OFFICE HOURS
By appointment

TEACHING FELLOW
Niki Taylor, nmt234@stern.nyu.edu

Course Overview
This course provides an overview of the principles and practices of business coaching within organizational settings. You will gain a basic knowledge of the coaching process, including how to create the coaching relationship, engage in coaching conversations, and clarify action commitments. You will learn specific strategies and techniques to increase effectiveness when communicating with others, and develop an awareness of your own and others’ communication patterns. We will examine coaching models and the ethics of coaching through readings, reflective writing and class discussions. In addition, you will have first-hand experience coaching and being coached, and will develop your own personalized coaching model. By the end of the course, you will have a working knowledge of how coaching can be used, what coaches need to do to be effective, and the ability to practice the skills of coaching.

Required Readings
Foundations of Business Coaching  
Spring 2017


**Recommended Readings**

**Grading**
The assignments for this course are listed below. Grading criteria for each assignment can be found on NYU Classes in the Course Information section.

<table>
<thead>
<tr>
<th>ASSIGNMENT</th>
<th>% OF GRADE</th>
<th>DUE</th>
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<tbody>
<tr>
<td>Description of Coaching Experience</td>
<td>*</td>
<td>Session 1</td>
</tr>
<tr>
<td>4 Summary/Response Papers with Focused Reading Questions</td>
<td>20%</td>
<td>Session 2</td>
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<tr>
<td>4 Coaching Practice Activities</td>
<td>20%</td>
<td>Session 2</td>
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<tr>
<td>4 Coaching Practice Activities</td>
<td>20%</td>
<td>Session 3</td>
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<td>4 Coaching Practice Activities</td>
<td>20%</td>
<td>Session 4</td>
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<tr>
<td>4 Coaching Practice Activities</td>
<td>20%</td>
<td>Session 5</td>
</tr>
<tr>
<td>Final Paper Developing Your Own Coaching Model</td>
<td>40%</td>
<td>Session 6</td>
</tr>
<tr>
<td>Participation (includes * item above)</td>
<td>20%</td>
<td>Ongoing</td>
</tr>
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</table>

Post all written deliverables on NYU Classes/Assignments and bring 1 hard copy of each to class. Class discussions will be based around assigned readings and deliverables; therefore, late assignments are not acceptable.
Class Participation
In-class contribution is a significant part of your grade and an important part of our shared learning experience. Your active participation helps me to evaluate your overall performance as a student, and makes the class more interactive and engaging for all of us. The quality of your participation is more important than the quantity.

Positive contributions are those that advance our discussions by presenting new ideas or insights, building on others’ comments, or presenting a counterpoint to others’ comments in a respectful way. I want to stress that positive contributions are not necessarily “right” answers. I encourage you to experiment and take risks. “Wrong” answers can also be instructive and discussion is often a good way to learn.

Foundations of Business Coaching is designed to be a highly interactive course. The more you invest in it, the more you will learn and the more others will learn from you.

Laptops
You will not need to use your laptops in class.

NYU Classes
Please check NYU Classes regularly for announcements and documents related to our class. Selected readings for the course are available on NYU Classes. These are denoted in the syllabus by a (NYUC) symbol.

Course Materials
You do not need to purchase any course materials. They will be available on NYUC or handed out in class.
# Foundations of Business Coaching  
**Spring 2017**

## SESSION OUTLINE

### SESSION 1  
**Tuesday, March 28**

**TOPICS:**  
Course and Student Introductions  
Coaching Principles and Practices  
Assess Your Listening Skills  
Build Your Coaching Model

**READINGS:**  
1. Hunt/Weintraub, “How Coaching Can Enhance Your Brand as a Manager” (NYUC)  

**DELIVERABLES:**  
Reflective Activity 1: Describe your coaching experience (p. 81 in *Coaching Models* - Reflective Activity 1 posted on NYUC/Course Documents). Recall a time when you coached or were coached at work or school. Write a brief 1-2 page (double spaced) paper describing the experience. Provide background information about when and where the coaching took place and who was instrumental in making it happen. Include your insights about the results, impact or outcome of the coaching experience.

### SESSION 2  
**Tuesday, April 4**

**TOPICS:**  
The Coaching Process  
Core Communication Skills

**READINGS:**  
1. Lennard, Chapter 1 (NYUC)  
2. Batista, “How Great Coaches Ask, Listen, and Empathize” (NYUC)

**DELIVERABLES:**  
1. Summary/Response Paper with Focused Reading Questions  
   Respond to the assigned Batista article by writing a brief 1-2 page (double spaced) paper that includes:  
   - a one paragraph summary (you may want to refer to this when you build your own model)  
   - your personal reflections on or reactions to the article (you can analyze, doubt, believe, refute, illustrate through your own experience, or go beyond it)  
   - your list of two, three or four questions raised by reading the article (student generated questions will be addressed in class discussions)

2. Coaching Practice Activity #1: Listening  
   Schedule uninterrupted time into your normal day and carry out this activity. Follow the instructions on the activity worksheet distributed in class and complete the worksheet for this activity.
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SESSION 3  Tuesday, April 11

TOPICS:  Team Coaching
Guest Speaker: Dr. Robert Anderson

READINGS:  1. Ross, “How To Be the Best Coach for Your Team” (NYUC)
2. Hackman/Wageman, “A Theory of Team Coaching” (NYUC)

DELIVERABLES:  1. Summary/Response Paper with Focused Reading Questions
   Respond to the assigned articles by writing a brief paper that includes:
   • a one paragraph summary
   • your personal reflections on or reactions to the articles
   • your list of two, three or four questions raised by reading the articles

2. Coaching Practice Activity #2: Questioning
   Schedule uninterrupted time into your normal day and carry out this activity.
   Follow the instructions and complete the activity worksheet.

SESSION 4  Tuesday, April 18

TOPICS:  Feedback
Coaching Practice

READINGS:  1. Lennard, Chapter 4 (NYUC)

DELIVERABLES:  1. Summary/Response Paper with Focused Reading Questions
   Respond to the assigned McGonagill article by writing a brief 1-2 page (double spaced) paper that includes:
   • a one paragraph summary
   • your personal reflections on or reactions to the article
   • your list of two, three or four questions raised by reading the article

2. Coaching Practice Activity #3: Observing
   Schedule uninterrupted time into your normal day and carry out this activity.
   Follow the instructions and complete the activity worksheet.
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SESSION 5 Tuesday, April 25

TOPIC: Coaching Styles
       Coaching Practice

READING: 1. Clutterbuck, "Coaching reflection: the liberated coach" (NYUC)
          2. Heen/Stone, “Find the Coaching in Criticism” (NYUC)

DELIVERABLES: 1. Summary/Response Paper with Focused Reading Questions
               Respond to the assigned Clutterbuck article by writing a brief paper
               1-2 page (double spaced) paper that includes:
               • a one paragraph summary
               • your personal reflections on or reactions to the article
               • your list of two, three or four questions raised by reading the article

               2. Coaching Practice Activity #4: Giving feedback
               Schedule uninterrupted time into your normal day and carry out this activity.
               Follow the instructions and complete the activity

SESSION 6 worksheet Tuesday, May 2

TOPICS: Ethics of Coaching
         Coaching Model Presentations

READING: Lennard, Chapter 5 Intro & Reflective Activities 5, 10, 15 (p.84-86, 90-92, 96-98)

DELIVERABLE: Final Paper Developing Your Own Coaching Model
             Reflect on your reading assignments, summary/response papers, focused reading
             questions, reflective activities, class discussions and coaching practice. Synthesize
             all you’ve learned about effective business coaching, build and write a paper
             developing your own personalized model of coaching.

             As you design your own coaching model, consider the following:
             • What is the purpose of coaching in your model?
             • What coaching process and related skills are included in your model?
             • What are the key elements of the coaching relationship in your model?
             • How does your model reflect your coaching style and ways of working
               with people whose social styles are different?
             • How does your model reflect your specialized interests and build on your
               strengths and experience?
             • What are the underlying principles and ethical guidelines in your
               coaching model?

             Come to class prepared to present (in 4 minutes) highlights of your coaching
             model, including its importance to you as you advance in your career.
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<td>· Reflective Activity 1: Describe your coaching experience (p. 81 in Coaching Models - posted on NYUC)</td>
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<td>Listening Skills</td>
<td>p.10-17 (NYUC)</td>
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<td>Coaching Models</td>
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<td>2</td>
<td>Coaching Process</td>
<td>· Lennard, Ch. 1 (NYUC)</td>
<td>· Summary/Response Paper with Questions</td>
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<tr>
<td></td>
<td>Communication Skills</td>
<td>· Batista, “How Great Coaches Ask, Listen, and Empathize” (NYUC)</td>
<td>· Coaching Practice Activity #1: Listening</td>
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<tr>
<td>3</td>
<td>Team Coaching Guest Speaker</td>
<td>· Ross, “How To Be the Best Coach for Your Team” (NYUC)</td>
<td>· Summary/Response Paper with Questions</td>
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<td>· Hackman/Wageman and Kets de Vries articles (NYUC)</td>
<td>· Coaching Practice Activity #2: Questioning</td>
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<tr>
<td>4</td>
<td>Feedback</td>
<td>· Lennard, Ch. 4 (NYUC)</td>
<td>· Summary/Response Paper with Questions</td>
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<td>Coaching Practice</td>
<td>· McGonagill, “The Coach as Reflective Practitioner” (NYUC)</td>
<td>· Coaching Practice Activity #3: Observing</td>
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<tr>
<td>5</td>
<td>Coaching Styles</td>
<td>Clutterbuck, “Coaching reflection: the liberated coach” (NYUC)</td>
<td>· Summary/Response Paper with Questions</td>
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<td>Coaching Practice</td>
<td>· Heen/Stone, “Find the Coaching in Criticism” (NYUC)</td>
<td>· Coaching Practice Activity #4: Giving feedback</td>
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<td>6</td>
<td>Ethics of Coaching Model Presentations</td>
<td>· Lennard, Ch. 5 Introduction and Reflective Activities 5 (p. 84-86), 10 (p. 90-92), and 15 (p. 96-98)</td>
<td>· Final Paper Developing Your Own Coaching Model (4 minute presentation)</td>
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