

LEADERSHIP COACHING GROUPS

Structure and Process of These Groups (Syllabus)

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An 18-week program is outlined that aligns with Yukl's and Zaleznik's textbooks, each having 16 chapters. The structure of the program is delineated on the next page. Eighteen weeks allows a meeting every other week, from September (after Labor Day) through May (before Memorial Day). Participants are expected to attend each session and plan their meetings and business around group sessions and travel during alternate weeks. Haphazard attendance defeats the purpose of group interaction and if one cannot, or will not, make a commitment, do not enroll. The syllabus, with readings, is available for soloists who are not agreeable to this coaching group structure. While interpersonal interaction enhances the assimilation process, success requires a cooperative group.

This program outlined fits well into a calendar year and the time demands of busy businesspeople. (It has been adapted to the shorter 15-week limitation of a semester. For grading purposes, each student is required to write a short (one page, double spaced) reaction to one of the journal readings, each session. This is to be typed, a copy submitted to the teacher at the beginning of class, and read aloud to the group during the session. The instructor's copy is assigned to encourage preparation in advance and to discourage "winging it." All that is required is the opinion be relevant to the reading and not interpretation of its content. "Going public" prepares potential student leaders to share their views. It may be better to ask voluntary attendees to choose writing, than to make it a requirement.)

The group progress is divided into three six-week periods: De-condition, Transition, and Self-development. At first, the coach helps the group to formulate ideas and list features. The coach points out that there is no one leadership theory or method for all times in every situation. Stodgill (1974), the founder of *The Encyclopedia of Leadership*, said "there are almost as many definitions of leadership as there are persons who have attempted to define the concept." This has remained an enduring truth. Nevertheless, this program will cover a multitude of "cookbook" protocols. Second participants need to transition their views to a less parochial viewpoint. In the last six weeks, the emphasis is on development of a personal approach, with the coach taking on a more supportive than teaching role. Graduates of this program are expected to be congruent individuals and not clones.

Given non-directive nature of the assimilation process, the coach need not be an academic, who often "teach" a codified approach to leadership. As one-size-*does-not-fit-all*, a less directive approach is necessary. Anyone with a temperament that allows others think for themselves can coach. The major condition is that they have perused all the material assigned for the group, the two books and 32 articles, beforehand. Not fixating on particular approaches is contrary to experience. I listed a hundred fads and fashions (www.HOUD.info/Fads.pdf) that were popular during the half century after WWII. Our purpose is to counteract the tendency to join bandwagons and embrace *cookbooks*.

Ideally, the group is comprised of persons from different occupations, having similar status, who do not interact in business dealings, meeting at a neutral site away from their place of employment. The ideal coach is knowledgeable about leadership literature and does not subscribe to a particular approach. As the groups forms, there is discomfort where there is no "correct" answer, particularly if they were dutiful students interested in good grades. The coach initially assists in facilitating discussion and organizing participant's thoughts. As the weeks progress there need be less concept development and just a need to keep the group discussing leadership and not extraneous personal problems. Nevertheless, anecdotes about their experiences are enriching. Unfortunately, if the group has extracurricular involvement, there will be a tendency, if not actual need, to censure disclosures.

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Tentative Readings Structure — *To Be Perused Before Meetings*

Meeting 1	Meeting 2	Meeting 3	Meeting 4	Meeting 5	Meeting 6
Yukl Chapter: <i>Leadership in Organizations</i>	1) Introduction: The Nature of Leadership	2) Nature of Managerial Work	3) Effective Leadership and Behavior	4) Participative Leadership and Empowerment	5) Leading Change and Innovation
Journal Article #1:	Hogan, Curpy, & Hogan (1994)	McConkey (1989, September-October)	Seidman (2004, May)	Conger & Kanungo (1988)	Conger (1991)
Journal Article #2:	Van Setters, & Field (1990)	Zaleznik (2004).	Bottomley, Burgess, & Fox III (2014)	Costigan & Donahue (2009)	Burnes & Jackson (2011)
Managerial Mystique Chap:	1) The Leadership Gap	2) Management and Leadership	3) How Managers Think	4) Rationality and Efficiency	5) Cooperation

DE-CONDITION

Meeting 7	Meeting 8	Meeting 9	Meeting 10	Meeting 11	Meeting 12
6) Leadership Traits and Skills	7) Contingency Theories and Effective Leadership	8) Power and Influence Tactics	9) Dyadic Relations and Followers	10) Leadership in Teams and Decision Groups	11) Strategic Leadership by Executives
Keller (1999).	Fiedler (1972)	Tjosvold, Andrews, & Struthers. (1991)	Malakyan (2014)	Harvey (1988)	Collins & Porras (1995).
Rabstajnek (2009)	da Cruz & Nunes (2011)	McClelland, & Burnham, (2003, January).	Uhl-Bien, Riggio, Lowe & Carsten (2014)	Janis (1971)	Connor & Mackenzie (2003)
6) Control	7) Professionalism	8) Molding Managers	9) Politics Prevails	10) The Corruption of Power	11) Identity Diffused

TRANSITION

Meeting 13	Meeting 14	Meeting 15	Meeting 16	Meeting 17	Meeting 18
12) Charismatic and Transformational Leadership	13) Ethical Leadership and Diversity	14) Cross-cultural Leadership and Diversity	15) Developing Leadership Skills	16) Overview and Integration	TERMINATION
Conger & Kanungo (1987)	Seidman (2004, May).	VanderPal & Ko (2014)	McAllaster (2004)	Muczyk & Reimann (1987)	Provide a 300-600 word description of what <i>you</i> now consider your personal leadership philosophy (for yourself).
Bass (1985)	Chin (2011)	Bishop (2013)	Vohra, Rathi, & Bhatnagar (2015)	Rabstajnek (2011)	
12) Stress and Power	13) The Substance of Leadership	14) Personal Influence	15) The Moral Dimension	16) Restoring Leadership ...	AND PARTY

SELF-DEVELOPMENT

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