

Leader as Coach

Frequently Asked Questions

PROCESS

1. How long does the program take?

- a. This is a 4-month course, of 9, biweekly, live webinars that are also recorded, with fieldwork in between.

2. What is the time commitment?

- a. The minimum time commitment per month is 4.5 hours (7 hours in during month 4). The estimates time commitment per month is as follows:
 - i. 2 x 90' to attend the webinars (at your own time watching the recorded version, or live on Thursdays noon-1:30pm ET);
 - ii. 2 x 15' to complete your Personal Coaching Journal;
 - iii. 2 x 30' to attend study group calls – where you work with 3 of your peers on learning;
 - iv. Month 4: 2.5 hours to complete the final project which includes doing a coaching with someone and reporting on it + completing your Coaching Journal.
- b. Additionally, you can spend another 4.5+ hours each month, when you complete the other optional activities:
 - i. 4 hours per month to do self-reflection, journaling and watching suggested movies;
 - ii. 2 x 15'-30' to conduct peer coaching – where you work with a peer to practice the coaching tools;
 - iii. 15' per month to meet with your mentor, an LAC alumnus who has been through the program before and is here to help you.

3. Do I get a certification?

- a. Yes, you will receive a Columbia Business School Executive Education Certificate of Completion, and you will earn one day of credit toward the [Certificate in Business Excellence](#) upon completion of the program.
- b. In addition, you will be able to use your practice hours to become an International Coaching Federation (ICF) certified coach.

4. How interactive is the program?

- a. The program is highly interactive. You'll interact live with the Course Instructor in every one of the 9 webinars, as well as through written communication on the Discussion

Board. And you'll be interacting with your fellow students in the webinars, in study groups and in your peer coachings.

- b. In addition, you have the option to request personalized coaching (for an additional fee).

5. **How do I access the program classes and materials?**

- a. The program is 100% web-based, so you can access it from your MAC or PC, with internet connection.
- b. During the course you will have access to a learning platform where we'll store all the materials (pdfs, videos, assignments, discussion boards). You will be able to download all the materials on your computer as you wish at the completion of the course.
- c. In addition, it's suggested you purchase [Taming You Crocodiles: Unlearn Fear & Become A True Leader](#), as many of the readings will come from that (You'll also receive portions of this book as a free pdf).

CONTENT

1. **What will we cover in the program?**

- a. In the course we'll start with 3 modules on **Coaching Self**, where we'll learn how to be effective coaches of ourselves first, and be in a mindset that is most conducive to coaching. Specifically, we'll learn:
 - i. How to approach every moment as an opportunity for growth;
 - ii. How to see our life's path as a hero's journey of learning;
 - iii. How to recognize the different stages of learning we're in during various stages of our life and career;
 - iv. How to transform unproductive non-coaching mindsets and behaviors into effective coaching ones;
 - v. How to recognize the patterns in our inner obstacles and how to transform them.
- b. Building on this experience, we'll learn how to apply the Coaching Self tools to others, in **2 Coaching Others** modules, in which we'll learn:
 - i. The 5Qs of an effective coaching mindset;
 - ii. The GROW-process to help guide an effective coaching conversation;
 - iii. The Coaching for Mastery process, which helps coachees take full advantage of the challenges they are facing for their ongoing learning;
 - iv. To navigate the flow of a coaching conversation to facilitate the generation of insights.
- c. Finally, in the last 3 modules, we'll learn how to **Coach a System**, coaching others one-to-many, in which we'll learn:
 - i. How to steward a 'field of care' (organization, team or other community) to evolve its culture;
 - ii. How to write and deliver a Growth Story that inspires a field of care to evolve its mindsets and behaviors;

- iii. How to overcome any change resistance and transform it into engagement and buy-in to the change.
 - d. We'll close the program with the participants completing their final assignment on which the Course Instructor provides personalized written feedback. Upon completion the participant receives a Columbia Business School Executive Education Certificate of Completion.
- 2. **What is the program based on?**
 - a. The program draws on The Course Instructor's experience coaching 1,000s of leaders worldwide as well as insights from neuroscience, systems theory, psychology, history and business leadership studies.
 - b. The program focuses on helping coaches first become coaches of themselves, so they can through their coaching mindset and technical competency help others realize more of their potential.
 - c. We study both chapters from [Taming Your Crocodiles: Unlearn Fear & Become A True Leader](#), as well as many others sources, movies, and YouTube videos.
 - d. The primary source of coaching competency comes from the participants themselves – you will be guided through a structured process that will help bring your latent coaching competencies online.

VALUE ADD

- 1. **What do you get out of the program?**
 - a. In summary:
 - i. Coaching proficiency to coach others one-on-one;
 - ii. Coaching proficiency to coach others one-to-many;
 - iii. A deep understanding of yourself as a coach and as a leader;
 - iv. An international network of other self-discovery and coaching minded leaders;
 - v. And, a profound and enjoyable learning journey.

- b. Past participants from the first five cohorts of Leader as Coach said:
- i. *"I seriously recommend Leader as Coach because it allows you to explore individual growth from a different perspective. I have taken many leadership and coaching programs before and this program goes much deeper than what I had learned so far. It gives you tools to support your own and your team's growth focusing on root causes of human performance. If you want to learn how to really coach yourself and others to reach your next level of excellence, this course is for you."*
 - Augusto Muench, President Boehringer Ingelheim South America
 - ii. *"I exit the course moving in a direction so profoundly different from how I have led before, I wonder if I ever really led at all."*
 - Alun Webber, Chief Product Officer, Sky plc.
 - iii. *"the best thing was how fast you start applying all the concepts and tools you are learning in your job. For example, when we were learning about fear and crocodiles, I found it very helpful to reframe my mindset going into a coaching conversation, from having to do it perfectly, driven by a fear of failure, to really being present and trusting the process."*
 - Juan Guillermo Zunino, Sr. Exploration Geoscience, Saudi Aramco
 - iv. *"I recommend this course highly to anyone who is interested in coaching, as part of their current role, or as something they want to pursue full-time as a career. It's a great course to uncover both your strong coaching behaviors and the ones that need development. I love the content of the course. Also, the timing works well – it really gives you a chance to practice and integrate the learnings."*
 - Tracey F. Panter, Manager of Operations, Boston, McKinsey & Company, Inc
 - v. *"I recommend this course highly. If you're interested in deep personal growth, learning to increase your self-awareness, learning to coach others and learning how to use your coaching skills to influence the mindset and behaviors of an organization, this is a great immersive experience for that. It's a deeply enriching experience."*
 - Robert Budstock, CEO Integrity House
 - vi. *"Leader as coach is an eye opener for anyone who feels ready for a change."*
 - Sebastien Arrivault, Strategy Director, AKQA Portland

vii. *"I loved this course, it was life changing. It triggered many coaching skills that were dormant in me. I particularly liked the staged approach, going from Coaching self, Coaching Others to Coaching a System. I found it amazing to learn a practical way to coach from the hearth. It has taught me a new language in the way I work with people. It truly helped me elevate my leadership; much more fulfillment, much less stress while keeping focused on the most important things. The magic of the course is that we learn in a deep way that when our coachee is growing, we are also growing!"*

- Reda Bouraoui, CEO Al Maha, Iraq

2. Is this course right for me?

- a. If you're interested to develop your coaching competency, either because you are leading others, and coach others as part of your work, or because you're a full-time coach, or because you're considering becoming a coach, this course could be for you. You may find it particularly valuable if you are wanting:
 - i. to explore more about your own learning journey – unlearning more and more who you are not, and learning more and more who you are as an authentic leader and coach;
 - ii. to learn deep *and* practical coaching tools which you'll likely use the rest of your life to help coach yourself and others;
 - iii. to learn how to inspire a group of people, whether it's your team, whole org, or other communities to evolve their mindsets and behaviors
 - iv. to learn together with other self-discovery and coaching minded leaders globally.

INSTRUCTORS

1. Who is teaching Leader as Coach?

- a. **Hylke Faber**, a Master Coach and Facilitator, CEO of Growth Leaders Network and Constancee, and author of [Taming Your Crocodiles: Unlearn Fear and Become A True Leader \(Dover Publications, 2018\)](#) is teaching this course. He has contributed to Harvard Business Review and other leading publications and received his coaching training at Newfield Network and received his MA from the Johns Hopkins University and his BBA from Nijenrode University. He has coached 1000s of leaders worldwide and has condensed his learnings as a coach in the Leader as Coach programs, which has consistently gotten superb rankings from past participants, since its inception in 2013. His mission is to realize his essence and help others do the same. He lives with his partner in Seattle, Washington.
- b. **Joel Brockner**, Phillip Hettleman Professor of Business of the Management Division at Columbia Business School, joins the Leader as Coach program with a special live session on change management. Professor Brockner is well known for his work in several areas, including the effects of organizational downsizing on the productivity and morale of the "survivors," the management of organizational change, organizational justice, self-

organizing processes in organizations and managerial judgment and decision making. He teaches in the School's MBA and PhD programs and is an active consultant and speaker to companies worldwide.