PRST 324
Fundamentals of Coaching Individuals, Relationships and Teams in Organizations

CATALOGUE DESCRIPTION

This course addresses the key concepts, models and practices of multilevel organizational coaching across a variety of sectors (private, public, non-profit, specialized). Increasing complexity, change and competition within a more globalized society requires ongoing improvements in productivity, innovation, flexibility and rapid responsiveness. Contemporary performance conditions are expanding the general level of delegation and employee autonomy in organizations, and direct supervision is being replaced by a coaching approach that promotes self-regulation at the individual, relational, team and inter-team level. Multilevel organizational coaching that draws upon and integrates a variety of approaches is a key competency for managers and professional service providers in all sectors. Students will learn multi-level organizational coaching that integrates various approaches to coaching individuals, relationships and teams in organizations.

COURSE LEARNING OBJECTIVES

By the end of the course, students will be able to:

- Describe the key concepts, models and practices related to multilevel integrated organizational coaching that can be used across a variety of sectors (public sector, private sector, non-profit sector and specialized sectors)
- Explain the historical evolution, contemporary state and importance of coaching in organizations
- Identify the key general steps, practices and tools within the organizational coaching process at multiple levels
- Conduct a multilevel coaching process within a team

COURSE EVALUATION

- Quizzes
- Discussions Boards
- Individual Project - Briefing Paper and Presentation
• Application Project – provide coaching for a task team (individual, relational and team level)

KEY TOPICS

• Definition and importance of multilevel organizational coaching
• Relationship between organizational coaching, supervision and management
• Relationship between organizational coaching, organizational culture and organizational effectiveness
• Organizational Coaching at the various levels
  o individual
  o relational (dyadic and triadic)
  o team
  o inter-team
• Various approaches to organizational coaching
  o experiential
  o systems
  o cognitive
  o behavioral
  o integrated
• Integrated Multi-Level Approach to Organizational Coaching (Coaching Compass)
• Review the ethics of transitioning from a culture of direct supervision to manager as coach (challenges of irresponsible delegation)