

MGB 423-1 | MGT/P 423-1 LEADER AS COACH

UNIT OF CREDIT:	1 Unit
INSTRUCTOR:	Doy Charnsupharindr (doy@berkeleyeci.com)
DATES/TIME/LOCATION:	
MGT/P 423-1 (Sacramento)	Saturday, May 18, 2019 (9am–12pm, 1pm–3pm) Saturday, June 1, 2019 (9am–12pm, 1pm–3pm)
MGB 423-1 (San Ramon)	Sunday, May 19, 2019 (9am–12pm, 1pm–3pm) Sunday, June 2, 2019 (9am–12pm, 1pm–3pm)
CLASS FORMAT:	Lectures, skills building and learning activities, papers

COURSE DESCRIPTION

This course develops the skills for managers, business leaders and people leaders to coach their people. Leaders who can coach have the ability to motivate and develop their employees by enabling them to develop themselves and unleash their full potential. The course covers fundamental coaching skills and coaching model that leaders can apply to their day-to-day interactions with their team, direct reports, as well as their peers. Occasionally, the coaching skills can also be applied to situations when people need to manage up to more effectively engage with their supervisors.

Topics to be addressed and worked with in the coaching process include:

- the roles of a leader (i.e. mentor, advisor, supporter and coach);
- coaching skills and T-GROW model;
- active listening and leadership communication skills;
- building relationships and trust;
- creative problem solving;
- having a difficulty conversation and managing conflicts.

COURSE OBJECTIVES

1. Understand the different roles you play as a manager and people leader and identify when to use which role.
2. Enhance your leadership and management skills by incorporating the coaching mindset and methodology.
3. Learn to apply coaching skills in different management situations.

COURSE OUTLINE

Day 1 – Discovering the Coach Within You

- What are the different roles of a leader?
- What does a coach do? And why is it important for leaders to also be a coach?
- Fundamental skills of a coach
- Active listening and other leadership communication skills
- T-GROW Model
- Coaching exercises

Day 2 – Becoming a Leader Who Coaches

- Identifying coaching opportunities and applying coaching skills in the workplace
- Giving/receiving feedback and having a difficult dialogue
- Creative problem solving tools
- Coaching exercises

REQUIRED READINGS

- Myles Downey, *Effective Modern Coaching: The Principles and Art of Successful Business Coaching*, LID Publishing Ltd, 2014.
- David H. Maister, *The Trusted Advisor*, Free Press, 2000.

OPTIONAL READING

- Rosamund Stone & Benjamin Zander, *The Art of Possibility*, Penguin Books, 2000.

BASIS FOR FINAL GRADE

Course Requirements:

- Attendances during all hours of the course are mandatory.
- Class participation and completion of in-class exercises (50% of final grade)
- Submission of both written assignments (50% of final grade)

ASSIGNMENTS

For Day 1

- Read Downey's *Chapters 1-3*.
- Read Maister's *Chapter 8: The Trust Equation*.

Between Day 1 and Day 2

- Conduct one coaching dialogue and write a reflection paper on what you learned.

Written Assignment #1: The Coaching Dialogue (25% of final grade)

Identify a situation in your life where you can apply the coaching methodology discussed in class to have a meaningful dialogue with someone. Then, write a short reflection paper and provide the following:

- What was the situation? And why did you identify it as the moment to use a coaching approach?
- What were the skills and approach you applied in the dialogue?
- What worked? What was challenging?
- What was your takeaway/learning? What would you do differently the next time?

Final Assignment (after Day 2)

Written Assignment #2: Leadership Action Plan (25% of final grade)

Based on the principles and skills discussed in Leader as Coach, what have you discovered about yourself as a leader and a coach? Write a paper reflecting on the following:

- What's **working**? – What did you discover that you can do well as a coach? [Tip: Make sure to refer to principles and skills from class and the reading assignments.]
- What **needs work**? – What are the areas you need to further improve as a coach? [Tip: Make sure to refer to principles and skills from class and from the reading assignments.]
- What's **next**? – What are some action steps you can take to continue developing as a coach and a leader? [Tip: The more specific the action steps, the more likely they will be achieved.]

FACULTY PROFILE

Doy Charnsupharindr is a faculty member at UC Davis School of Management and UC Berkeley's Haas Business School, teaching MBA-level courses focusing on developing leadership, communications, and coaching skills. He teaches High Impact Leadership courses at the Center for Executive Education at UC Berkeley, and has been a guest lecturer at the Berlin School for Creative Leadership (Germany) and Nanyang Business School (Singapore).

Doy is also the CEO of the Berkeley Executive Coaching Institute and a certified executive coach. He has conducted many workshops in the USA, Asia, and the Middle East for leading high technology, consulting, and financial services firms, as well as non-profit and governmental organizations. When coaching and training professionals, he draws upon his own experiences as a business strategist, a product manager, and a director in operations overseeing global teams in the financial services and high-tech industry.



Doy has a BA in Economics from Stanford University and an MBA from UC Berkeley's Haas Business School. He is a certified coach from the Berkeley Executive Coaching Institute. While at Stanford, he also studied music and acting. He was the musical director of Stanford's Mixed Company a cappella group and a Contemporary A Cappella Recording Award (CARA) winner. He is active in the San Francisco Bay Area theater and utilizes his extensive experiences in the performing arts to develop communicating skills and leadership presence for others.

Growing up in a multicultural and multilingual household, Doy has a deep appreciation for diversity and different perspectives. He spent half of his life in Southeast Asia and the other in America and has met many inspirational leaders and powerful communicators—each with their own qualities and approach. Doy's goal as a coach and instructor is to be the catalyst for others to discover their full potential as an authentic leader and inspirational communicator.