Executive Coaching is the process of entering an organization to work one-on-one with a senior manager in order to improve or enhance managerial skills and expertise. The purpose of this course is to teach a disciplined, theory-based approach that integrates OP program core course theories and methods and emphasizes the complexity of individual interventions within organizational settings.

The learning for this course will occur in four ways:

1. **Assigned readings** that will provide the intellectual foundation for the coaching process (See reading list below). These readings will consist of material directly related to the methodology being taught, background information that will enhance the understanding of the methodology, and broader material that discusses the field of executive coaching, in general. Additional readings may be assigned throughout the course based on topics that emerge during coaching applications.

2. **Class discussion and case history analysis** based on the readings.

3. **Supervised application** of the methodology. Each student will identify and work with a client who wishes to engage in the process of executive coaching. All work with the client will be done on site at the client's workplace; group supervision will be conducted each week in class. *(It is strongly suggested that students identify a prospective client prior to the start of class).*

4. **Documentation** of the work done with the client. Students will submit the following written documents as the executive coaching project progresses:
   - The contract with the client
   - Interview protocols
   - Feedback report
   - Coaching objectives
   - A paper as described below

**PAPER ASSIGNMENT**
The grade for the course will be based primarily on a paper due on the last day of class. It will consist of five components:

1. A case history of the executive coaching project, demonstrating each step in the executive coaching process and the application of appropriate coaching techniques;
2. In-depth analysis of the case, based on the theory and concepts discussed in the course;

3. The organic outcome evaluation questionnaire specifically designed for the client;

4. Self-reflection upon the use of oneself at each step in the coaching process and about being in the role of executive coach, in general;

5. A reference section in APA format for all literature cited in the paper.

COURSE READINGS


All other readings, with the exception of (a) articles from CPJ (which can be accessed through the Rutgers Online databases) and (b) entire books, are on reserve at LSM and may be accessed through the electronic reserve file.

Weeks 1-2:  Introduction to Executive Coaching
Required:


Supplemental:


Week 3: Theory
Required:

Supplemental:


Week 4: Entry
Required:

Supplemental:
**Week 5: Assessment**

**Required:**

**Supplemental:**


Whyte, W. F. Interviewing in field research, pp. 352-373 in Adams and Preiss (editors), *Human organization research*.

**Week 6: Feedback**

**Required:**


**Week 7: Objectives**

**Required:**


**Weeks 8 - 11: Coaching**

**Required:**

Other readings, taken from below and/or additional sources, will be assigned based on client experiences discussed in class.

**Supplemental:**


**Week 12: Evaluation**

Required:


Supplemental:


**Week 13: Termination**

Required:


**Week 14: Standards**

Required:


**Week 15: Conclusion**


**PAPERS DUE**