Class Overview & Intention:
This course is a combination of theory & application. We will explore knowledge and practice new behaviors to lead others through sustained change. Power is in language and intentional behaviors; we will discuss how to ‘be’ a coach and how to ‘coach’ to lead others to performance excellence.

In short: Our intention is to learn to facilitate higher-level performance in individuals at work through empowering behaviors and coaching techniques resulting in sustained change.

Course Objectives:
At the end of the course, every student should be able to...
- Articulate
  - Kotter’s Eight Transformational Steps to Change
  - Leadership, Empowerment & Coaching theory & practices
  - Performance measurement techniques
  - Investigate real-world leadership behaviors through primary research
  - The coaching conversation process
  - Behaviors that empower others
- Coach
- Show improved listening skills
- Have experienced great leaders through first-hand experience
- Demonstrate the application of learning by
  - Create a plan for one core competency development
  - Create a empowering/coaching performance evaluation
  - Create a plan for a sustained change in the workplace (using classroom knowledge of coaching & empowering, current leadership trends, and first-hand leadership experiences.)

Course Requirements:
- Class Readings:
  - Articles: Dusty Staub, Staub Leadership Solutions
  - Articles: Harvard Business Review & others
- Attend every class – we only have seven. (Contact me if urgency arises.)
- All assignments are to be identified as follows (right-adjusted):
  - Name, MGT695, Writing Assignment number & name

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The Joseph M. Bryan School of Business and Economics  
UNIVERSITY OF NORTH CAROLINA AT GREENSBORO

- Be prepared for class. **You are expected to prepare for class by doing the readings and listing topics for discussion & questioning.**
- Blackboard proficiency
- Time. This course demands work – it requires heavy reading preparation.
- Academic Integrity. You are expected to adhere to the UNCG Honor Code, http://academicintegrity.uncg.edu/. *Plagiarism violations are handled according to policy.*

**Class Structure:**
My classroom is active learning. We will do engaging exercises, group discussions and classroom reporting. We will do role-play and real-plays. The intention is to engage in the material. The coursework demands heavy reading.

**Course Schedule Overview:**

<table>
<thead>
<tr>
<th>Event</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Session 1</td>
<td>Introduction to Coaching &amp; Empowering others</td>
</tr>
<tr>
<td></td>
<td>Intro to change</td>
</tr>
<tr>
<td></td>
<td>Core Competencies – Self First</td>
</tr>
<tr>
<td>Session 2</td>
<td>Core Competencies – Others/Org</td>
</tr>
<tr>
<td>Session 3</td>
<td>Coaching Conversation &amp; Process</td>
</tr>
<tr>
<td>Session 4</td>
<td>Performance – Goals &amp; Measurement</td>
</tr>
<tr>
<td>Session 5</td>
<td>Sustaining Performance</td>
</tr>
<tr>
<td>Session 6</td>
<td>Guest speaker &amp; presentations</td>
</tr>
</tbody>
</table>

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Course Assessments

Grading Activities

<table>
<thead>
<tr>
<th>Activity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>4/5 Writing Assignments</td>
<td>35%</td>
</tr>
<tr>
<td>Quizzes &amp; Participation</td>
<td>25%</td>
</tr>
<tr>
<td>Final</td>
<td>40%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

The during-course writings are to be four pages minimum at 1.5 spaced / 11 font sizes. The final will be 15+ pages in length at 1.5 spaced/11 font size and is to be presented in our last class. In addition to a content-rich document, I expect you to write well organized, in understandable flow, and with impeccable grammar and mechanics. You will get writing feedback from me at the time of grading.

Final: Leading Change in My Organization. Create a plan and write a report “How do you plan on applying the knowledge and pragmatics of this course?” Identify a need & create a strategic plan applying empowering, coaching & performance metrics for performance excellence.

Quizzes will be at the beginning of class on the readings. The readings build your ability to discuss the material. Preparation and participation is key in business; therefore, it’s key to being successful in this classroom experience. We learn from one another.

Grading Matrix

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>100</td>
</tr>
<tr>
<td>A</td>
<td>99 – 94</td>
</tr>
<tr>
<td>A-</td>
<td>93 - 90</td>
</tr>
<tr>
<td>B+</td>
<td>89 - 88</td>
</tr>
<tr>
<td>B-</td>
<td>87 - 84</td>
</tr>
<tr>
<td>B</td>
<td>83 – 80</td>
</tr>
<tr>
<td>C</td>
<td>79 – 75</td>
</tr>
<tr>
<td>F</td>
<td>Below 75</td>
</tr>
</tbody>
</table>

Grading - Writing Rubric

An ‘A’ paper is
- Well-thought out and organized
- Content rich
- Free of grammatical and mechanical errors

A ‘B’ paper is
- Logical and organized
- Content full
- With few unaffecting grammatical and mechanical errors

University Student Support

UNCG offers you wonderful support. Here are some of the important services on campus.

- The Student Success Center exists to assist you in improving your academic performance.
- The Writing Center. (Online tutoring is offered.)
- Disability Services Office, 334.5440. (You need official documentation for extra provisions.)

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**My Bio**

My undergraduate degree is in Business Administration with a Minor in Information Systems. Prior to teaching, I had a career in business. I led software implementations projects and did corporate training in the higher-education industry. My graduate work is in Strategic Communication and Leadership from Seton Hall University. My thesis work was a Strategic Communications Plan (a plan for a change initiative) for a start-up non-profit organization. I teach three sections of Business Communications and this course (MBA Special Topics: Leadership Empowerment and Coaching).

Additionally, I am a personal and professional coach. I work with individuals and organizations to create sustained performance excellence. It is my life purpose to facilitate your growth and learning so that you build a great life.

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