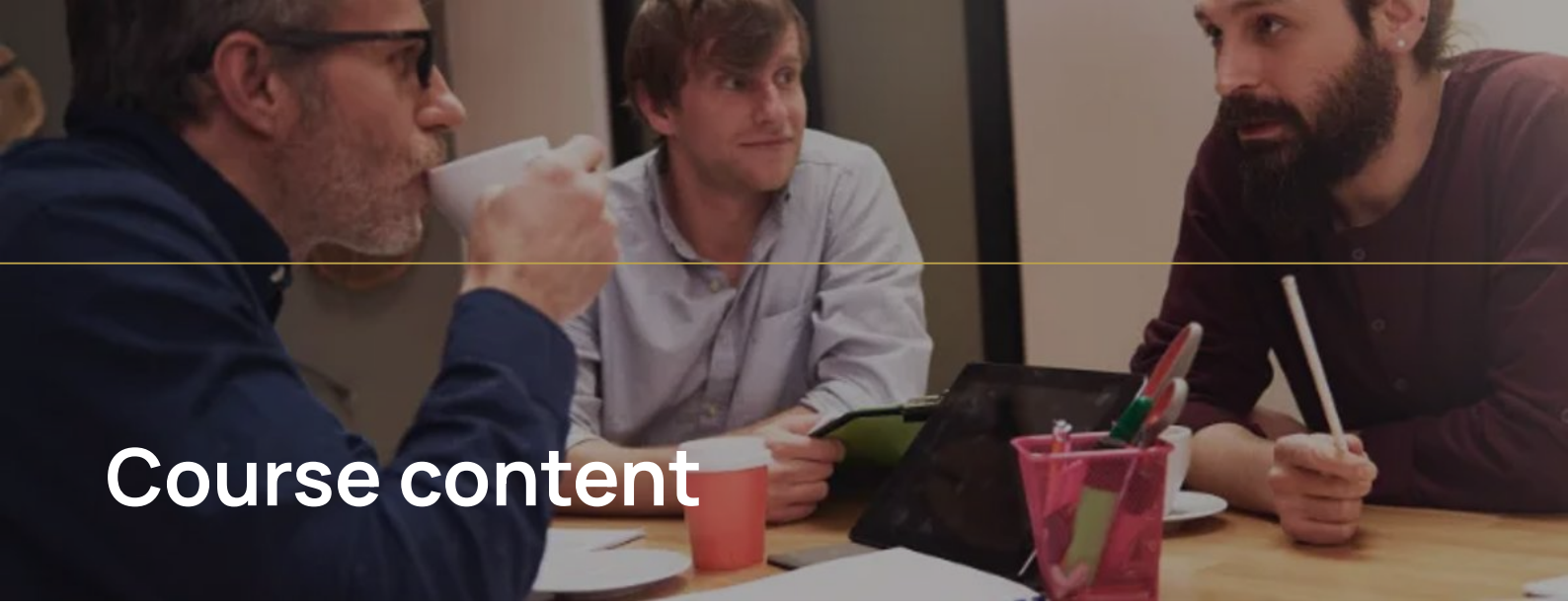
5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

This course equips professionals with essential skills in coaching, effective delegation, and conducting performance conversations. Participants will learn to enhance team performance through structured dialogue and feedback, fostering a culture of accountability and growth within their organisations.

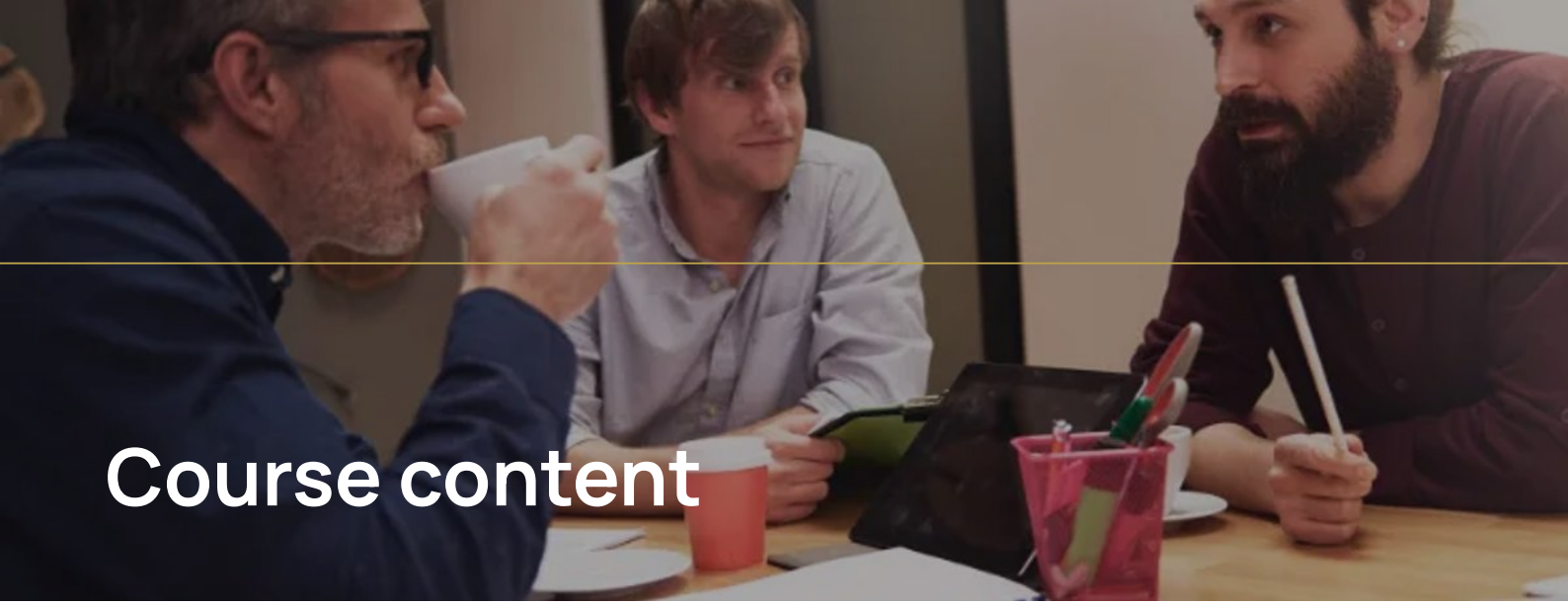
Coaching and delegation are critical competencies for leaders aiming to optimise team performance and drive organisational success. Many professionals struggle with effectively delegating tasks, leading to burnout, inefficiencies, and disengagement among team members.
This course addresses these challenges by providing practical strategies for empowering team members and enhancing their capabilities through targeted coaching. Participants will learn to identify coaching opportunities, set clear expectations, and create an environment where team members feel supported and valued.
This ultimately improves morale, productivity, and retention, which are vital for maintaining a competitive edge in the market, ensuring that teams are equipped to meet evolving demands.
Performance conversations are often uncomfortable and poorly executed, resulting in miscommunication, frustration, and disengagement. This course prepares participants to navigate these discussions confidently, ensuring clarity and alignment on performance expectations.
By mastering these skills, professionals can drive engagement, accountability, and improved organisational outcomes. Participants will practice delivering constructive feedback, setting SMART goals, and following up on performance discussions.
This hands-on approach equips them with the tools necessary to foster a culture of continuous improvement and development within their teams, ensuring that both individual and collective performance is maximised while addressing performance issues effectively.

Professional Problems This Course Is Designed to Solve

- Managers retaining tasks that could be delegated.
- Feedback that is unclear, delayed or difficult to act on.
- Performance conversations that do not produce agreed next steps.

Course methodology

The course employs a blend of interactive workshops, role-playing exercises, and real-world case studies to build practical skills in coaching, delegation, and performance conversations. Participants will engage in simulations that mimic workplace scenarios, allowing them to practice techniques in a supportive environment. Each day will culminate in an applied activity where participants produce tangible work products, such as action plans, delegation frameworks, and performance conversation templates. This hands-on approach ensures that participants can apply their learning directly to their roles, enhancing their effectiveness as leaders and team members. Feedback from peers and facilitators will further reinforce



Course content

learning outcomes and skill development.

Course objectives

By the end of this course, participants will be able to:
• Analyse coaching techniques to enhance team member performance and engagement.
• Design effective delegation strategies to optimise workload distribution and team efficiency.
• Conduct performance conversations that improve employee engagement and accountability.
• Assess individual team member strengths to tailor coaching approaches and support development.
• Justify the importance of feedback in performance management processes to drive improvement.
• Construct a performance conversation framework that aligns with organisational goals and expectations.
• Evaluate the impact of coaching and delegation on overall team performance and morale.

Target audience

This course is suitable for:
• Team Leaders: Responsible for managing team dynamics and performance.
• Project Managers: Need to delegate tasks effectively to meet project deadlines.
• HR Professionals: Focused on employee development and performance management.
• Supervisors: Oversee daily operations and require strong coaching skills.
• Department Heads: Aim to enhance team performance through effective leadership.

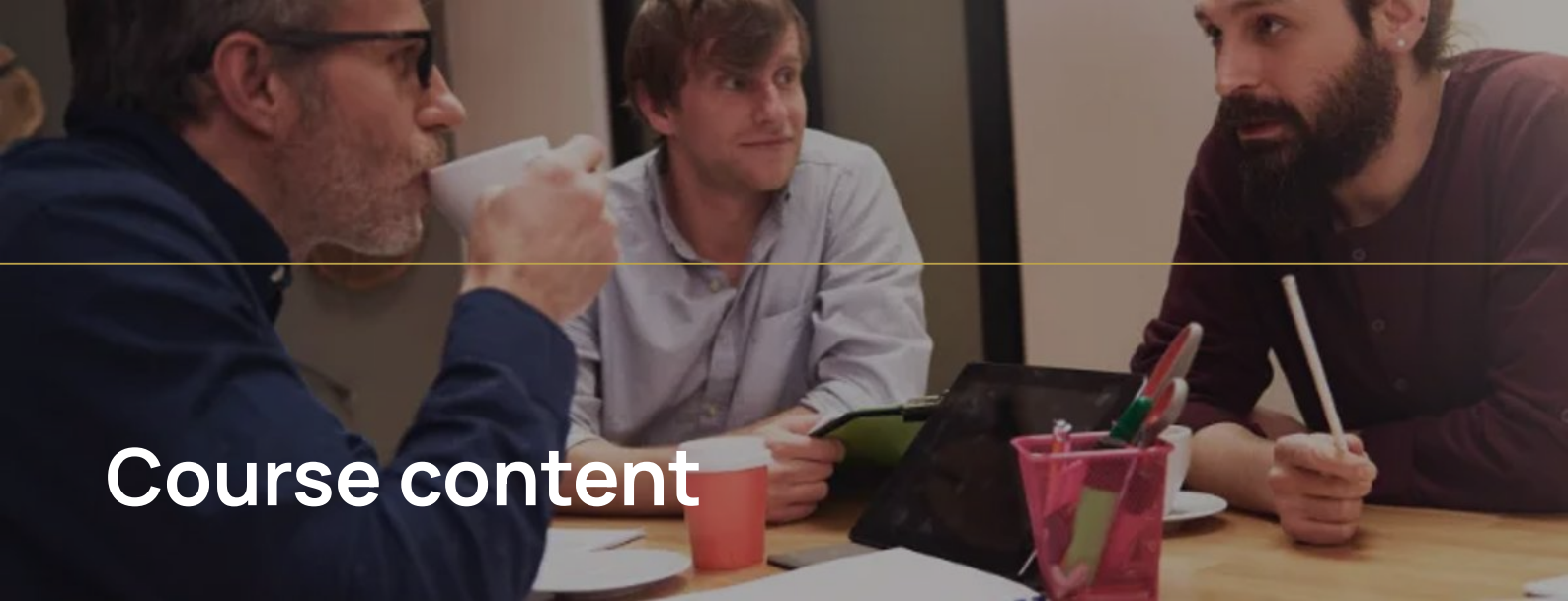
Target competencies

Participants will develop competencies in:
• Facilitate constructive feedback sessions that drive performance improvement.
• Implement effective delegation practices that empower team members.
• Develop tailored coaching plans for individual team members based on their needs.
• Conduct performance evaluations with confidence and clarity.
• Foster a culture of accountability and continuous improvement within teams.
• Utilise performance metrics to inform coaching strategies and decisions.

Course outline

Day 1: Foundations of Coaching and Delegation

Applied activity: In small groups, participants will analyse a case study where delegation failed. They will identify missed coaching opportunities and propose a revised delegation strategy that includes clear expectations, follow-up actions, and methods for monitoring progress.
Output: A revised delegation plan highlighting coaching opportunities and expected outcomes.



Course content

09:00–09:54	Define coaching and its role in team development and performance enhancement.
09:54–10:48	Identify barriers to effective delegation and strategies to overcome them.
10:48–11:00	Explore the benefits of coaching for individual and team performance.
11:00–11:30	**Coffee break**
11:30–12:12	Explore the benefits of coaching for individual and team performance. (continued)
12:12–13:06	Discuss the delegation process, including task identification and follow-up.
13:06–14:00	Examine the relationship between coaching and delegation in leadership.

Day 2: Effective Coaching Techniques

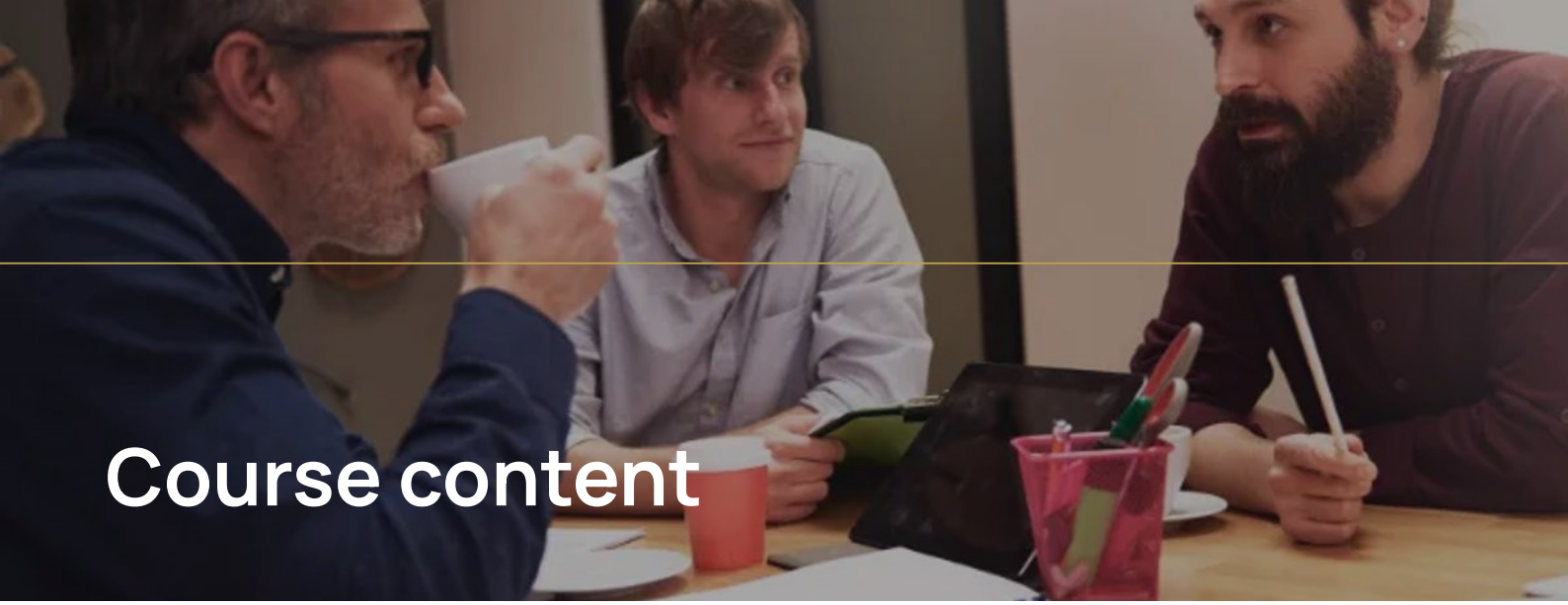
Applied activity: Participants will role-play coaching scenarios, focusing on active listening and feedback techniques. Each participant will take turns as coach and coachee, receiving peer feedback on their approach and effectiveness in handling the coaching process and addressing concerns.
Output: A recorded coaching session with peer feedback and a reflection on the coaching process.

09:00–09:54	Explore various coaching styles and their applications in different contexts.
09:54–10:48	Practice active listening and questioning techniques to enhance coaching effectiveness.
10:48–11:00	Develop personalised coaching plans for team members based on their strengths and development areas.
11:00–11:30	**Coffee break**
11:30–12:12	Develop personalised coaching plans for team members based on their strengths and development areas. (continued)
12:12–13:06	Utilise feedback models to enhance the impact of coaching sessions.
13:06–14:00	Assess the impact of coaching on team dynamics and individual performance.

Day 3: Mastering Delegation Skills

Applied activity: Participants will create a delegation matrix for their current projects, identifying specific tasks to delegate, the appropriate team members, and the expected outcomes. They will discuss their choices with peers to gain insights and refine their delegation strategies.
Output: A completed delegation matrix with rationale for each task and expected outcomes.

09:00–09:54	Identify tasks suitable for delegation and those that require personal involvement for effective leadership.



Course content

09:54–10:48	Learn the art of setting clear expectations and outcomes for delegated tasks.
10:48–11:00	Explore tools for tracking delegated tasks and measuring progress effectively.
11:00–11:30	**Coffee break**
11:30–12:12	Explore tools for tracking delegated tasks and measuring progress effectively. (continued)
12:12–13:06	Discuss common delegation pitfalls and strategies to avoid them in practice.
13:06–14:00	Evaluate the impact of effective delegation on team performance and morale.

Day 4: Conducting Performance Conversations

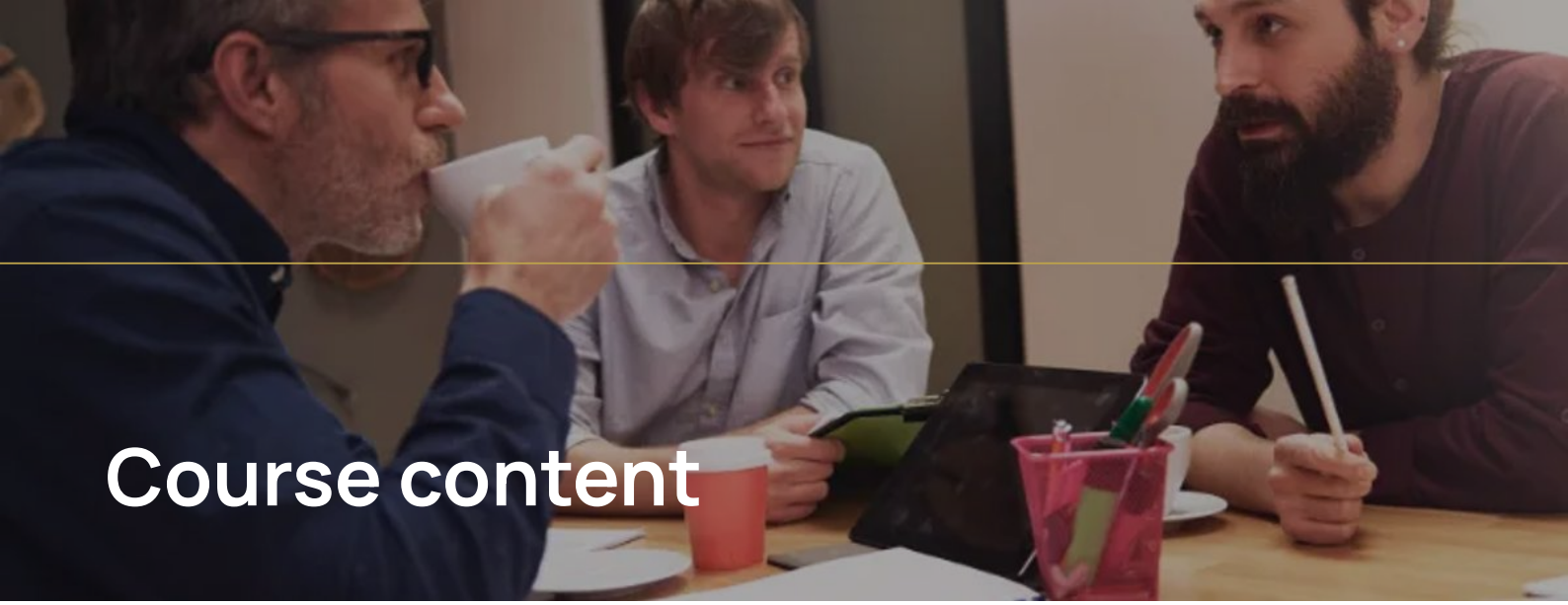
Applied activity: Participants will simulate a performance conversation, focusing on delivering feedback and setting goals with a fictional employee. They will receive feedback from peers on their approach and effectiveness in handling the conversation, ensuring a well-rounded learning experience.
Output: A feedback report summarising strengths and areas for improvement in conducting performance conversations.

09:00–09:54	Understand the structure of effective performance conversations and their importance in employee development.
09:54–10:48	Practice delivering constructive feedback and addressing performance issues with confidence.
10:48–11:00	Explore techniques for setting SMART goals during performance conversations.
11:00–11:30	**Coffee break**
11:30–12:12	Explore techniques for setting SMART goals during performance conversations. (continued)
12:12–13:06	Discuss the importance of follow-up and accountability after performance discussions.
13:06–14:00	Evaluate the role of emotional intelligence in conducting performance conversations.

Day 5: Integrating Coaching, Delegation, and Performance Management

Applied activity: Participants will work in teams to develop a comprehensive plan for integrating coaching and delegation into their performance management processes, using a fictional company scenario to illustrate their strategies, expected outcomes, and methods for measuring success.
Output: A detailed integration plan outlining strategies, expected outcomes, and implementation steps.

09:00–09:54	Review the interconnections between coaching, delegation, and performance conversations in effective leadership.
09:54–10:48	Develop a comprehensive action plan for implementing learned skills in the workplace.



Course content

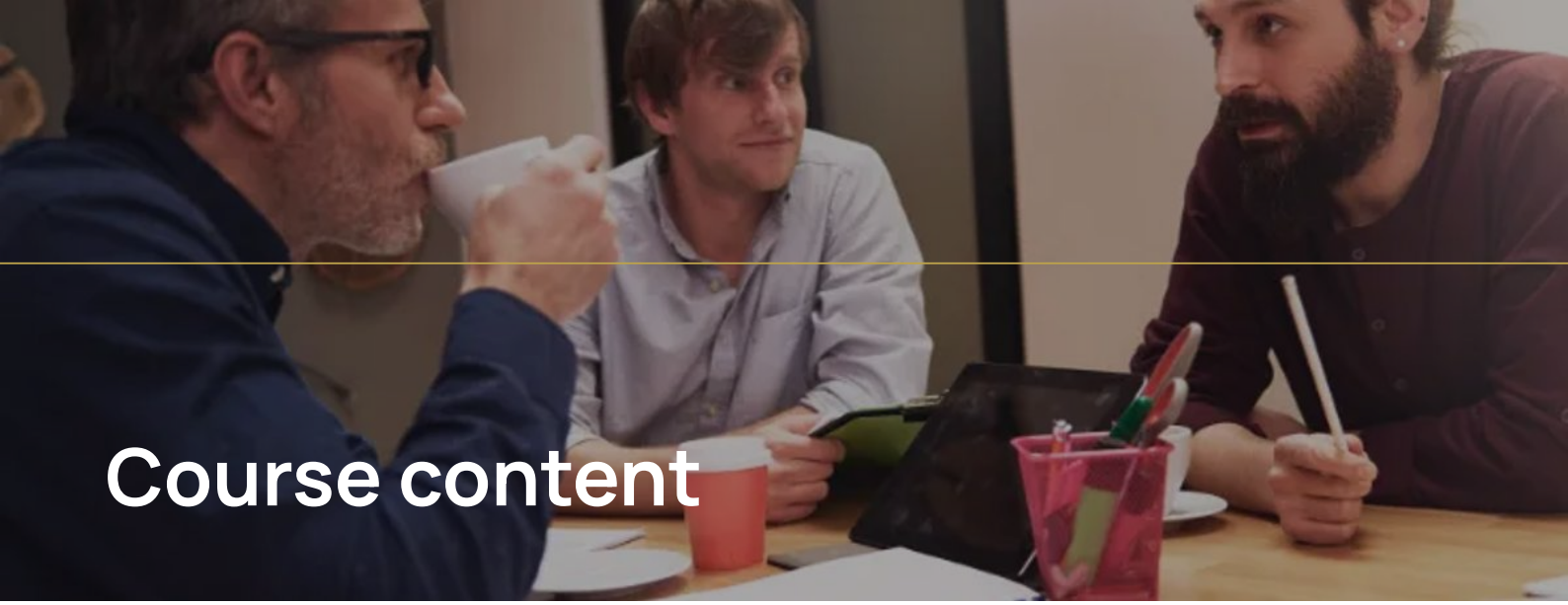
10:48–11:00	Explore case studies of successful integration in various organisations and their outcomes.
11:00–11:30	**Coffee break**
11:30–12:12	Explore case studies of successful integration in various organisations and their outcomes. (continued)
12:12–13:06	Discuss strategies for fostering a coaching culture within teams to enhance performance.
13:06–14:00	Evaluate personal development goals related to coaching and delegation practices.

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

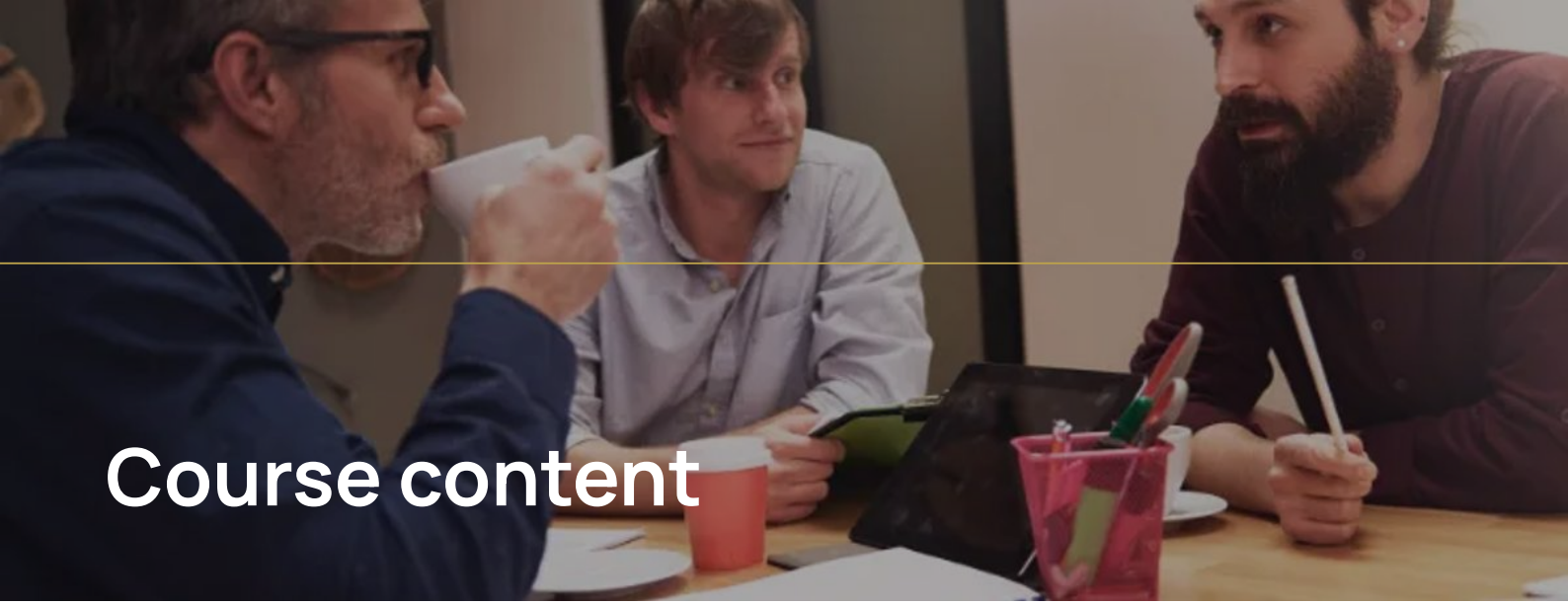
Venue	Start date	End date	Fee (EUR)
Kuala Lumpur Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,450.-**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.-**
Paris Confirmed dates	7 Dec 2026	11 Dec 2026	**€2,860.-**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.-**
Istanbul Confirmed dates	14 Dec 2026	18 Dec 2026	**€2,650.-**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.-**



Course content

Dates, venues and fees (continued)

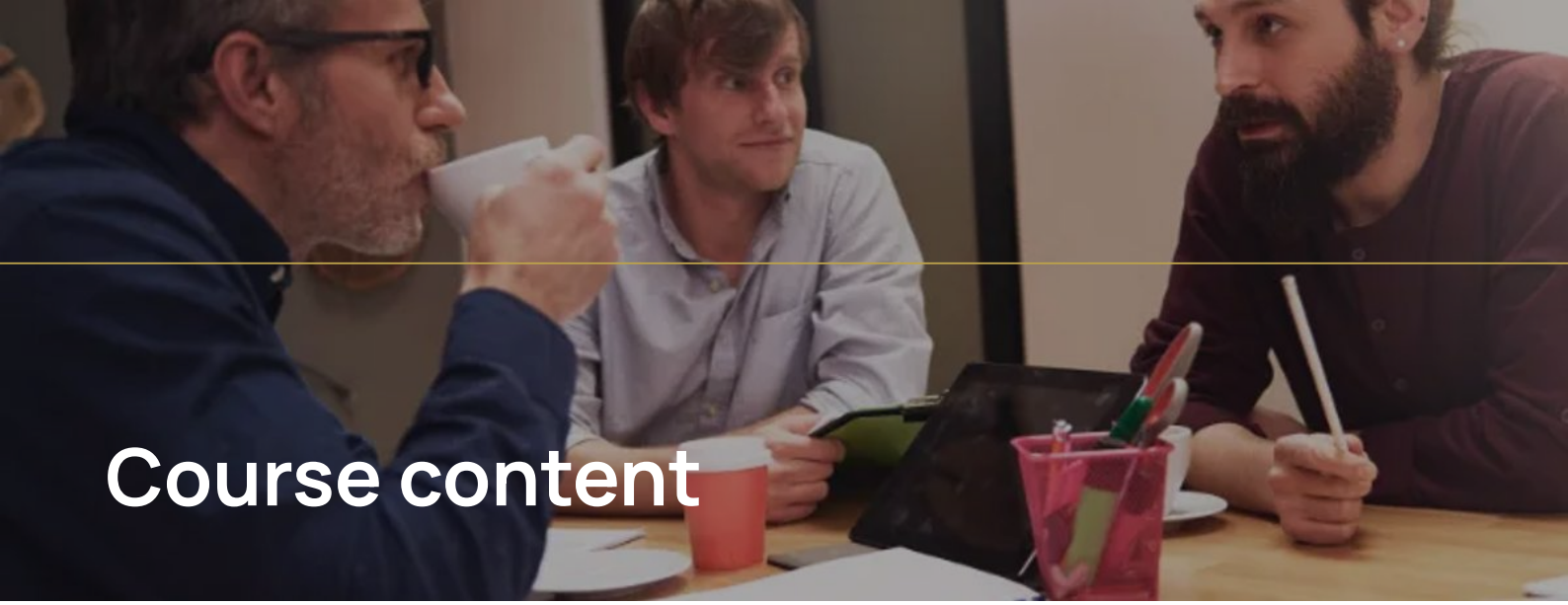
Venue	Start date	End date	Fee (EUR)
Amsterdam Confirmed dates	4 Jan 2027	8 Jan 2027	**€2,540.-**
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**€1,250.-**
Vienna Confirmed dates	11 Jan 2027	15 Jan 2027	**€2,940.-**
Online Confirmed dates	11 Jan 2027	15 Jan 2027	**€1,250.-**
Singapore Confirmed dates	18 Jan 2027	22 Jan 2027	**€2,820.-**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,250.-**
London Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,450.-**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.-**
Dubai Confirmed dates	15 Feb 2027	19 Feb 2027	**€3,150.-**



Course content

Dates, venues and fees (continued)

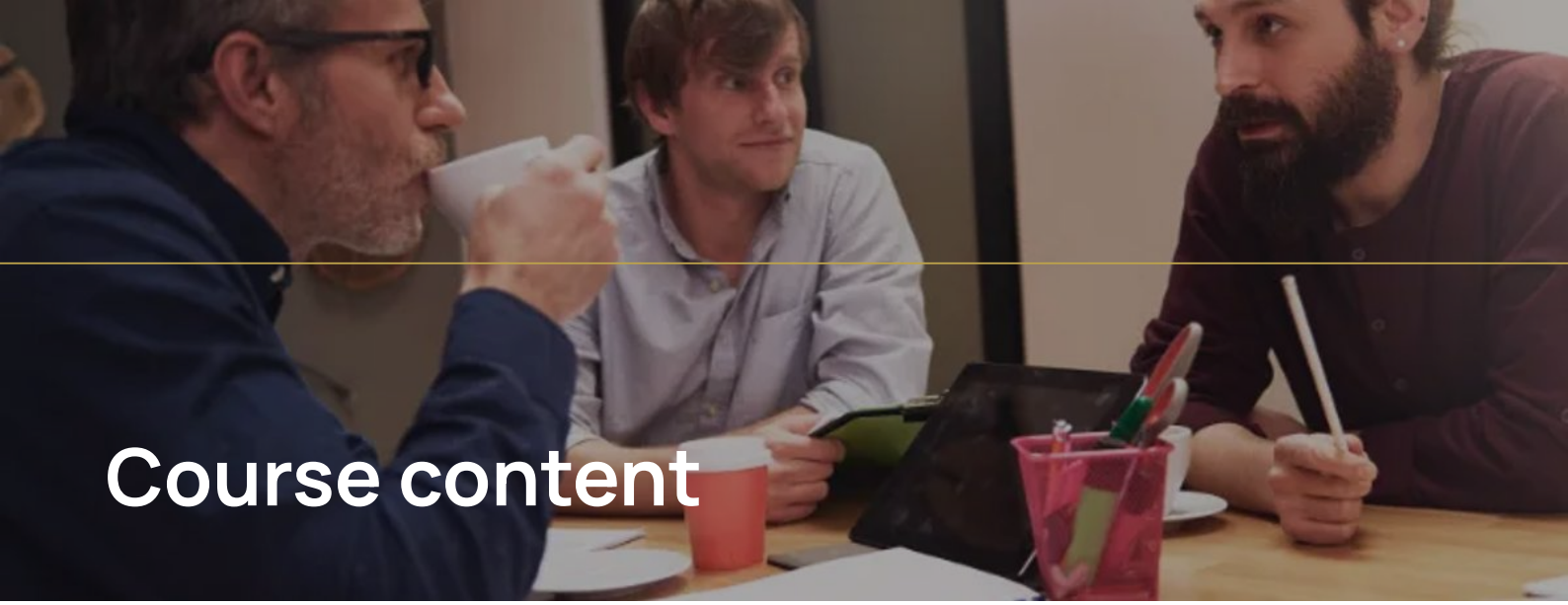
Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,250.-**
Frankfurt Confirmed dates	1 Mar 2027	5 Mar 2027	**€2,650.-**
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,450.-**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,250.-**
Rome Confirmed dates	22 Mar 2027	26 Mar 2027	**€2,450.-**
Online Confirmed dates	22 Mar 2027	26 Mar 2027	**€1,250.-**
Paris Confirmed dates	5 Apr 2027	9 Apr 2027	**€2,860.-**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.-**



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Dates, venues and fees (continued)

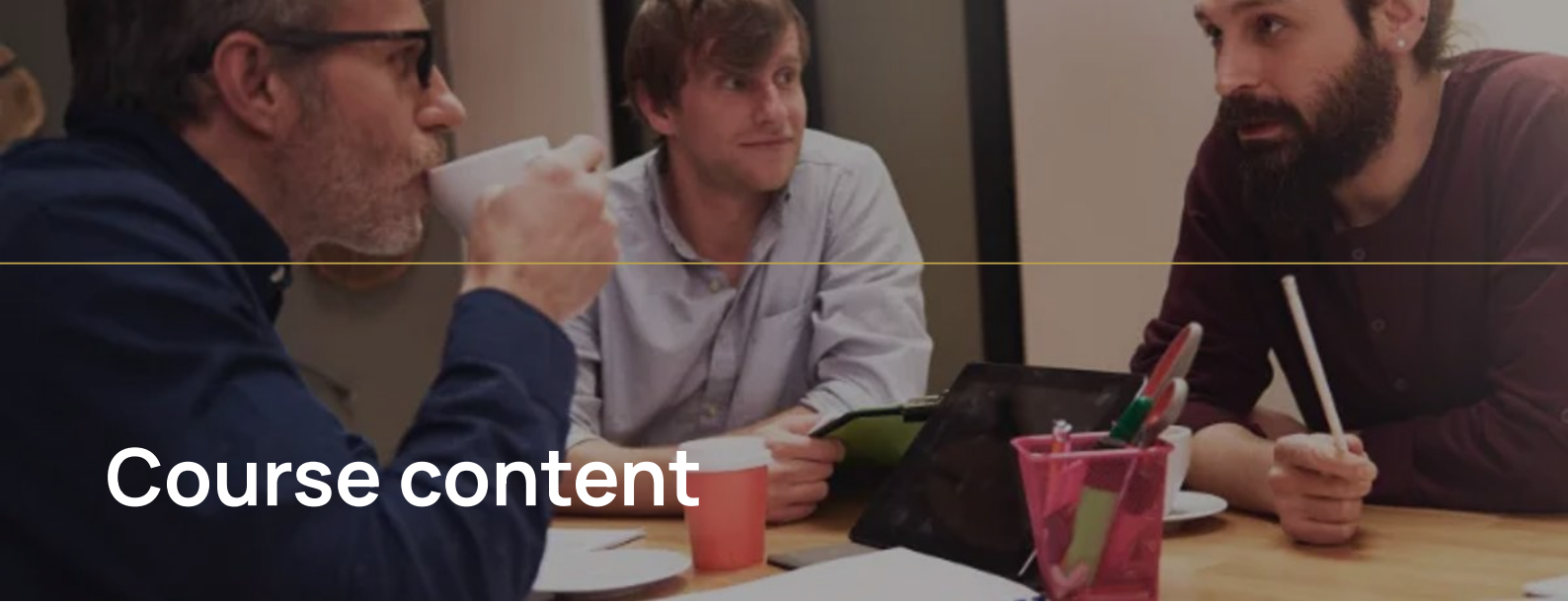
Venue	Start date	End date	Fee (EUR)
Istanbul Confirmed dates	19 Apr 2027	23 Apr 2027	**€2,650.-**
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,250.-**
Amsterdam Confirmed dates	3 May 2027	7 May 2027	**€2,540.-**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.-**
Singapore Confirmed dates	17 May 2027	21 May 2027	**€2,820.-**
Online Confirmed dates	17 May 2027	21 May 2027	**€1,250.-**
Cape Town Confirmed dates	24 May 2027	28 May 2027	**€1,890.-**
Online Confirmed dates	24 May 2027	28 May 2027	**€1,250.-**
London Confirmed dates	7 Jun 2027	11 Jun 2027	**€2,450.-**



Course content

Dates, venues and fees (continued)

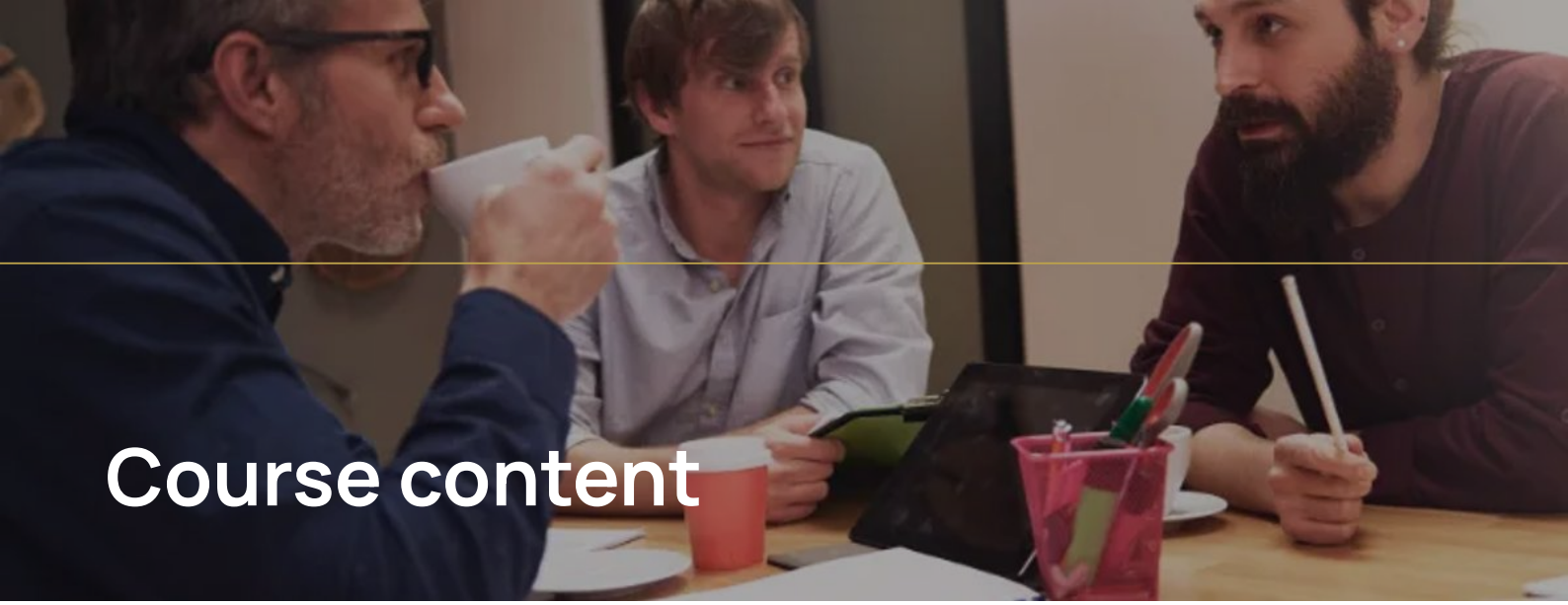
Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,250.–**
Dubai Confirmed dates	21 Jun 2027	25 Jun 2027	**€3,150.–**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.–**
Frankfurt Confirmed dates	5 Jul 2027	9 Jul 2027	**€2,650.–**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,450.–**
Online Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,250.–**
Cape Town Confirmed dates	26 Jul 2027	30 Jul 2027	**€1,890.–**
Online Confirmed dates	26 Jul 2027	30 Jul 2027	**€1,250.–**



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Dates, venues and fees (continued)

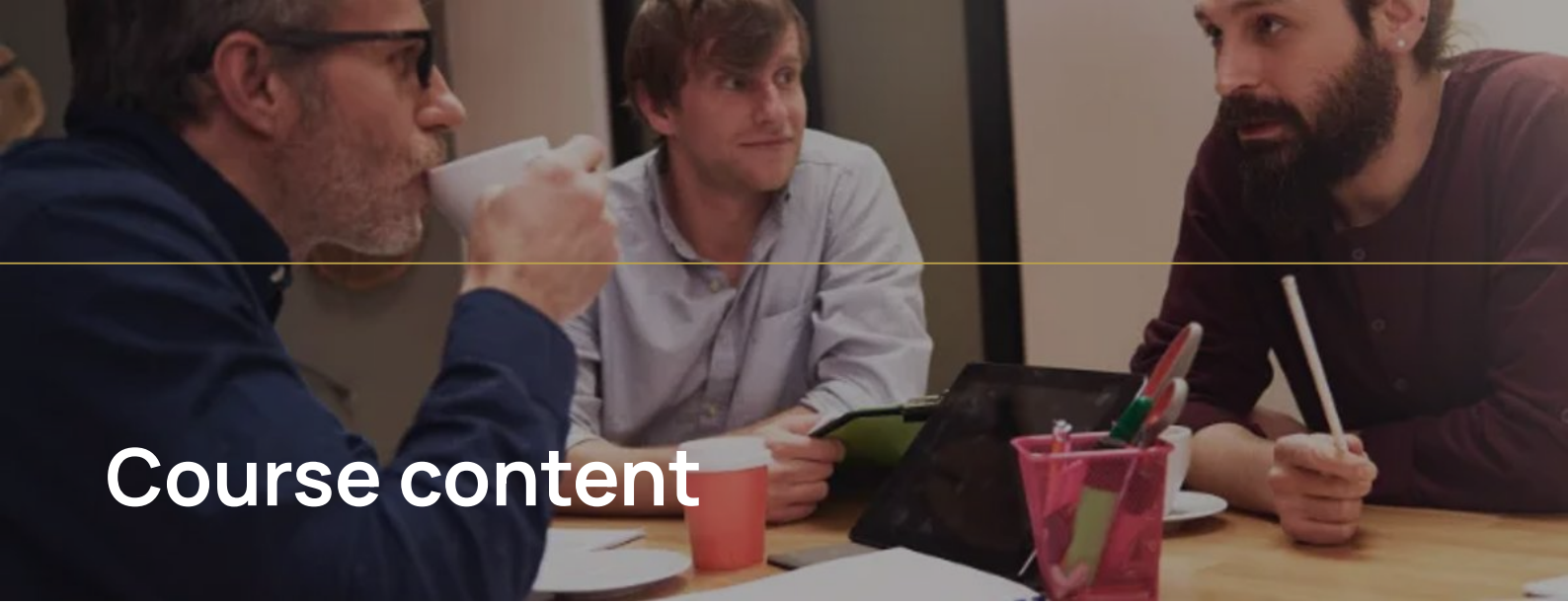
Venue	Start date	End date	Fee (EUR)
Paris Confirmed dates	2 Aug 2027	6 Aug 2027	**€2,860.-**
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.-**
Istanbul Confirmed dates	16 Aug 2027	20 Aug 2027	**€2,650.-**
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
Amsterdam Confirmed dates	6 Sept 2027	10 Sept 2027	**€2,540.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
Singapore Confirmed dates	20 Sept 2027	24 Sept 2027	**€2,820.-**
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**
Rome Confirmed dates	27 Sept 2027	1 Oct 2027	**€2,450.-**



Course content

Dates, venues and fees (continued)

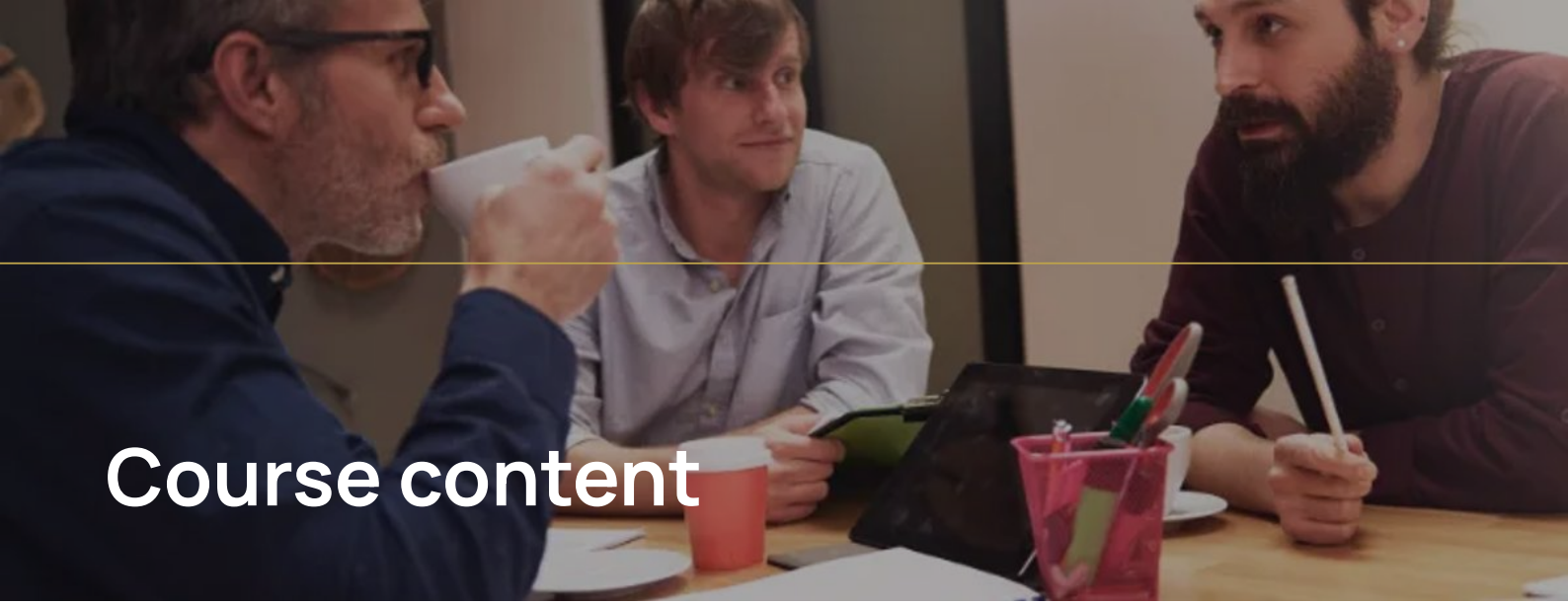
Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	27 Sept 2027	1 Oct 2027	**€1,250.–**
London Confirmed dates	4 Oct 2027	8 Oct 2027	**€2,450.–**
Online Confirmed dates	4 Oct 2027	8 Oct 2027	**€1,250.–**
Dubai Confirmed dates	18 Oct 2027	22 Oct 2027	**€3,150.–**
Online Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,250.–**
Frankfurt Confirmed dates	1 Nov 2027	5 Nov 2027	**€2,650.–**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,450.–**
Online Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Barcelona Confirmed dates	22 Nov 2027	26 Nov 2027	**€2,840.-**
Online Confirmed dates	22 Nov 2027	26 Nov 2027	**€1,250.-**
Paris Confirmed dates	6 Dec 2027	10 Dec 2027	**€2,860.-**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.-**
Istanbul Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,650.-**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.-**



Course content

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

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Contact Smart Horizon

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