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Personal Coaching as a Tool for Personal and Professional Leadership Development Within an Executive MBA

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Personal Coaching as a Tool for Personal and Professional Leadership Development Within an Executive MBA

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A Model of Helping Relationships

Growth or Development

Mentor  Coach

Directive  Relationship  Collaborative

Counselor  Therapist

Correction
Mentoring is a strategic approach to developing an employee (the mentee) by pairing him or her with a more experienced employee (the mentor) who will teach, counsel, sponsor and encourage.
Counseling is a tactical intervention on the part of managers to correct the behavior of an employee.
Therapy is a relationship in which the therapist helps an individual to understand the inner dynamics of his or her personality and learn new ways of adjusting and dealing with life situations.
Coaching Defined

Coaching is a helping relationship where one person, using proven models of human and organizational development, engages others [an individual, team or organization] in discovering, accessing, and leveraging their abilities to achieve excellence [personal, professional, and/or organizational].
Coaching
Focuses on Personal and Professional Growth

- Increases people’s behavioral knowledge and skills
- Helps people identify their strengths and vulnerabilities
- Guides individuals to learn how to access and leverage their talents and manage their vulnerabilities
Our Program Has Two Coaching Dimensions

Individuals

Teams
Individual Coaching

- Each Student must acquire a personal coach using established criteria.
- Each Coach has the option to participate in a 9 day coach training certificate program.
- Coaches and students meet for a minimum of 2 – 4 hours per month.
- Coaching centers on the 9 individual assignments in a virtual “Journal Course.”
Each student is assigned to a Team for the duration of the program.

Graduates of the program are trained in Team Coaching. Each team has its own coach.

Coaches meet at least monthly during each semester with their team.

Coaches help in team development.
Our Coaching Model

**ACT**

- Awareness
- Choice
- Tenacity
We Create:

Awareness

✓ Through Assessments
  ✓ HBDI, NEO-PI R, LPI 360°

✓ Through Feedback
  ✓ Peer Feedback, Coach’s observations

✓ Through Reflection
  ✓ Journaling
We Foster Choice

✓ Personal Development Plans
✓ Setting Smart Goals
✓ Personal
✓ Professional
We Support:

Tenacity

✓ Through the coaching sessions
✓ Through grading of the Journals
✓ Through feedback and monitoring of the Personal Development Plan by Team Coaches and Faculty
# Coaching Outcomes Diagram

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<th>Coaching Model</th>
<th>Coaching Process</th>
<th>Coaching Outcome</th>
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<tr>
<td><strong>Awareness</strong></td>
<td>Analysis and Exploration</td>
<td>Coachee Recognizes His or Her Potential</td>
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<td><strong>Choice</strong></td>
<td>Confronting and Planning</td>
<td>Coachee Accepts Responsibility For Self Development</td>
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<td><strong>Tenacity</strong></td>
<td>Supporting and Challenging</td>
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