



Stanford Continuing Studies
WSP113
Coaching: The Indispensable Leadership Skill



Lecturer: Mark Nicolson, Principal, Nicolson Group, and Co-Creator,
The Ventana Group

Course Objectives:

- To provide you with the most valuable coaching skills and frameworks
- To identify your individual strengths and “learning edges” in being a coach
- To inspire you to know how and where to apply coaching in your everyday work-life

Grade Options:

No credit shall be received; if needed, students must request a certificate of attendance from instructors on the day of the class, they cannot be issued later.

Recommended (but not required) reading:

Max Landsberg, *The Tao of Coaching – Boost Your Effectiveness by Inspiring Those Around You*. Santa Monica: Knowledge Exchange, 1997, (or Profile Books, 2009)

Course Materials and Resources:

Course Reader:

There will not be a course reader because many materials referred to in class are available on the web – and others are a high copyright price. Materials available on the web will be made available as handouts in class.

Schedule of Workshop

Opening comments, introductions

Inspirational opening to clarify our goals and objectives for coaching

Rumi, *The Essential Rumi*, Coleman Barks with John Moyne (translators), Edison, NJ: Castle Books, 1995

Part I – Our Unique Coaching Style and Intent

Including: Creating an assessment of our individual capability

Rachel Naomi Remen, “Opening the Heart – Introduction”, *Kitchen Table Wisdom*, pp 139-140, Riverhead, NY, 1996.



Jim C. Collins and Jerry Porras, “Building a Vision”, *Built To Last: Successful Habits of Visionary Companies*, pp 219-239 Harper Collins, New York, NY, 1997

Part II – Advanced Introduction to the GROW approach

Including: The core phases and skills of coaching, plus the single most important coaching ability

Max Landsberg, *The Tao of Coaching*, “The GROW model”, p40-41

Nicolson, Mark, *First Being Then Doing: Three Different Ways to Use the Grow Model*, Ventana Group: Santa Cruz, 2004

Part III – Support and Skill Practice

Including: Coaching Forum, eg: giving candid feedback; enabling high performance; influencing others; coaching when there’s no time

Max Landsberg, *The Tao of Coaching*: “Examples of Useful Questions When Using GROW”, p139-141

Max Landsberg, *The Tao of Coaching*: “Instant Payoff Coaching”, p64-65

Part IV - Application

Including: Identifying where coaching will add most value for you

Grady McGonagill, “The Coach as Reflective Practitioner”, in *Executive Coaching – Practices and Perspectives*, Catherine Fitzgerald, Jennifer Garvey Berger (editors), pp 59-85, Palo Alto, CA: Davies-Black, 2002

Dannemiller Tyson Associates, “Goal Development”, *Whole-Scale Change – Unleashing the Magic in Organizations*, pp 230-231, Berrett Koehler, San Francisco, CA, 2000

Closing

Including: Reviewing ways to stay connected to our inspiration and to build our skill

John Heider *The Tao of Leadership*. Atlanta: Humanics New Age, 1985.

John W. Gardner, “The Road to Self-Renewal,” *Stanford Magazine*, March 1994.

M. Scott Peck, “The Rabbi’s Gift”, version in *A Different Drum*, Simon & Schuster, New York, NY, 1987

David Whyte, “What to Remember When Waking”, *The House of Belonging*, pp 26-8. Langley WA: Many Rivers Press, 1997