

## **MGB/P 423-2**

# **LEADER AS COACH**

INSTRUCTOR:	Doy Charnsupharindr (charnsupharindr@ucdavis.edu)
UNIT OF CREDIT:	1 Unit
CLASS FORMAT:	Class will be delivered entirely on <b><u>Zoom</u></b> --including lectures, skills building exercises, practice, feedback, and coaching.
DATES/TIME:	Class 1 - Friday, April 5, 2024 (4pm-7pm, including break) Class 2 - Friday, April 12, 2024 (4pm-7pm, including break) Class 3 - Friday, April 26, 2024 (4pm-7pm, including break)

### **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 difficult 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

### Class 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?
- Qualities of a coach
- Trust Equation
- Active listening Exercise

### Class 2 – Developing the Heart & the Mind of a Coach

- Fundamental skills of a coach
- Four Universal Communication Principles (Dr. Angeles Arrien)
- Impactful coaching dialogue
- T-GROW Model
- Coaching exercise

### Class 3 – Becoming a Leader Who Coaches

- Identifying coaching opportunities
- Giving/receiving feedback and having a difficult dialogue
- Applying coaching skills in the workplace
- Coaching exercise

## BASIS FOR FINAL GRADE

### Course Requirements:

- Attendances during all hours of the course are mandatory.
- Class attendance and participation (40% of final grade)
- Completing in-class exercises (20% of final grade)
- Submission of written assignments (40% of final grade)
- Please also refer to the Code of Academic Conduct (<http://sja.ucdavis.edu/files/cac.pdf>)

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

## ASSIGNMENTS

### For Class 1

- Read "**The Trust Equation**" by David Maister et al (on Canvas)
- (Optional) Read Downey's *Chapters 1*.

### Between Class 1 and Class 2

- Fill out and submit "**Roles of a Leader**" tracking sheet. (10% of final grade)

Based on our discussion in class about the **Roles of the Leader**, this is an opportunity to observe the roles you tend to use in your daily interactions. For 1 week, observe the role(s) you play in different interactions at work and at home. Use the Roles of the Leader - Observation Sheet to track. At the end of each day, reflect on the roles you've played. What did you observe in yourself? Anything surprised you?

### Between Class 2 and Class 3

- Submit **Written Assignment #2: Coaching Dialogue** (10% of final grade).

Identify an opportunity to engage in a coaching dialogue with someone. Then, write a short reflection on the following:

- 1) What principles/skills from class did you apply in that coaching dialogue?
- 2) What worked well? What was challenging?
- 3) What is the learning that you will incorporate into future coaching dialogues?

- (Optional) Read Downey's *Chapters 2-3*.

### After Class 3

- Submit **Written Assignment #3: Leader as Coach Action Plan** (20% of final grade)

Based on the principles and skills discussed in Leader as Coach, identify real-life situations at work and at home—to which you can apply what you learned in class to achieve better results.

Write a paper reflecting on the following:

- 1) What is a situation at WORK (i.e. your professional life) that you identified? Why would you choose to use the coaching approach in that situation? What are the skills from class you could use? [Tip: Be specific about the example of the situation(s). Make sure to refer to principles and skills from class or the reading assignments.]
- 2) What is a situation at HOME (i.e. your personal life) that you identified? Why would you choose to use the coaching approach in that situation? What are the skills from class you could use? [Tip: Be specific about the example of the situation(s). Make sure to refer to principles and skills from class or the reading assignments.]
- 3) What's **next**? - What are some action steps you can take to continue developing as a leader and a coach? [Tip: The more specific the action steps, the more likely they will be achieved.]

## FACULTY PROFILE



**Doy Charnsupharindr** is an executive coach and an instructor of MBA-level courses on developing leadership, communication, and coaching skills. He has taught at UC Berkeley Haas School of Business, UC Berkeley Goldman School of Public Policy, UC Davis Graduate School of Management, and the Berkeley Executive Education. He has also guest lectured at the Berlin School of Creative Leadership (Germany), Nanyang Business School (Singapore) and the Thailand Management Association (Thailand). As an instructor and consultant, Doy draws upon his prior professional experiences in management, customer service, business strategy, operations, and product management for the financial services and high technology industry.

Doy is the CEO of the Berkeley Executive Coaching Institute. He is on the Forbes Coaches Council. He has spoken at TEDx and has coached other speakers. He is an executive coach and leads workshops for some of the largest corporations, as well as nonprofit and governmental organizations worldwide. The clients he has worked with include Adobe, Amazon, Cisco, DHL, Facebook, Genentech, Google, Intel, McKinsey, Moody's, Novartis, PG&E, Pixar, Procter & Gamble, Salesforce, Verizon, and VMWare.

Doy has an MBA from UC Berkeley's Haas Business School (2011) and a BA in Economics from Stanford University (2000). He's a former musical director of Stanford's Mixed Company a cappella and a winner of the 2001 Contemporary A Cappella Recording Award (CARA). His love for the performing arts extended to other stages as an actor. He has appeared in many stage productions with Bay Area theatre companies. Doy utilizes his extensive experiences in the performing arts to enable others to develop their communication skills and leadership presence. He serves on the board of several theatre companies and is currently the chair of Broadway by the Bay's RISE committee that promotes representation, inclusion, social justice, and empowerment. His goal as a coach and instructor is to be the catalyst for others to become authentic leaders, inspirational communicators, and change makers.