

THE OHIO STATE UNIVERSITY  
FISHER COLLEGE OF BUSINESS  
AU16 BUSMHR 7229 - AdvOrgBusCoachng (34768)  
ADVANCED Organizational Business Coaching  
Wednesday, 6-9:15pm  
October 17-December 7  
Gerlach 210

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Office Hours by Appointment

In this course, the focus is on further building your skillset and experience with **Organizational Business Coaching** and gradually moving into the more complex waters of **Systemic/Organizational Team Coaching**.

This course is the ‘sequel’ if you will of Introduction to Organizational Business Coaching and intends to broaden the learners lens beyond the one-on-one coaching or coaching as a leadership skillset and venture into how coaching cultures evolve (or can be created), what the coaching industry holds and eventually and most especially will build on more complex skills in several modules on Systemic Organizational Team Coaching. This work will be both strategic and personal, challenging the learner to explore beyond the one-on-one interaction and into the system and situation that surrounds the client and how to influence that. Suffice to say, Systemic Team Coaching emerges from the work of Dr. Peter Senge and most especially Dr. Peter Hawkins, both of whose work we will explore in this course.

We will build off of the Introduction to Coaching foundation, which will serve the learners well. Without this foundation (in theory, listening and mindfulness) it will be challenging to move effectively into this round. Students scoring B and above in the Introduction course will find their work in this course more fulfilling.

The main purpose of this class is three-fold:

1. To build further on the foundational skills of Organizational Business Coaching
2. To become excellent and graceful administrators of the Guiding Principles and 9 steps of Organizational (business coaching), going beyond Relating-Questioning-Listening as Coaching Competencies and exploring the coaching competencies of Presence (self-management)-Leveraging Diversity-Testing Assumptions and Reframing
3. To build an appreciation for and perspective on the strategies that can be used to affect systemic change in organizations using the team as lever point.

This course is intended to be practical, real world, and useful for graduate students whose career pursuits will require a well-honed leadership skillset. Furthermore, students with coaching experience (aside from the Intro course) and/or deep business acumen can enroll (with Instructor’s approval).

Attendance in each class session is essential to gaining maximum learning from this course and students are strongly encouraged to manage their schedules accordingly. Discussions and in-class practice sessions will take place, like they would in a corporate meeting room—WITHOUT OPEN LAPTOPS. Attendance at the first and last class sessions is absolutely mandatory. Having access to a smart phone with ample video space will be necessary as we will be using video taping to gather

baseline skills from which to build our behavioral plans going forward.

- Class 1      Coaching Fundamentals Revisited and the way forward
- Introduction to course expectations, materials and cadence
  - Discussion of Film *The King's Speech*
  - Wheel-of-Life exercise
- Assignment: Complete a Wheel of Life to share next class
- Class 2      Learning Styles and Psychometrics in Coaching
- DISC fun and discussion
  - Coaching Drills using DiSC
- Readings: Co-Active Coaching Chapter 8-9
- Assignment: Complete DiSC Handout (Carmen) prior to class, bring with you
- Class 3      Theories Supporting Coaching Methodology
- Change Theory, Lewin, Kegan, Lahey, Boyatzis, Silsbee, Mauer
  - Powerful Questions exercise
  - Learner v. Judger Mindset
- Reading: Chapter 8: A Handbook of Coaching: A Developmental Approach (handout)
- Presence-Based Coaching: Chp 2 Activities 2.7-2.9*
- Assignment: *Complete and submit coaching journals*
- Class 4      Guest Coach John Schuster
- Presence Based Coaching
  - Coaching Drills
- Readings: TBD
- Assignment: *Complete and submit coaching journals*
- Class 5      Multi-cultural Team Connectivity
- Aristotle Project (Google): Psychological Safety
  - Identity, a step beyond EQ
  - Different paradigm of Listening Levels (self-other-global)
  - Identity Encounter
- Readings: TBD
- Assignment: *Complete and submit coaching journals*
- Class 6      Process Review and Final Exam
- Context: Entry & Contracting; Developmental Frames; Situational Analysis
  - Content: Feedback; Exploring Options; Planning
  - Conduct: Action Strategies; Growth & Renewal; Execution
- Reading:
- Assignment: *Complete and submit coaching journals*

### **Textbooks/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

### **BASIS FOR GRADES:**

Date

Submission of Weekly One+Page Learning Journals 60%

Final Written Exam 25%

Class Participation 15%

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100%

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