Hello Coaches!

This document is both Course Syllabus and a Checklist to keep track of your completion of assignments. ***Prior to your first class, please listen to the “Requirements for Certification” and “What to Expect” audio recordings.***These short audio presentations cover many housekeeping items, logistics, and frequently asked questions that will allow our first class experience to focus on the material (instead of logistics or course requirements).

How to use this document as a **Syllabus**:

* Although the workbook may be read straight through, your class will frequently move around in the material based on the topic of each session. You will be guided to the appropriate reading material in preparation for each session. In the early sessions, it will be new material for your thinking. In later sessions, we will guide you to review certain sections to expand your thinking as you move through the process.
* Reading and homework assignments should be completed prior to our phone sessions together.
* Come prepared to share and reflect on what you are learning. The more you share, the more valuable the class time will be for all participating. It is a requirement of certification to actively participate in class every week - with respect to your individual learning style. (We recognize that some of you are simply more extroverted than others.)
* Please be prepared for your Mentor Coaches to call on you in class to answer questions about the material being covered. The reflection of the entire group is important in growth for all!

How to use this document to **Track Coursework Completion**:

* It is not necessary to send your Mentor Coach you actual completed assignments
* Use the syllabus as a checklist, marking off those items you have completed. It is good to feel the accomplishments as you go along!
* At the end of the course, email as a scanned document, the Syllabus (with the checks (X) next to the completed assignments) to your Mentor Coach. As stated in the “Eligibility for Certification” materials, you are required to complete ten (10) of the twelve (12) assignments to complete your certification.

**Week One**:

Facilitator:

Learning Objectives: Introduction of *A Simple Coaching Model* and its use in a Human Capital Coaching Environment

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| **Coaching Focus** | **Human Capital Coaching Application** | **In Class Practice and Discussion** |
| Introduction to the four elements *of A Simple Coaching Model* | Successful Coaching in the Human Capital Coaching Context | Coaching Demo |
| Readings: SD: 7 A Simple Coaching Model  | Readings:Intro to Human Capital Coaching (Accelerator pgs. 7-10)Lesson 1: Learning Value from the Outside InLesson 2: Co-Creating the Relationship  |  |

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| √ | **Homework** |
|  | Read and complete SD (Supporting Document): 23 – Smart Goals  |

**Week Two**:

Facilitator:

Learning Objectives: Introduction to Step 1 of *A Simple Coaching Model* (Clarifying the Agenda) and Coaching from the Center

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| **Coaching Focus** | **Human Capital Coaching Application** | **In Class Practice and Discussion** |
| Introduction to Step 1 in *A Simple Coaching Model*: Clarifying the Agenda | Successful Coaching in the Human Capital Coaching Context | Asking Agenda Clarifying Questions: Greeting and the “Ask”  |
| Readings: SD: 7 Lesson 7: Delivering Powerful QuestionsLesson 12: The Client’s Agenda  | Readings: Intro to Human Capital Coaching (pg 9-10, 13-28)SD:5 The Picture of Your Human Capital Coaching Practice  |  |

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| √ | **Homework** |
|  | Begin drafting “*The Picture of Your Human Capital Practice*” document. This will (most likely) change as you move through the course.  |
|  | Ask yourself: What makes me who I am? Make a list of your unique skills, talents, passion, expertise, traits and areas where you are growing and learning. Discuss this with your buddy and save it to assist in preparing your “Undeniable Benefit Statement” later in the course.  |

**Week Three**:

Facilitator:

Learning Objectives: Introduction to Steps 2&3 of *A Simple Coaching Model* (Seize the Coachable Moment, Invite the Shift) and Beginning to think about Positioning Yourself in the Organization – “A Picture of Your Practice”

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| **Coaching Focus** | **Human Capital Coaching Application** | **In Class Practice and Discussion** |
| Introduction to Steps 2&3: Seize the Coachable Moment, Invite the Shift in *A Simple Coaching Model* | Successful Coaching in the Human Capital Coaching Environment  | Debrief the Coaching Session Transcript |
| Readings: SD: 5, Lessons 7 & 12Lesson 13: Seizing the Coachable Moment SD: 35 Open Ended QuestionsSD: 37 Six Keys to Powerful Questions  | Readings:SD:7SD: 11 Human Capital Coaching Introduction Packet  | SD:51 Coaching Session Transcript  |

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| √ | **Homework** |
|  | Reflect on how you will develop the policy and procedures for your Human Capital Coaching practice. This will assist you later in thinking through your approach to a drafting your “The Picture of Your Human Capital Coaching Practice” document.  |

**Week Four:**

Facilitator:

Learning Objectives: Introduction to Step 4 of *A Simple Coaching Model* (Frame the Masterpiece); Continued discussion around positioning yourself in the organization.

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| **Coaching Focus** | **Human Capital Coaching Application** | **In Class Practice and Discussion** |
| Introduction to Steps 4: Frame the Masterpiece | Contextual FrameworkBeginning to Set the Stage in the Organization | Coach the Session Practice SessionFacilitator/Participant |
| Readings: SD: 5, 35, 37; Lessons 7, 12 & 13Lesson 6: Tuning InLesson 8: Responding Intuitively  | Readings:Lesson 3: Contextual Coaching  | SD: 7  |

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| √ | **Homework** |
|  | Review your SMART Goals. Update them, noting what you accomplished and review with your class buddy.  |

**Week Five:**

Facilitator:

Learning Objectives: Reflecting on learning to trust our intuition – “Coaching as an Art”

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| **Coaching Focus** | **Human Capital Coaching Application** | **In Class Practice and Discussion** |
| Introduction to “Coaching as an Art”, trusting our intuition  | Listening to the Organization – Understanding the Contextual Framework | Practice Coaching Sessions |
| Readings: Lesson 8Lesson 11: Artful CoachingSD:39 Achieving Balance  | Readings:Lesson 3Lesson 4: Setting Context – The Work of the Coach/The Work of the Client | SD:7  |

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| √ | **Homework** |
|  | Complete two practice sessions. Focus on Clarifying the Agenda. Remember to record the sessions on your Reporting Form.  |

**Week Six:**

Facilitator:

Learning Objectives: Continuing practice with *A Simple Coaching Model*; Reflecting on progress with the model; Preparing to let the organization know what you are doing.

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| **Coaching Focus** | **Human Capital Coaching Application** | **In Class Practice and Discussion** |
| Reflective Questions on the Practice:Clarifying the Agenda  | Letting the Organization Know What You are Doing: The UB (Undeniable Benefit) StatementThe Elevator Speech  | Practice Coaching Sessions |
| Readings:SD:7Lesson 12 | Readings:SD 11SD: 17 Your Undeniable Benefit StatementSD: 27 Your 30-Second Intro: The Proverbial Elevator Speech  | SD:7  |

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| √ | **Homework** |
|  | Draft your Undeniable Benefit Statement and 30-Second Elevator Speech. Review with your buddy.  |
|  | Complete two practice sessions. Focus on Seizing the Coachable Moment with your client. Remember to record the sessions on your Reporting Form. |

**Week Seven:**

Facilitator:

Learning Objectives: Continuing practice with *A Simple Coaching Model*; Reflecting on progress with the model; Setting the Stage in the organization.

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| **Coaching Focus** | **Human Capital Coaching Application** | **In Class Practice and Discussion** |
| Reflective Questions on the Practice:Seizing the Coachable Moment  | Letting the Organization Know What You are Doing: Removing Leader AnxietyActive Practice  | Practice Coaching Sessions |
| Readings:SD:7Lesson 13 | Readings:SD: 11, 17, 27SD:55 Setting the Stage for Internal Coaching | SD:7 |

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| √ | **Homework** |
|  | Keeping working on your Undeniable Benefit Statement and 30-Second Elevator Speech. Review with your buddy.  |
|  | Complete two practice sessions. Focus on Inviting the Shift with your client. Remember to record the sessions on your Reporting Form. |
|  | Reflect on the items described in SD:55. Make notes on how you would craft a communication regarding your Human Capital Coaching practice in the organization. Discuss your initial thoughts with your buddy.  |

**Week Eight:**

Facilitator:

Learning Objectives: Continuing practice with *A Simple Coaching Model*; Reflecting on progress with the model; Practice with communication in the organization

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| **Coaching Focus** | **Human Capital Coaching Application** | **In Class Practice and Discussion** |
| Reflective Questions on the Practice:Inviting the Shift   | Letting the Organization Know What You are Doing: Practice with UB Statements and 30-Second Elevator Speeches Active Practice  | Review of UB StatementsPractice Coaching Sessions |
| Readings:SD: 7Lesson 13 | Readings:SD: 11, 17, 27,55Lesson 10: Developing Strong Support Systems/What You Need to Be an Effective Inside Coach  | SD: 7SD: 17SD: 27  |

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| √ | **Homework** |
|  | Complete a final draft of your Undeniable Benefit Statement and 30-Second Elevator Speech. Review with your buddy.  |
|  | Complete two practice sessions. Focus on Framing the Masterpiece with your client. Remember to record the sessions on your Reporting Form. |
|  | Reflect on the items described in SD: 55. Make notes on how you would craft a communication regarding your Human Capital Coaching practice in the organization. Discuss your thoughts with your buddy.  |

**Week Nine:**

Facilitator:

Learning Objectives: Continuing practice with *A Simple Coaching Model*; Reflecting on progress with the model; Integrating Human Capital Coaching into OD Practice in the organization

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| **Coaching Focus** | **Human Capital Coaching Application** | **In Class Practice and Discussion** |
| Reflective Questions on the Practice:Framing the Masterpiece  | Integrating Human Capital Coaching and OD PracticesThe Use of Assessments in Human Capital Coaching  | Practice Coaching Sessions |
| Readings:SD:7 | Readings:SD: 11, 55Lesson 9: The Use of Assessments in Human Capital Coaching |   |

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| √ | **Homework** |
|  | Complete two practice sessions. Focus on making smooth transitions in using the model. Remember to record the sessions on your Reporting Form. |
|  | Keep working on the draft of your internal communication plan based on items described in SD:55. Discuss with your buddy.  |

**Week Ten:**

Facilitator:

Learning Objectives: Continuing practice with *A Simple Coaching Model*; Reflecting on progress with the model; Integrating Human Capital Coaching into OD Practice in the organization

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| **Coaching Focus** | **Human Capital Coaching Application** | **In Class Practice and Discussion** |
| Reflective Questions on the Practice:Framing the Masterpiece  | Integrating Human Capital Coaching and OD PracticesUnderstanding Organization Design  |  Practice Coaching Sessions |
| Readings:SD:7 | Readings:SD: 11, 55Lesson 5: Understanding Organization Design |  Readings:SD:7 |

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| √ | **Homework** |
|  | Complete two practice sessions. Remember to record the sessions on your Reporting Form. |

**Week Eleven:**

Facilitator:

Learning Objectives: Continuing practice with *A Simple Coaching Model*; Reflecting on progress with the model; Integrating Human Capital Coaching into OD Practice in the organization

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| **Coaching Focus** | **Human Capital Coaching Application** | **In Class Practice and Discussion** |
| Reflective Questions on the Practice:Intuition and the Art of CoachingLearning to Trust  | Integrating Human Capital Coaching and OD PracticesHuman Capital Coaching – A Discipline for Change Management in the Organization  |  Practice Coaching SessionsA Discussion of the Elements of Your Internal Plan: Issues, Challenges, Concerns |
| Readings:SD:7 | Readings:SD: 11, 55Lesson 14: Inviting the Shift and Framing the MasterpieceLesson 15: 5 Steps to Coaching Organizational Growth and Change: A Human Capital Coaches’ Model  | Readings:SD:7 |

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| √ | **Homework** |
|  | Complete two practice sessions. Focus on using your intuition and learning to trust. Remember to record the sessions on your Reporting Form. |
|  | Finalize the draft of your internal communication plan based on items described in SD: 55.  |

**Week Twelve:**

Facilitator:

Learning Objectives: Continuing practice with *A Simple Coaching Model*; Reflecting on progress with the model; Integrating Human Capital Coaching into OD Practice in the organization

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| **Coaching Focus** | **Human Capital Coaching Application** | **In Class Practice and Discussion** |
| Reflective Questions on the Practice:Human Capital CoachingChanging YourselfChanging Your OD Practice  | Integrating Human Capital Coaching and OD PracticesHuman Capital Coaching – A Discipline for Change Management in the Organization Reflections on the Integrated Models  | Practice Coaching Sessions |
| Readings:SD:7 | Readings:SD: 11, 55Lesson 14, 15  | Readings:SD:7 |

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| √ | **Homework** |
|  | Take some time to think about your approach to your Human Capital Coaching practice. How has it changed you as an OD practitioner? Respect yourself, trust yourself. Be unstoppable.  |
|  | Complete two practice sessions. Focus on using your intuition and learning to trust. Remember to record the sessions on your Reporting Form. |
|  | Remember to scan and send a copy of this syllabus with checked off homework items |
|  | Remember to send the list of your non-class practice sessions to Sandi Cardillo.  |