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Course Format and Meeting Dates
3.0 credit hours / intersession compressed weekend course format

Weekend 1:
  January 12 (Thursday): 6:30 – 9:00 p.m.
  January 13 - 14 (Friday and Saturday): 8:00 a.m. to 5:00 p.m.

Weekend 2:
  February 10 – 11 (Friday and Saturday): 8:00 a.m. to 5:00 p.m.

Location: Seigle Hall, Room 106

Response Time: Monday-Friday I check both voice and emails several times each day and will generally respond the same day. On weekends, I check emails once per day and will respond within 36 hours.

Course Materials
In lieu of a textbook, students will read a series of articles and complete four assessments. I purchase many of these assessments in bulk for use in my work with organizations which means I can offer them to you at a discounted price. Online links and instructions on how to take the self-assessments will be emailed to you five to seven days before class begins. We will discuss what you need to do to set up the multi-rater (360-degree) assessment during our first weekend class.

- Self-assessments:
  Personal Listening Profile, Inscape Publishing. (Access code purchased through instructor $20, retail is $39.50).
  Everything-DiSC Workplace Profile (Access code purchased through instructor $30, retail is $59.25)
  VIA Survey of Character Strengths (Access code purchased through instructor - $20)

There are two options for paying for your self-assessments. You may bring a check for $70 (made out to me) to class. Or, if you prefer to use a credit card you may do so after class ends or during a break.
• Multi-rater assessment: Emotional and Social Competency Inventory-University Edition, Korn Ferry/Hay Group. The cost for the ESCI-U is $55. You will pay Korn Ferry/Hay Group directly. I will send you a link to be used for this purpose. Once you have paid, you will be directed to the instructions you need to set up your assessment and input your raters.

The ESCI-U is a multi-rater (360-degree) instrument. This is a specially priced version of the assessment and is sold only to universities at a greatly discounted rate. Your assessment must be completed during the month between classes. We will review your ESCI-U report during our second weekend class.

Journal Articles and Readings as assigned. These will be available on Black Board or held in Ares Reserve, if required by copyright.

Other Course Requirements:

Behavioral Interviews: Each student will conduct two behavioral interviews for an assigned student partner as part of your coaching practice. Coaching assignments and instructions for the interview will be covered in class. This interview is to be conducted between the two face-to-face classes. Findings will be debriefed with your partner during the second weekend class.

Peer Coaching: Students will be assigned to coaching-pairs and/or triads the first night of class. Students will practice coaching skills both inside and outside of class.

Final Exam
Your final exam will take the form of a portfolio of assignments. The construction of this portfolio will begin on the first night of class and I recommend that you use a binder to keep these items organized.

The portfolio will include the student’s assessments, journal reflections, coaching notes, assessment results, feedback and other assignments. The completed portfolio will be submitted electronically via Black Board and will be due approximately two weeks after the class ends (February 26) at 6:00 p.m. The final exam portfolio will include:

- Assessments and assigned journal reflections
  - Personal Listening Profile
  - DiSC® Behavioral Profile
  - VIA Signature Strengths
  - Coaching Styles Preference
  - Assessment and Feedback on Coaching Style
  - Life Map Reflections
Executive Coaching, also called business or leadership coaching, is an effective professional development tool. Coaching is a collaborative partnership between the individual (coachee), their sponsoring organization (sponsor), and a professional coach designed to facilitate and hasten the individual's learning and achieve identified business results. A related, but distinct, coaching practice is called “manager as coach”. In this situation, a manager uses coaching skills to support learning and growth in an employee, often his/her subordinate.

This course will compare executive coaching to other types of coaching and mentoring relationships; review the grounding principles that form the foundation of an executive coaching partnership; outline the steps in the coaching process; and review the expectations and guidelines for each member of the coaching team (coachee, organization, coach). This course is designed for both human resource professionals and managers who want to understand the principles and practice of coaching; or who might participate as a partner in the executive coaching process.

Course Outline
- Defining Executive Coaching
- The business case for Executive Coaching
- Ethics and professional standards
- Assessment methodology & practice
- Behavioral Interviewing
- Competencies and their role in coaching
- Executive career de-railers
- Coaching models
- Developmental plans
- Coaching agreements
- Core coaching skills
  - Context
Active Listening
Powerful questioning
Feedback
Alignment

Systems / Organizational learning
Coaching environments
- Corporate
- Entrepreneurial
- Family-owned
- Not-for-profit

Defining success criteria
- Coaching candidates
- The Coach

State of the profession
- Certifications
- Code of ethics
- Professional organizations
- Graduate School Education for Executive Coaching

Multiple group and individual exercises designed to allow students to both coach and be coached