Coaching can be understood as a generic methodology used to improve the skills, performance, and enhance the development of individuals. It is a systemized process by which individuals are helped to explore issues, set goals, develop action plans and then act, monitor, and evaluate their performance in order to better reach their goals, and the coach’s role is to facilitate and guide the coachee through this process. Executive coaching can be defined as a helping relationship formed between a client who has managerial authority and responsibility in an organization and a consultant who uses a wide variety of behavioral techniques and methods to assist the client in achieving a mutually identified set of goals.
Research suggests that coaching has significant positive effects on performance/skills, Well-being, coping, work attitudes, and goal-directed self-regulation, indicating that coaching is an effective intervention in organizations.

**Teaching method**

This course is a complete, stand-alone module. It is comprised of 13 weekly meetings, each 1.5 hours long. Each meeting will include a lecture component and an experimental learning component. The experimental learning component requires students to consolidate the theory and skills acquired through a supervised coaching practicum.

**The coaching practicum**

The students will be asked to locate a client in a managerial position and conduct 5 coaching sessions with the client. The coaching sessions will be recorded. Students also are required to reflect on their experience of coaching others via live feedback and written work. To maximize learning and aid recognition of personal strengths and weaknesses, students will keep a coaching journal and self-assessment record. Coaching cases will be presented and analyzed in class in a supportive environment.

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**Course Goals**

1. Learning the behavioral science of coaching – developing critical understanding and applied applications of behavioral and cognitive scientific underpinning of coaching.
2. Developing the applied skills or the “art” of coaching – the core coaching micro-skills.
3. Learning the ethical and professional practice as presented by the International Coach Federation.
Grading

**Graded requirements:**

1. Active participation in-class activities and discussions (10%)
2. Final paper (90%)

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Learning Outcomes

**Learning Outcomes**

On the completion of this course, students will be able to:

- Demonstrate an understanding of the theories and techniques of Cognitive-behavioral and solution-focused approaches.
- Apply the taught theories and techniques to a wide range of coaching client issues.
- Coach a client through from initial intake session to goal attainment.
- Self-evaluate their coaching style and make appropriate changes

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Lecturer Office Hours

By appointment.

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Reading List

**Week-by-week topics, readings & assignments**

<table>
<thead>
<tr>
<th>Week</th>
<th>Topics</th>
<th>Readings</th>
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<tbody>
<tr>
<td>2</td>
<td>Diagnosing management styles</td>
<td>Read: Adizes (2004)</td>
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<td>4</td>
<td>Self-regulation and change</td>
<td>Read: McGonagill (2001)</td>
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<td>Required readings</td>
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<tr>
<td>5</td>
<td>Goal-setting – Introduction Read: Spence (2016)</td>
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<td>6</td>
<td>Goal-Setting – Advanced issues Read: Grant (2016)</td>
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<td>7</td>
<td>Positive Psychology coaching Read: Grant (2021) Green (2019)</td>
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<td>8</td>
<td>The Coaching conversation - tools and techniques Read: Grant (2011)</td>
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<td>9</td>
<td>Self-efficacy and motivation</td>
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<td>10</td>
<td>The psychology of Executive Coaching Read: Good (2013)</td>
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<td>11</td>
<td>Solution-focused Coaching Read: Cavanagh (2010)</td>
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<td>12</td>
<td>Ethics and duty of care Read: Spence (2006)</td>
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<tr>
<td>13</td>
<td>Wrap-up</td>
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</tbody>
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**Required readings**


**Optional additional reading**

Atad, O. I., Smith, W., & Green, S. (2021). Coaching as the missing ingredient in the application and training of positive psychological science In W. Smith, I. Boniwell & S. Green (Eds.), *Positive Psychology Coaching in the Workplace* (pp. 41-60): Springer.


