

Course Syllabus

OB 6350.CW1 Introduction to Executive and Professional Coaching

Naveen Jindal School of Management
The University of Texas at Dallas

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Course Information

Course

OB 6350.CW1
Introduction to Executive and Professional Coaching
Fall 2016 Cohort 14A (8/29/16-12/5/16)

Professor Contact Information

Dr. Robert Hicks
972-883-5900
Robert.Hicks@utdallas.edu
JSOM 1.920
Office Hours by appointment

Other Information: For questions about individual modules, contact the instructor by email. The contact list is available in Home Base on the Homepage in the Directories folder. As your academic advisor, Debb Fuqua is also available to answer questions.

About the Instructor

Robert Hicks is clinical professor of organizational behavior at The University of Texas at Dallas and founding director of the Organizational Behavior and Executive Coaching program in the School of Management. Dr. Hicks is a licensed psychologist who specializes in industrial and organizational psychology. He also holds an appointment as clinical professor in the Department of Psychiatry at UT Southwestern Medical Center at Dallas.

Course Pre-requisites, Co-requisites, and/or Other Restrictions

OB 6248 Practice Lab I is a co-requisite. There are no pre-requisites. Note that pre reading and pre work are assigned as described in the Participant Guides for each topic. These documents are posted in the Module Materials area of the course for each module and provide details of class requirements.

Course Description

This course explores the origins and structure of coaching and provides an overview of coaching as a profession. Topics include the current status of coaching, its history as a profession, basic coaching

principles, ethics and standards, the competencies of coaching, and basic coaching techniques and practices.

Modules topics:

1. Solution Focused Coaching / Four Square Coaching Framework
2. The Foundation and Structure of Coaching
3. Strategic Inquiry
4. The Ethics and Standards of Coaching
5. Developing Coaching-Therapy Distinctions

Student Learning Objectives/Outcomes

- Understand the principles of solution focused coaching.
- Have a framework of the four stages of a successful coaching conversation.
- Students are able to recognize the ICF Core Competencies and understand their general application (creating understanding versus skill building)
- Students understand how to apply inquiry strategies
- Assist students in developing a knowledge and resource base to handle ethical dilemmas that present themselves in the coach-client relationship.
- Have an understanding of the distinctions and similarities between coaching and therapy

Required Textbooks and Materials

Required Texts

- Hicks, Robert F. (2014). *Coaching as a Leadership Style: The Art and Science of Coaching Conversations for Healthcare Professionals*. New York: Routledge. ISBN: 978-0-415-52806-1 (paperback)
- Stephen Covey. *The Speed of Trust* ISBN: 1416549005
- Patrick Williams and Sharon Anderson. *Law and Ethics in Coaching*. ISBN-10: 0471716146

Recommended Texts

- Jackson & McKergow. *The Solutions Focus: Making Coaching & Change Simple*. ISBN: 1904838065
- Alan Downs. *Secrets of an Executive Coach: Proven Methods for Helping Leaders Excel under Pressure*. ISBN 0-8144-0697-1
- Ann Betz. *This is Your Brain on Coaching* (\$5 discount code: UTD5). www.beabovaleadership.com/this-is-your-brain-on-coaching/
- Fredrike Bannink. *1001 Solution-Focused Questions*. ISBN-13: 978-0393706345; ISBN-10: 0393706346
- *Therapy-Coaching Distinctions: Choice Magazine, Special Issue-Coaching Vs. Therapy, Vol. 5, #3* through Choice-online.com. Available at: <http://www.choice-online.com/backissues.html>

Required Materials

- Access in eLearning in Module Materials folders for the individual topics.

Textbooks and some other bookstore materials can be ordered online through Amazon.

Course Policies

Makeup Exams/Assignments

Exams and Assignments have at least one week allowed for on time submission in eLearning. The late work policy allows an additional week although points are deducted. Makeup work requires a petition to both the instructor and the program manager and is strongly discouraged except in extreme situations.

Extra Credit

No extra credit is accepted.

Late Work

Assignments are posted in Module Assignments. They are available one week before the due date as posted with the description. Late assignments submitted during the week (seven days) following the due date are subject to loss of points as described in the grading policy.

Class Participation

Students are required to login regularly to the online classroom and the course site. The tracking feature in eLearning is used to monitor student activity. Students are also required to participate in all class activities such as chat or conference sessions and group projects.

Virtual Classroom Citizenship

The same guidelines that apply to traditional classes should be observed in the virtual classroom environment. Please use proper netiquette when interacting with class members and the professor.

Policy on Server Unavailability or Other Technical Difficulties

The university is committed to providing a reliable online course system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will extend the time windows and provide an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and also contact the UTD eLearning Help Desk:

<http://www.utdallas.edu/elearninghelp>, 1-866-588-3192. The instructor and the UTD eLearning Help Desk will work with the student to resolve any issues at the earliest possible time.

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Technical Requirements

In addition to a confident level of computer and Internet literacy, certain minimum technical requirements must be met to enable a successful learning experience. Please review the important [technical requirements](#) on the [Getting Started with eLearning webpage](#).

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Course Access and Navigation

This course was developed using a web course tool called eLearning. It is to be delivered entirely online. Students will use their UTD NetID account to login at: <http://elearning.utdallas.edu>. Please see more details on [course access and navigation information](#).

To get familiar with the eLearning tool, please see the [Student eLearning Tutorials](#).

UTD provides eLearning technical support 24 hours a day/7 days a week. The services include a toll free telephone number for immediate assistance (1-866-588-3192), email request service, and an online chat service. Please use this link to access the UTD eLearning Support Center: <http://www.utdallas.edu/elearninghelp>.

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Communications

This eLearning course has built-in communication tools which will be used for interaction and communication. Some external communication tools such as regular email and a web conferencing tool may also be used during the semester. For more details, please visit the [eLearning Tutorials webpage](#) for video demonstrations on numerous tools in eLearning. All official correspondence is sent via the UTD email address.

Interaction with Instructor

Communication with students mainly uses the Announcements tools. Students may send personal concerns or questions to the instructor for each topic using the emails posted in Home Base on the Homepage within the Directories folder. The instructor will reply to student emails within 3 working days under normal circumstances. Debb Fuqua is also available for assistance.

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Student Resources

The following university resources are available to students:

UTD Distance Learning:

<http://www.utdallas.edu/elearning/students/cstudents.htm>

McDermott Library:

Distance Learners (UTD students who live outside the boundaries of Collin, Dallas, Denton, Rockwall, or Tarrant counties) will need a UTD-ID number to access all of the library's electronic resources (reserves, journal articles, ebooks, interlibrary loan) from off campus. For UTD students living within those

counties who are taking online courses, a Comet Card is required to check out materials at the McDermott Library. For more information on library resources go to <http://www.utdallas.edu/library/distance.html>.

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Student Assessments

Grading Information

Weights

Assignment Type	Due dates	Point Value	Weight
Exam Prep Assignments^	See eLearning <i>Module Assignments</i>	90	10%
100 Point Assignments		400	40%
Solution Focused #1	9/14/16	(100)	
Solution Focused #2	10/3/16	(100)	
Strategic Inquiry	11/1/16	(100)	
Foundations	11/21/16	(100)	
AC 100 Exam	12/5/16	250*	50%
Total		740	100%

^The Exam Prep assignments are important learning tools and are designed to increase the learning from each topic. The point value is lower to provide some flexibility in the assignment workload for our Executive Education students who have professional responsibilities.

*subject to revision

Grading Scale

Scaled Score	Letter Equivalent
92 - 100	A
90 – 91.9	A-

88 – 89.9	B+
80 – 87.9	B
78 – 79.9	C+
70 – 77.9	C
65 – 69.9	C-
Less than 65	F

Grading Policy

The course grade is determined by the percentage of points achieved relative to the total number of points possible for this course. The AC 100 Exam accounts for 50% of the final grade, the 100 Point Assignments account for 40% of the final grade and the Exam Prep assignments account for 10% of the final grade.

Late Work Penalty:

After the due date for the assignment, there will points deducted. AC 100 Exam: 10 points

1. Major Assignments: 10 points
2. Exam Prep: 2 points

Seven days after the due date, a zero will be entered in the grade book.

(Due dates of assignments are posted in eLearning in **Module Assignments.**)

Example

Student A scores as follows:

1. AC 100 Exam: 190 points out of 212 possible points
2. Graded Assignments : 337 points out of 400 points
 - Introduction to Solution Focused Coaching: 80 points out of 100 possible points
 - Foundation & Structure of Coaching:80 points out of 100 possible points
 - Four Square Coaching Framework: 91 points out of 100 possible points
 - Introduction to Strategic Inquiry: 86 points out of 100 possible points
3. Exam Prep: 85 out of 90 possible points

CALCULATION:

AC 100 Exam: (50% of grade)

$$190 / 212 = X / 50$$

$$X = [(190)(50)] / 212$$

$$X = 44.81$$

Major Assignments: (40% of grade)

$$337 / 400 = X / 40$$

$$X = [(337)(40)] / 400$$

$$X = 33.70$$

Exam Prep: (10% of grade)

$$85 / 90 = X / 10$$

$$X = [(85)(10)] / 90$$

$$X = 9.44$$

Course grade:

$$44.81 + 33.7 + 9.44 = 87.95 \text{ (B)}$$

Accessing Grades

Students can check their grades by clicking “My Grades” on the course menu after the grade for each assessment task is released.

Assignments

See individual Participant Guides for details. They are located in the Module Materials area of the course.

Assignment submission instructions

Locate the assignment in your eLearning course by clicking the Module Assignments navigation button locate in the menu on the left side of the screen. Assignments are grouped within the module folders. You will submit your assignments in the required file format with a simple file name and a file extension. To submit your assignment, click the assignment name link and follow the on-screen instructions to upload and submit your file(s). For additional information on how to submit assignments, view the [Submitting An Assignment video tutorial](#). Also, the instructions presented in Orientation are posted in Home Base within the WebEx section inside the folder for orientation recordings.

Please Note: Each assignment link will be deactivated after the assignment due time. After your submission is graded, you may go to My Grades on the course menu and click the score link to check the results and feedback. Full results may be held until after the late work deadline. (one week after the due date.)

Participation/Discussions

In class participation is encouraged. Optional class time has been added on Thursdays 5:30-6:30pm CT to increase the time available for interaction with your instructor.

Online Tests/Quizzes

Quizzes for the modules are taken on the eLearning platform and have a Working Draft available for preparation. It is a Word doc format that mirrors the questions in the online quiz. The quiz is not timed

and answers can be saved prior to submission. Submission must meet the due date for the opportunity to receive the full point value.

You can access quizzes/exams by clicking the quiz/exam link on the designated page. The number of attempts allowed within a scheduled time window will be specified. Please read the on-screen instructions carefully before you click "Begin". After each quiz is graded and released, you may go to My Grades page, click the quiz and the score link of the quiz to view your graded submission. Complete results are available after the late work submission window.

Final Examination

The final exam, AC 100 Exam, covers all of the modules that you have taken in the OB 6350 – Introduction to Executive and Professional Coaching course. Questions were submitted by the instructor for each module with the exception of the Case Study that is created especially for this phase of your coach training and development. This exam is designed to meet academic credit requirements of the UT Dallas Jindal School of Management.

The exam consists of multiple choice and written answers. The entire AC 100 Exam is submitted online. A Working Draft is provided as a Word document which contains all of the questions and is designed to aid you in preparation for the test. This is an open-book exam. You may utilize your class slides, recordings, notes, handouts and readings.

You may not consult with anyone else in or out of this class. By submitting this exam for grading, you are certifying that each answer is entirely your own.

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Academic Calendar

	TOPIC/LECTURE	INSTRUCTOR
08/29- 10/03	Solution Focused Coaching and Four Square Framework	Meg Rentschler
10/04- 10/27	Strategic Inquiry	Teresa Pool
10/10- 11/14	The Foundations and Structure of Coaching	Teresa Pool
11/01- 11/29	The Ethics and Standards of Coaching	Ann Deaton
11/02- 11/16	Developing Coaching Therapy Distinctions	Ann Deaton

11/17- 12/05	AC 100 Exam	
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Academic Integrity

The University has policies and discipline procedures regarding academic dishonesty. Detailed information is available on the [UTD Judicial Affairs](#) web page. All students are expected to maintain a high level of responsibility with respect to academic honesty. Students who violate University rules on academic honesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since such dishonesty harms the individual, all students and the integrity of the University, policies on scholastic dishonesty will be strictly enforced.

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Course Evaluation

As required by UTD academic regulations, every student must complete an evaluation for each enrolled course at the end of the semester. An online instructional assessment form will be made available for your confidential use. Please watch for the email notification at your UTD email inbox with course evaluation access information towards the end of semester.

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University Policies

The information contained in the following link constitutes the University's policies and procedures segment of the course syllabus.

Please go to <http://go.utdallas.edu/syllabus-policies> for these policies.

These descriptions and timelines are subject to change at the discretion of the professor.

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