

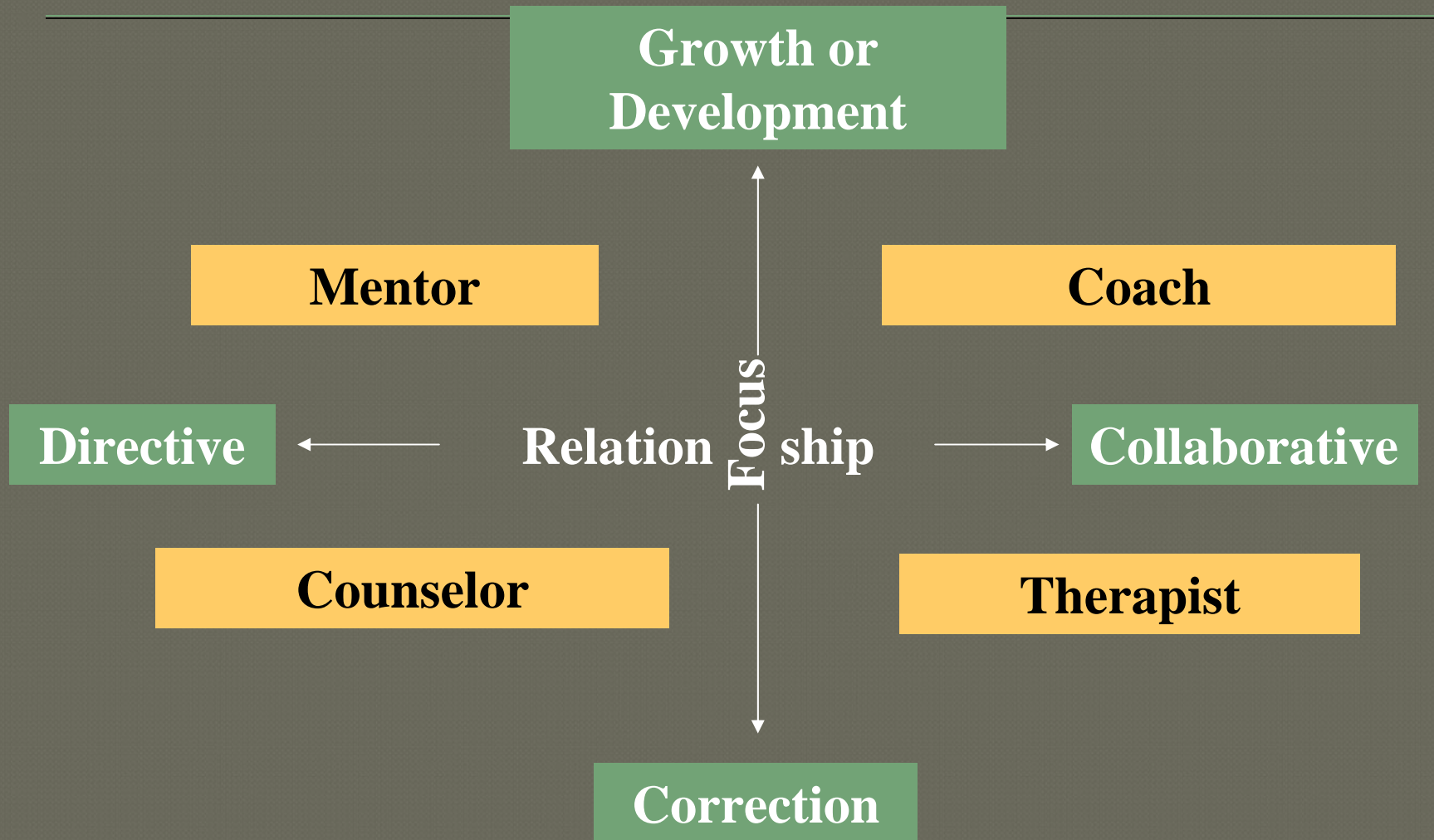
Personal Coaching as a Tool for Personal and Professional Leadership Development Within an Executive MBA

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A Model of Helping Relationships



Mentoring

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

Counseling is a tactical intervention on the part of managers to correct the behavior of an employee.



Therapy

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”

Team Coaching



- 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

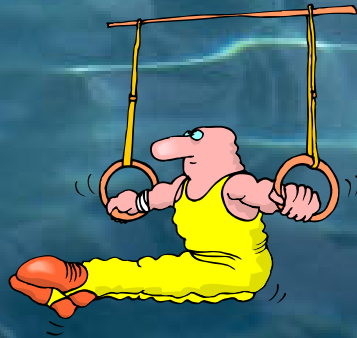
Our Coaching Model

ACT



Awareness

Choice



Tenacity

We Create:



Awareness

- ✓ **Through Assessments**

- ✓ HBDI, NEO-PIR, LPI 360°

- ✓ **Through Feedback**

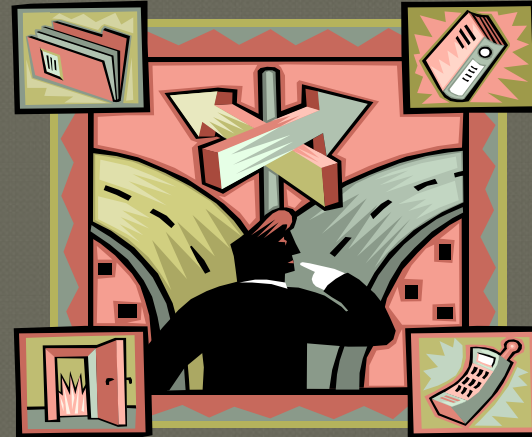
- ✓ Peer Feedback, Coach's observations

- ✓ **Through Reflection**

- ✓ Journaling

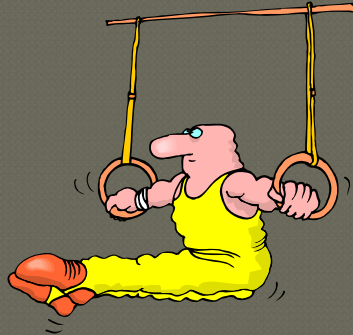
We Foster

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

Coaching Model	Coaching Process	Coaching Outcome
<u>A</u> wareness	Analysis and Exploration	Coachee Recognizes His or Her Potential
<u>C</u> hoice	Confronting and Planning	Coachee Accepts Responsibility For Self Development
<u>T</u> enacity	Supporting and Challenging	Coachee Increases Performance