OMBA 6942 - Essentials of Leadership Coaching

Fall 2026 Syllabus, Section A05, CRN 43674,

Credit hours: 3

Instructor

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Public Instructor Information

Instructor Title: Assistant Professor

Instructor Professional Qualifications: PhD, Organizational Behavior, Case Western Reserve University, 2022
M.S., Leadership and Organizational Psychology, BI Norwegian Business School, 2014
B.S., Management and Leadership, Christopher Newport University, 2007

Instructor Office Location: Williamson College of Business Administration

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Course Description

6942. Essentials of Leadership Coaching. Coaching and leadership are essential skills for any professional who wants to realize their potential and unlock the full potential of others. Organizations need leaders who can guide employees, foster collaboration, and drive results. Leaders who use coaching techniques build positive relationships, instill empowerment, and enhance the motivation and engagement of others to create lasting change. This course will help participants develop a solid foundation of coaching and leadership competencies, which will enable them to excel as a colleague, manager, and leader. The course is valuable for any professional looking to create a better understanding of themselves, help others to develop and grow, and become an even more valuable asset to their organization. Prereq.: graduate standing, admission to the OMBA Program or the Certificate in Organizational Leadership or permission from the MBA Program. 3 s.h.

Course Readings

Group	Title	Author	ISBN
	Readings Listed in Course Schedule and Below		

Batista, E. (2011, October 16). Coaching, advice and feedback. Ed Batista Executive Coaching. https://www.edbatista.com/2011/10/coaching-advice-and-feedback.html

Bregman, P. [peterbregman18]. (2012, December 7). How to be a good listener [Video]. YouTube. https://www.youtube.com/watch?v=otO9O5qKtEg

Briceño, E. (2016, November). How to get better at the things you care about [Video]. TED. https://www.ted.com/talks/eduardo_briceno_how_to_get_better_at_the_things_you_care_about

Brown, B. (n.d.). Brené Brown on empathy [Video]. YouTube. https://www.youtube.com/watch?v=1Evwgu369Jw

Buckingham, M., & Goodall, A. (2019). The feedback fallacy. Harvard Business Review, 97(2), 92–101.

Canaday, S. (n.d.-a). Coaching skills for leaders and managers [Video course]. LinkedIn Learning. https://www.linkedin.com/learning/coaching-skills-for-leaders-and-managers

Canaday, S. (n.d.-b). Giving feedback as a coach [Video]. In Coaching skills for leaders and managers. LinkedIn Learning. https://www.linkedin.com/learning/coaching-skills-for-leaders-and-managers

Canaday, S. (n.d.-c). Goal setting as a coach [Video]. In Coaching skills for leaders and managers. LinkedIn Learning. https://www.linkedin.com/learning/coaching-skills-for-leaders-and-managers

Canaday, S. (n.d.). Peer coaching for leaders, managers, and teams [Video course]. LinkedIn Learning. https://www.linkedin.com/learning/peer-coaching-for-leaders-managers-and-teams/

Cleveland Clinic. (n.d.). Empathy: The human connection to patient care [Video]. YouTube. https://www.youtube.com/watch?v=cDDWvj_q-o8

Dupuis, D. (n.d.). What are the four listening styles? Mandel. https://www.mandel.com/blog/what-are-the-four-listening-styles

Dutton, J., & Worline, M. (2023, October 24). Four ways to create high-quality connections at work. Greater Good Science Center. https://greatergood.berkeley.edu/article/item/four_ways_to_create_high_quality_connections_at_work

Dweck, C. (n.d.). The power of believing that you can improve [Video]. TED. https://www.youtube.com/watch?v=_X0mgOOSpLU

Forbes Expert Panel. (2022, January 18). How to build a coaching culture to drive high performance. Forbes. https://www.forbes.com/sites/forbescoachescouncil/2022/01/18/how-to-build-a-coaching-culture-to-drive-high-performance/

Goleman, D. (2018, September 10). How a coach works with emotional intelligence. International Coaching Federation. https://coachingfederation.org/blog/work-with-emotional-intelligence

Goldsmith, M. (n.d.). Try feedforward instead of feedback. Marshall Goldsmith. https://marshallgoldsmith.com/articles/try-feedforward-instead-feedback/

Gottman, J. (n.d.). How to build trust [Video]. Greater Good Science Center. https://www.youtube.com/watch?v=rgWnadSi91s

Hopke, T. (2022, August 31). When managers take a coach approach everyone wins. Forbes. https://www.forbes.com/sites/teresahopke/2022/08/31/when-managers-take-a-coach-approach-everyone-wins/

Itzchakov, G., & Kluger, A. N. (2018). The power of listening in helping people change. Harvard Business Review, 1–7.

Lee, A. (2023, July 24). How to create a coaching culture in the workplace. Torch. https://torch.io/blog/how-to-create-coaching-culture-in-the-workplace/

McLeod, L. E., & Lotardo, E. (n.d.). Coaching employees through difficult situations [Video course]. LinkedIn Learning. https://www.linkedin.com/learning/coaching-employees-through-difficult-situations/

Perry, E. (2022a, November 22). How to make an action plan to achieve your goals and follow it. BetterUp. https://www.betterup.com/blog/how-to-make-an-action-plan-to-achieve-goals

Perry, E. (2022b, November 23). How to improve emotional intelligence and your life. BetterUp. https://www.betterup.com/blog/how-to-improve-emotional-intelligence

Perry, E. (2023, May 8). 10 tips to set goals and achieve them. BetterUp. https://www.betterup.com/blog/how-to-set-goals-and-achieve-them

Seppälä, E., & McNichols, N. K. (2022, June 21). The power of healthy relationships at work. Harvard Business Review. https://hbr.org/2022/06/the-power-of-healthy-relationships-at-work

Sniady, K. [karlsniady9640]. (2012, September 3). Short coaching conversation [Video]. YouTube. https://www.youtube.com/watch?v=mIbybdOx2Ew

Su, A. J. (2014, December 12). The questions good coaches ask. Harvard Business Review. https://hbr.org/2014/12/the-questions-good-coaches-ask

TEDx Talks. (n.d.). Building a psychologically safe workplace | Amy Edmondson | TEDxHGSE [Video]. YouTube. https://www.youtube.com/watch?v=LhoLuui9gX8

Wooll, M. (2021, July 26). A growth mindset is a must-have—these 13 tips will grow yours. BetterUp. https://www.betterup.com/blog/growth-mindset

The course readings are subject to change in the event of extenuating circumstances, research developments, current events, and/or to ensure better learning.

Schedule of Topics and Assignments

Week of	Reading(s)	Proposed Topic	Due/To Prepare for Class
10/19	Boyatzis R, Smith M, & Van Oosten E. (2019). Coaching for Change. Harvard Business Review: 97(5), 151-155. Ibarra, H & Scoular, A. (2019). The Leader as Coach. Harvard Business Review: 97(6), 110-119. Sara Canaday LinkedIn Learning: Welcome Sara Canaday LinkedIn Learning: Coaching Fundamentals Sara Canaday LinkedIn Learning: Coaching Models	Foundations of Coaching	Quiz #1 Discussion #1 Assignment #1 Meet Your Peers Introductory Post - Discussion Board
10/26	Goleman, D. (2018, September 10). How a coach works with emotional intelligence. International Coaching Federation. https://coachingfederation.org/blog/work-with-emotional-intelligence. Hopke, T. (2022, August 31). When Managers Take A Coach Approach Everyone Wins. Forbes. https://www.forbes.com/sites/teresahopke/2022/08/31/when-managers-take-a-coach-approach-everyone-wins/?sh=4aab07762d98. (MO2) Perry, E. (2022, November 23). How to improve emotional intelligence and your life. BetterUp. https://www.betterup.com/blog/how-to-improve-emotional-intelligence. (MO1) Wooll, M. (2021, July 26). A growth mindset is a must-have — these 13 tips will grow yours. BetterUp. https://www.betterup.com/blog/growth-mindset. (MO2) Dweck, C. TED Talk: The power of believing that you can improve. https://www.youtube.com/watch?v=_X0mgOOSpLU. (MO2)	Competencies of Effective Coaches – Emotional Intelligence & Mindset	Quiz #2 Discussion #2 Assignment #2

11/2	Dupuis, D. What are the 4 Listening Styles?. Mandel. https://www.mandel.com/blog/what-are-the-four-listening-styles. (MO1, MO2) Itzchakov, G., & Kluger, A. N. (2018). The power of listening in helping people change. Harvard Business Review, 1-7. (MO1, MO2) Su, A. J. (2014, December 12). The Questions Good Coaches Ask. Harvard Business Review. https://hbr.org/2014/12/the-questions-good-coaches-ask. (MO1) Bregman, P. [peterbregman18]. (2012, December 7). How to be a good listener. [Video] YouTube. https://www.youtube.com/watch?v=otO9O5qKtEg. (MO1, MO2) Canaday, S. Coaching skills for leaders and managers. LinkedIn Learning. [Video] https://www.linkedin.com/learning/coaching-skills-for-leaders-and-managers. Sniady, K. [karlsniady9640]. (2012, September 3). Short coaching conversation. [Video] YouTube. https://www.youtube.com/watch?v=mIbybdOx2Ew. (MO1, MO2)	Competencies of Effective Coaches – Listening & Inquiry	Quiz #3 Discussion #3 Assignment #3
11/9	Dutton, J. & M. Worline. (2023, October 24). Four ways to create high-quality connections at work. Greater Good Science Center. https://greatergood.berkeley.edu/article/item/four_ways_to_create_high_quality_connections_at_work. (MO1, MO2) Seppala, E. & N. K. McNichols. (2022, June 21). The Power of Healthy Relationships at Work. Harvard Business Review. https://hbr.org/2022/06/the-power-of-healthy-relationships-at-work. (MO1, MO2) Brown, B. Brené Brown on Empathy. RSA. https://www.youtube.com/watch?v=1Evwgu369Jw. (MO1, MO2) Cleveland Clinic. Empathy: The Human Connection to Patient Care. Cleveland Clinic. https://www.youtube.com/watch?v=cDDWvj_q-o8. (MO1, MO2) Gottman, J. How to build trust. Greater Good Science Center. https://www.youtube.com/watch?v=rgWnadSi91s. (MO1, MO2)	Building Positive Relationships	Quiz #4 Discussion #4 Assignment #4

11/16	Batista, E. (2011, October 16). Coaching, Advice and Feedback. Ed Batista Executive Coaching. https://www.edbatista.com/2011/10/coaching-advice-and-feedback.html (MO1) Buckingham, M., & Goodall, A. (2019). The feedback fallacy. Harvard Business Review, 97(2), 92-101. (MO1) Goldsmith, M. Try feedforward instead of feedback. Marshall Goldsmith. https://marshallgoldsmith.com/articles/try-feedforward-instead-feedback/ (MO1, MO2) Canaday, S. Coaching skills for leaders and managers -- Giving feedback as a coach. LinkedIn Learning. [Video] https://www.linkedin.com/learning/coaching-skills-for-leaders-and-managers.	Developing a Coach Approach to Feedback	Quiz #5 Discussion #5 Assignment #5
11/23	Forbes Expert Panel. (2022, January 18). How to build a coaching culture to drive high performance. Forbes. https://www.forbes.com/sites/forbescoachescouncil/2022/01/18/how-to-build-a-coaching-culture-to-drive-high-performance/?sh=23498cf01622 (MO1, MO3) Lee, A. (2023, July 24). How to create a coaching culture in the workplace. Torch. https://torch.io/blog/how-to-create-coaching-culture-in-the-workplace/ (MO1) Canaday, S. Peer Coaching for Leaders, Managers, and Teams. LinkedIn Learning. [Video] https://www.linkedin.com/learning/peer-coaching-for-leaders-managers-and-teams/. (MO1, MO3) McLeod, L. E. & Elizabeth (McLeod) Lotardo. Coaching employees through difficult situations. LinkedIn Learning. [Video] https://www.linkedin.com/learning/coaching-employees-through-difficult-situations/. (MO1, MO3) TEDx Talks [TEDx]. Building a psychologically safe workplace	Creating a Culture of Coaching	Quiz #6 Discussion #6 Assignment #6

11/30	Perry, E. (2023, May 8). 10 tips to set goals and achieve them. BetterUp. https://www.betterup.com/blog/how-to-set-goals-and-achieve-them (MO1) Perry, E. (2022, November 22). How to make an action plan to achieve your goals and follow it. BetterUp. https://www.betterup.com/blog/how-to-make-an-action-plan-to-achieve-goals (MO1) Briceño, E. (2016, November). How to get better at the things you care about. TED. https://www.ted.com/talks/eduardo_briceno_how_to_get_better_at_the_t language=en (MO1, MO2) Canaday, S. Coaching skills for leaders and managers -- Goal setting as a coach. LinkedIn Learning. [Video] https://www.linkedin.com/learning/coaching-skills-for-leaders-and-managers. (MO1)	Coach Approach to Setting and Achieving Goals	Quiz #7 Discussion #7 Assignment #7

The course schedule, policies, procedures, and assignments in this course are subject to change in the event of extenuating circumstances, by mutual agreement, and/or to ensure better learning.