

**Max M. Fisher College of Business  
The Ohio State University**

**BUSMHR 7234  
Developing Leaders and Coaches through Practical Exercises  
Summer 2016  
WPMBA Course Syllabus**

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### **COURSE OVERVIEW**

This course is taught in a layered effect starting with basic leadership and coaching principles and ends with complex practical exercises challenging students to become better leaders. The course progresses allowing the student to build upon the lessons learned through the course. The coaching and leader development program incorporates planning, preparation, practical exercises, case studies, coaching and assessment to train and develop future leaders. The integration of coaching with practical exercises delivers the optimal conditions to develop leaders.

### **COURSE OBJECTIVES**

This course is focused on developing the individual leadership and coaching ability of students. More specifically, students will:

- 1) Develop a more comprehensive understanding of their personal leadership style through practical exercises
- 2) Apply leadership fundamentals in a variety of situational based practical exercises
- 3) Improve self-awareness through a DISC Inventory and a 360° assessments
- 4) Explore the various roots and perspectives of modern coaching
- 5) Build the skills of coaching which center upon but are not limited to deep listening, coaching presence, business acumen, cultural dynamics and powerful questioning
- 6) Develop an understanding of team dynamics through small group practical exercises
- 7) Explore leadership and coaching principles, values and ethics
- 8) Become the most effective leader he/she can be within future leadership positions

### **CLASSROOM ENVIRONMENT**

The classroom environment is focused on collaboration and shared learning. Students are encouraged to actively participate in class discussions. A significant amount of time will be spent conducting practical exercises focused on developing leadership ability.

Most importantly, students are encouraged to experiment with different leadership styles to broaden their experience.

What is a coach? Consider the stagecoach metaphor in that a “coach” much like a stage coach takes an important person from where they are to where they want to go. This requires the perspective of promoting the agenda of another. This act requires personal development or evolution from *habitual* speaking to **listening**; from *habitual* directing to **shepherding**; from *habitual* prescribing to **co-creation**.

Organizational coaching, if done well, requires a real mindset shift. We will begin this shift through understanding first how to interpret the situation in which we’re expected to lead. We will do so by understanding Michael Watkin’s STARS model. From there we will explore the 6 leadership styles set forth by Daniel Goleman in his seminal book on emotional intelligence, *Primal Leadership*: visionary,

coaching, affiliative, democratic, pacesetter and commanding. We will eventually do most of our skill build work on the coaching style.

In so doing we will engage in a collection of self-evaluative exercises designed to broaden our scope of interpretation, listening and analysis. Students will then be expected to create a coaching baseline captured on video. This will be the “purposeful fail” from which we will grow as coaches.

This course is intended to be practical, real world, and useful for graduate students and MBAs whose career pursuits will require a well-honed leadership skillset.

## **COURSE MATERIALS**

- C. Larson and F. LoFasto, When Teams Work Best. Sage Publications
- PG Northouse, Leadership: Theory and Practice, 7<sup>th</sup> Edition.
- Goleman, Daniel, Boyatzis, Richard, McKee, Annie, Primal Leadership: Realizing the Power of Emotional Intelligence. Harvard Business School Press (2002)
- Kimsey-House, Henry; Kimsey-House, Henry; Sandahl, Phillip; Whitworth, Laura, Co-Active Coaching: Changing Business Transforming Lives, Third Edition, Nicholas Brealey Publishing (2011)
- Watkins, Michael, *Picking the Right Transition Strategy*. Harvard Business School Publishing (2008)

**Office hours by appointment.**

## **COURSE REQUIREMENTS AND GRADING**

### **Course Requirements**

- Papers = 250 Points
- Journal Entries = 110 Points
- Individual Development Plan = 100 Points
- Class Participation = 100 Points

### **Course Assignments**

#### **Papers**

- Describe the Leadership Style of Someone You Know or Have Been Exposed to. (2 Pages / 50pts)
- Why is Teamwork and Collaboration so Important? (3 Pages / 50pts)
- Describe a Leader with Positive Leadership and a Leader with Toxic Leadership (3 Pages / 50pts)
- Why do Ethics Matter? (4 Pages / 50pts)
- Which Leadership Style Best Describes You? (4 Pages / 50pts)

**Journal Entries** – Entries submitted at the end of the assigned week that cover that week’s theme. (1 Page / 10pts each)

**Individual Development Plan** – Students complete a development plan that describes their growth strategy. (100pts)

**Class Participation** – Students are awarded up to 100 points for attendance and class participation. (100pts)

## COURSE TIMELINE

| Week    | Theme  | Assignments  |
|---------|--|--|
| Week 1  | Leadership Styles, Nine Core Leader Competencies, Decision Making and Leadership Behaviors | - Leadership Style Paper (50pts)<br>- Journal Entry #1 (10pts)             |
| Week 2  | Conflict Management, DISC Profile  | - Journal Entry #2 (10pts)<br>- Team Dynamics Paper (50pts)                |
| Week 3  | Coaching – Stars Model Discussion, Intro to Coaching, Introduction to 6 Leadership Styles  | - Journal Entry #3 (10pts)   |
| Week 4  | Coaching – Intuition and Curiosity, Skill Building   | - Journal Entry #4 (10pts)   |
| Week 5  | Coaching – Skill Building and Final Coaching Skill Build                                   | - Journal Entry #5 (10pts)<br>- Positive/Negative Leadership Paper (50pts) |
| Week 6  | Dynamics of Teamwork, Leading Teams  | - Journal Entry #6 (10pts)   |
| Week 7  | CAPSIM – Business Simulator<br>Focus – Managing Performance                                | - Journal Entry #7 (10pts)<br>- Ethics Paper (50pts)                       |
| Week 8  | CAPSIM – Business Simulator<br>Focus – Communication Skills                                | - Journal Entry #8 (10pts)   |
| Week 9  | Ethical Decision Making  | - Journal Entry #9 (10pts)   |
| Week 10 | CAPSIM – Business Simulator<br>Focus – Ethical Issues                                      | - Journal Entry #10 (10pts)  |
| Week 11 | CAPSIM – Business Simulator<br>Focus – Talent Management                                   | - Journal Entry #11 (10pts)  |
| Week 12 | Reflection and Growth Strategies   | - Leadership Style Paper (50pts)<br>- Individual Development Plan (100pts) |

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