THE COACHING MINDSET FOR ENGAGING AND DEVELOPING OTHERS

Course Focus

Being a proactive coach is a fundamental component of being a good leader in the workplace. Coaching implies that leaders not only supervise, but develop the capacities and skills of all employees. A coaching mindset implies that leaders approach employees not simply as subordinates, but protégés, resources to be developed and expanded. Coaching is critical to good workplace leadership. In developing this course, Samuel Bacharach, McKelvey-Grant Professor at Cornell University, and Yael Bacharach, MA, LCSW, appreciate that not all styles of coaching are suitable for the workplace, and distill three decades of academic and business research into coaching best practices most appropriate for organizational leaders. The course emphasizes the importance of supplementing the traditional supervisory mindset with the coaching mindset.

Who Should Take this Course?

This course is essential for executives, managers, department heads, team leaders, and others working at all levels of organizations in virtually any industry sector who need to be able to coach subordinates and peers to achieve their potential.

Course Benefits

After completing this course, participants will be able to:

- Define coaching in terms of the organizational context, differentiating the coaching mindset from the supervisory mindset.
- Apply the listening, questioning, and feedback skills necessary to facilitate the coaching dialogue.
- Assist others in building their proactive capacities.

Pricing & Registration

The online course price is US$769. Register online at:

hotelschool.cornell.edu/execonline

Cornell University
School of Hotel Administration
Office of Executive Education
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Course Topics

The course draws upon a variety of examples to illustrate coaching in an organizational context, and details the four functions of coaching in an easy-to-understand and practical context. The course takes a step-by-step approach through the five rules of the coaching dialogue and illuminates effective techniques for listening, asking questions, and providing feedback. The course provides a wealth of tools and processes, including instruction on how to recognize and use the language of coaching and balance the different functions of coaching.

Through coaching, leaders are able to support and encourage their team members to learn skills and acquire knowledge that helps improve job performance. Coaching works laterally too, in that a leader can apply coaching techniques when working with colleagues. The organization as a whole benefits from a solid coaching culture. Without the right coaching principles in place, employees may not reach their full proactive capacity, rendering the organization less able to execute its goals. This course goes beyond the basics and offers detailed instruction on maximizing the proactive capacity of employees by showing leaders how to integrate the coaching mindset into their leadership style.

Course Format

Our online courses take a problem-based approach to learning, and we build each course around realistic case studies and scenarios. All courses are self-paced, and are managed by an online facilitator who leads the online discussions and is available to answer any questions about the course content. You will have a 2-week instructional period at the beginning of the course within which you will complete the required elements of the course. You will have access to the course content for one additional week following the instructional period.

Number of Hours to Complete Course: 6
This course is part of an online certificate:
Certificate in Executive Leadership

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