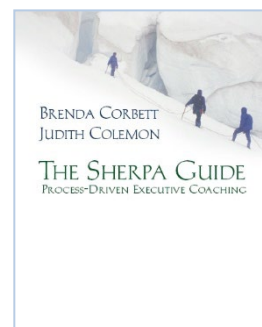




**UNIVERSITY OF  
GEORGIA**  
Center for Continuing  
Education & Hotel



## **Syllabus | Sherpa Executive Coaching Certification (ECC)**

**Course Description**<sup>^</sup>: This course will examine and elaborate upon the Sherpa process for executive coaching. The class involves 60 hours of class time, spread over two week-long classes. In addition, students will work for 90 days with a practicum coaching client\* (PC) and work with a Certified Practicum Instructor (CPI) as the process unfolds. *Peer Coaching* (described on the last page) will be an integral part of the Sherpa program and account for 60% of the final class grade.

### **Course Content:**

The fundamentals of coaching are covered in-depth, including:

- Definitions: What executive coaching is and needs to become.
- Communication styles for coach and client.
- What does it take to be a good coach?
- Who needs a coach?
- Why does coaching need a process?
- The Sherpa Stance: Keeping Coaching Professional
- What questions do I ask while I am coaching? Framing the question.
- How can I tell if my client is 'getting it'? How can I tell when my client is finished?

### **Course Learning Objectives:**

- Recognize the difference between executive coaching, therapy/counseling, consulting, and mentoring.
- Interpret the concept of metacognition as it relates to Why It Matters.
- Define and explain Impact on Business, the 6 phases, 2 routes, 10 paths, and 33 tools included in the Sherpa coaching process.
- Collaborate effectively with classmates to practice and examine the process.
- Understand and demonstrate the ten Characteristics of a Good Coach.
- Create client-mapping evidence for five program case studies.
- Manage 12-15 expert facilitated coaching sessions with Practicum Client and Certified Practicum Instructor.
- Given the decision-making tools, choose the route, path, and tools to guide the practicum client toward their Summit; including action plan.

The Sherpa process involves six phases, with comprehensive exercises, assessments, and activities associated with each phase. The student will learn how to work as a professional coach using this process and understand why the process enables successful executive coaching. Based on the 340-page text, the authors will provide insights into the application of the Sherpa coaching process.

The course will be peppered with examples from the experience of the author / instructors, adding depth to the content of the book. Demonstration assignments will guarantee that students acquire the assured ability to coach in any business environment, with clients at any management level. The student workbooks offer an additional 230 pages designed to support this learning experience. Lastly, throughout the course, students will be completing assignments between the sessions (i.e., homework).

*\*Practicum Client: PC, a person available and willing to work as a first client with a coach in training following the Sherpa coaching process from beginning to end.*

*<sup>^</sup>Dates, details, and times are subject to change.*

## Homework Assignments to Complete Prior to Week One:

1. **Textbook Reading Assignments\***: Read the following two textbooks in their entirety:
  - *The Sherpa Guide: Process-Driven Executive Coaching*
  - *Impact on Business*
2. **Activate your online course platform account\*\***: You will receive an invitation from Sherpa University to create an account in the online platform Canvas. Your facilitators will give additional instructions during the video orientation and class to access the Executive Coaching Certification (ECC) coursework online.
3. **Complete DiSC**: You will receive a link to complete the DiSC assessment by email from Sherpa Coaching. This work style assessment must be completed online prior to class.
4. **Orientation**. An orientation video will be made available to you prior to your arrival.

\* *The University of Georgia will mail the textbooks to you at least two weeks before Day 1 of class.*

\*\* *Bring your laptop computer to Week #1 and Week #2*

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## Week One

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### Day 1

*Morning (8:15-12:15 pm)*

#### **Introduction to Sherpa Coaching**

Definition of Coaching  
Principles of Coaching  
Introduction to the Sherpa Coaching Process  
Lessons from the Sherpa

*Afternoon (1:00 PM– 5:00/5:30 pm)*

#### **DiSC©**

DiSC© Results (the assessment will be taken online prior to class)  
Communication Needs  
How your DiSC Aligns with Qualities of a Good Coach

*Dinner on your own.*

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### Day 2

*Morning (8:15-12:15 pm)*

#### **The Case for Coaching**

#### **Coaching Issues**

#### **What Makes a Good Coach?**

The Ten Traits of a Successful Coach

*Afternoon (1:00 PM– 5:00/5:30 pm)*

#### **What Makes a Good Coach? (continued)**

The 10 Traits of a Successful Coach

#### **Phase One: Taking Stock**

- ✓ Process Overview
- ✓ Ground Rules
- ✓ Ramifications

*Dinner on your own.*

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### *Day 3*

*Morning (8:15-12:15 pm)*

#### **Phase One: Taking Stock (continued)**

- ✓ Self-Discovery – Personal Inventory
- ✓ Discovery Shield
- ✓ Who Am I?
- ✓ Agreement

*Afternoon (1:00 PM– 5:30 pm)*

#### **Phase Two: Global View**

- ✓ Support Mountain
- ✓ Perception
- ✓ Values

*Dinner on your own.*

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### *Day 4*

*Morning (8:15-12:15 pm)*

#### **Phase Two: Global View (continued)**

- ✓ Change Management - Barometer
- ✓ PQM

#### **Phase Three: Destination**

- ✓ Weakness Mountain

*Afternoon (1:00 PM– 5:00 pm)*

#### **Phase Three: Destination (continued)**

- ✓ Weakness Mountain
- ✓ Expectation Mountain
- ✓ Logistics

*Evening (5:15 pm)*

#### **Informal Reception & Group Dinner**

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### *Day 5*

*Morning (8:15-11:45)*

#### **Managing a Coaching Assignment**

- ✓ Expectation Mountain (continued)
- ✓ Instructors' Q & A
- ✓ Process Cross-Reference: Book, Journal, and Timelines
- ✓ Step-by-Step - Sherpa Coaching Logistics
- ✓ Decision Making Tools and Path Selection
- ✓ Preparation for of Practicum Clients

#### **Homework Assignments between Week #1 and Week #2:**

**Phone/Video Conference Appointment:** You will discuss your practicum experience with a Certified Practicum Instructor (CPI) in a weekly phone/video conference appointment. You must be available on your designated day and time for practicum support. You must file weekly client summaries online in the UGA Fall ECC 2023 course.

**Textbook Reading Assignments:** Re-read Chapters 7-12, "The Sherpa Guide: Process-Driven Executive Coaching". Read 'Why It Matters'.

**Assignment:** Complete your Journal homework PRIOR to Week #2.

**Online Course:** All of the resources are available 24/7.

# Week Two

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## Day 1

*Morning (8:15-12:15 pm)*

Review of Mid-Term Assignments  
Recap and Summary of Week One  
Questions and Concerns  
Open Discussion of Practicum  
Introduction to Charting the Course

*Afternoon (1:00 PM– 5:00/5:30 pm)*

**Phase Four:**  
**Charting the Course:**  
Relational Route

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## Day 2

*Morning (8:15-12:15 pm)*

**Phase Four: (continued)**  
**Charting the Course:**  
Relational Route

**Phase Four:**  
**Charting the Course:**  
Organizational Route

*Afternoon (1:00 PM– 5:00/5:30 pm)*

**Phase Four:**  
**Charting the Course:**  
Case Studies

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## Day 3

*Morning (8:15-12:15 pm)*

**Phase Four: (continued)**  
**Goal Setting**

- ✓ Defining Needs
- ✓ Identifying Barriers
- ✓ Q.U.E.S.T.I.O.N.
- ✓ The Sherpa's Personal Toolkit

*Afternoon (1:00 PM– 5:00 pm)*

**Phase Five: Agenda**

- ✓ Commitment
- ✓ Accountability – Attitude
- ✓ The Accountability House
- ✓ Browsing the Journal & Long Term Outlook

*Evening (5:15)*

**Informal Reception & Pre-Graduation Dinner/Ceremony**

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## Day 4

Morning (8:15-11:45)

### Phase Six: The Summit

- ✓ Support
- ✓ Follow Up

### The Process Makes the Difference

Summary, Conclusions and Wrap Up  
Continuing Support

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## Homework Assignments Following Week #2:

### Completing the Practicum Coaching Assignment

**Phone/Video Conference Appointment:** You will continue to discuss your practicum experience with a Certified Practicum Instructor (CPI) in a weekly phone/video conference appointment. You must be available at your designated day and time for practicum support. You must continue to file [consecutive] weekly client summaries online in the UGA Fall ECC 2023 course. If your CPI has no response from you for two consecutive weeks, Sherpa will consider your status as "inactive" and notify University of Georgia of this status. No matter what the circumstances, please keep in touch with your CPI.

Evaluation and Certification Grades are based on attendance for at least 90% of class hours, and:

Participation and Contribution** .....	40%
Homework (including but not limited to Peer Coaching, Journal and Quizzes) .....	60%

**\*\*Includes the 12-week Practicum Client Assignment.**

## Sherpa Peer Coaching

One of the features and goals of executive coaching is to encourage self-discovery without providing answers. Peer Coaching will be an integral part of the course to give students practice and experience. Note: The Sherpa Peer Coaching Assignment is 60% of the final class grade.

**Purpose:** To help you learn the Sherpa process and engage in a discovery process about your own (self) development and awareness using peer coaching.

You will be paired with another student, your peer coach, for the entire class.

### **Deliverables:**

You will receive just-in-time education and training to practice a series of Sherpa tools and techniques with each other. There will be coaching opportunities as a part of synchronous and asynchronous instruction as we progress through the course.

You must **meet outside class sessions** to coach each other at least one hour per week. During these sessions, you and your coaching partner will take turns being both the coach and the client.

Demonstration will occur in class.

You will play two roles in the completion of this assignment:

1. **As the Client (i.e., the person receiving the coaching):** you will work with a peer coach to simulate a coaching engagement in the role of client.
2. **As the Peer Coach (i.e., the person doing the coaching):** you work with a peer client to simulate a coaching engagement in the role of coach.

### **Peer Coaching Ground Rules**

The purpose of peer coaching is for you to prepare for the process of being a coach and understanding the client experience. You will receive coaching and learn best practices for coaching.

1. Complete all activities related to this assignment.
2. Prepare for coaching sessions as a coach, and do your homework as a client, using the Sherpa Process.
3. Each week, track progress using the **Peer Coaching Analysis Form**.
4. Complete Sherpa Journal 4-1 to 4-18 and review each exercise with your peer coach.

### **Evaluation of Peer Coaching**

1. **Each Class:** Active, consistent coaching sessions with your peer client/coach. Reinforcement during class sessions.
2. **When Announced:** You must immediately submit a written analysis (i.e., Pop Quiz). Instructions will be provided and demonstrated in class.

*Dates, details, and times are subject to change.*