

**Leader as Coach
Course Syllabus**

Lessons and Topics	Time to Complete
Lesson 1: Pre-Work (Week 1) This lesson provides an overview/orientation to the course and instructs participants to organize their resources and plan out their participation. In addition, participants complete a pre-assessment to sharpen their focus on what they want to gain from the program.	60 minutes
Lesson 2: Coaching Overview (Week 1) This lesson provides a strong foundation for what coaching is and what it is not, when to use it, and the brain science that supports the coaching process.	60 minutes
Lesson 3: Critical Skills (Week 2) This lesson introduces the five critical coaching skills leaders need to effectively employ the coaching style, including Know the Person, Listen Deeply, Ask Powerful Questions, Use Direct Communication, and Inspire Confidence. Participants complete a Learning Prompt to reflect on their skills and where they may strengthen them in this program.	60 minutes
Lesson 4: COACH™ Process (Week 2) The COACH™ (Connect, Observe, Alternatives, Clarify, and Hold Accountable with Action) Process establishes a clear foundation for all coaching conversations. Participants complete a Learning Prompt to reflect on their skills and where they may strengthen them in this program.	60 minutes
Lesson 5: Coaching for Development (Week 3)	60 minutes
Lesson 6: Coaching Session 1 Preparation (Week 3) This lesson introduces the application of the COACH process and critical skills for development. Participants meet Dave, an avatar who is ready to have a development coaching session with his leader. Participants will use TandemTools™ to practice a development coaching conversation in the work place. Then participants complete their coaching session preparation to get the most from the 90 minute session.	
<i>Coaching Session 1 (Week 4)</i> In the first coaching session, participants share how they have applied the COACH™ Process and Critical Skills with a Development Coaching Conversation in their work place. They share their successes and challenges. The session helps participants develop new insights about how to best apply the COACH™ model and skills with their team members.	<i>90 minutes</i>
Lesson 7: Coaching the Low Performer (Week 5) This lesson focuses on the low performing employee. Participants meet Lily and adapt the COACH™ process to her situation. Participants learn how to prepare for the discussion, deal with charged emotions and get beyond judgments. Participants use several TandemTools™ to practice a Low Performance coaching conversation in the work place.	60 minutes
Lesson 8: Coaching the High Performer (Week 6) This lesson introduces the application of the COACH™ process and critical skills for high performers to help them overcome their challenges and perspectives in broadening their growth and impact. Participants meet Henry, a high performing employee and learn how to adapt the model to his situation. Participants use several TandemTools™ to practice a High Performance coaching conversation in the work place.	60 minutes

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Lesson 9: Coaching In the Moment (Week 7)

60 minutes

Lesson 10: Coaching Session 2 Preparation (Week 7)

In this lesson participants learn how to adapt the COACH™ process and skills to in the moment situations. Participants meet Isabel and learn how to take advantage of real time situation and turn it into a productive coaching conversation for further growth and development. Participants use TandemTools™ to practice an In the Moment coaching conversation in the work place.

Coaching Session 2 (Week 8)

90 minutes

The second coaching session will challenge participants to explore adoption of the COACH™ Process and Critical Skills to find deeper insights about how to improve their skills in different types of coaching conversations. The wrap-up at the end of this session encourages participants to update and continue to monitor their course goals to help them maintain accountability for ongoing improvement.

Coaching Session 3 (12-14 weeks)

90 minutes

The final coaching session focuses on helping participants address key challenges with putting the COACH model into practice. It encourages participants to build on their successes, gain greater insights, and make behavioral shifts in their leadership style to successfully grow and develop their team.