

THE OHIO STATE UNIVERSITY
FISHER COLLEGE OF BUSINESS
MHR 7228 (34765)
Introduction to Organizational Business Coaching

Cell: (614) 569-9675
e-mail: Schaffner.50@osu.edu

Office Hours by Appointment

Graduate students interested in building their own organizational and leadership coaching skills are eligible for this introduction course.

To effectively and purposefully lead and communicate in a VUCA (Volatile-Uncertain-Complex-Ambiguous) world, we are required to engage the patient, quiet and yet powerful skills of organizational (or business) coaching.

During our time together we will explore the various roots and perspectives of modern coaching (a practice that continues to emerge and evolve) while spending the balance of our time actually building the skills of coaching which center upon but are not limited to deep listening, coaching presence, business acumen, cultural dynamics and powerful questioning. We will discuss the guiding principles of effective coaching set forth by the main governing body of certified coaches, the International Coaching Federation (ICF).

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 involvement 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 a collection of self-evaluative exercises designed to broaden our scope of interpretation, listening and analysis. We will also begin the year, creating a coaching baseline captured on video. This will be the “purposeful fail” from which we will grow as coaches. The middle semester classes will focus on practicing micro-sections of the 9 part coaching process culminating in a final discussion as Coaching as a *resonant leadership style*. The main purpose of this class is three-fold:

1. To understand the roots and practices of Organizational (business) Coaching
2. To become proficient with the 3 steps of coaching: *context-content-conduct* and
3. To practice coaching techniques and understand coaching within the broader context of effective and ineffective leadership styles

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

Attendance in each class session is essential to maximize learning and students are strongly encouraged to manage their schedules accordingly. Discussions and in-class practice sessions will take place—WITHOUT OPEN LAPTOPS. Attendance at the first and last class sessions is absolutely mandatory. Also, please understand that a critical part of coaching involves “dancing in the moment.” Though I endeavor to give you as much heads up on readings and assignments, I will “dance in the moment” with the class, meaning sometimes new assignments will emerge based on where the class goes with the material. It is expected that we will “co-create” this experience together. Flexibility is a skill we will practice in many forms in this class, not just with the syllabus.

Class 1 Coaching Fundamentals

- Introduction to course expectations, materials and cadence
- Life History Approach to Coaching exercise (in-class)

Homework: create personal life map (serves as weekly journal entry)

Reading: *Co-Active Coaching: Chapters 1-2: The Co-Active Model/Relationships*

Class 2 Listening

- Baseline coaching conversations
- Overview “interpersonal process recall”
- Demonstration & Discussion-mutual recall”

Homework: 1-page journal entry: Reflect on what you learned and/or what you read. What did it mean to you? What did it trigger, remind you of, make you consider?

Reading: *Co-Active Coaching: Chapter 3: Listening*

Class 3 Intuition & Curiosity

- ORID Framework (Objective, Reflective, Interpretative, Decisional Data)
- Critical Incident Examples: “Coached well/Coached poorly”
- Review coaching videos with peers
- Introduction to Goldsmith’s Derailers, and Bungay-Stanier’s 3Ps.

Homework: Reflection journal

Reading: *Co-Active Coaching: Chapter 4&5: Intuition and Curiosity*

Class 4 Forward & Deepen & Self-Management

- Coaching tools
- STARS Model

Homework: Reflection journal (your choice, either personal reflection or reflection on article “Coaching with Compassion.” How is coaching with compassion different than coaching for compliance?

Reading: *Co-Active Coaching: Chapter 6: Forward & Deepen; Watkns, Transition Strategy (Carmen)*

Class 5 Fulfillment & Balance

- Practice Entry & Contracting
- Powerful Questions
- Emotional Intelligence

Homework: Reflection journal (Dropbox by Monday)

Reading: Goleman, *Leadership That Gets Results (Carmen)*, Gallo, *Overcoming the Most Common Coaching Challenges (hbsp)*

Class 6 Process Review

- Context: Entry & Contracting; Developmental Frames; Situational Analysis
- Content: Feedback; Exploring Options; Planning
- Conduct: Action Strategies; Growth & Renewal; Execution

Reading: *Co-Active Coaching: Chapter 7: Self-Management*

Final Case: Darcy Gallagher (hbsp)

Final Paper due (Darcy G case).

Required Readings:

- Kimsey-House, Henry; Kimsey-House, Henry; Sandahl, Phillip; Whitworth, Laura, Co-Active Coaching: Changing Business Transforming Lives, Third Edition, Nicholas Brealey Publishing (2011)
- Additional Readings: Articles and case studies can be found at <http://cb.hbsp.harvard.edu/cbmp/access/57179204>

Optional Readings (if you want to further your learning. These will be used in the Advanced Coaching course (7229) as well:

- Bunday-Stanier, Michael, The Coaching Habit: Say Less, Ask More & Change the Way You Lead Forever. Toronto, Canada Box of Crayons Press (2016)
- Goldsmith, M., & Reiter, M., What Got You Here, Won't Get You There: How Successful People Become More Successful. NY, NY Hyperion (2007)
- Hudson, F.M., The Handbook of Coaching: A comprehensive guide for managers, executives, consultants, and human resource professionals. San Francisco, CA, Jossey-Bass Publishers (1999)
- Hunt, James M., Weintraub, Joseph R., The Coaching Organization: A Strategy for Developing Leaders, Sage Publications (2007)

BASIS FOR GRADES:

Weekly Reflection Journals Carmen Dropbox due every Monday prior to class	50%
Class participation and attendance	25%
Prior to last class, please submit your case write up on Darcy Gallagher Performance Coaching Discussion.	25%
	<hr/> 100%

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