

## Syllabus

# Coaching for Leadership: A Masterclass

## *Better Bolder Smarter*

Facilitator: Dr. Cory Dobbs

### **Course Description: The Learning Journey**

*“Having a great idea or being a charismatic visionary leader is ‘time telling’; building a company that can prosper far beyond the presence of any single leader and through multiple product life cycles is ‘clock building’” (Collins & Porras, *Built to Last* p. 23).*

If you carefully remove the premise of “building a company” and in its place you put “building a team,” you’ll uncover the surprising discovery of Jim Collins and his colleague Jerry Porras. Collins and Porras, through rigorous research, conclude that building a company requires a very different mindset than simply telling time. This masterclass is designed to help you “build” a successful and sustainable team, not just how to talk about what to do. You are in for a treat. This masterclass, *Coaching for Leadership*, is a forward-thinking course based on the extraordinary investigation into new leadership theory and the advanced practice of teambuilding.

### **Not Your Regular Leadership Experience**

In this **Masterclass** I set out to explore and examine teambuilding and teamwork within the field of leadership studies. The end-game of this course is to provide coaches with the best possible insights and tools to become an architect of coaching for leadership—to educate student-athletes in leadership, teambuilding and teamwork.

This course is of great significance to coaches interested in the new science of leadership: teamwork, teambuilding, and emerging leadership models. It has been developed with the intent of helping the dedicated coach and athlete interested in experiencing breakthrough leadership. This masterclass will open your mind to a wide range of insightful inner and outer lessons—the kind of learning that is necessary for transformation.

### **Coaching in a Changing World**

I’m certain that you have heard people say, “change is the new normal.” If you’ve stopped to think about this statement you might wonder how can change be normal. This seems like a contradiction, if you think of “normal” as a state that is familiar and predictable. However, change is so widespread in our lives that it has truly become common place. So what do we mean by change? Change means to alter, adjust, modify, or transform yourself or someone else or something. Change is both a noun and a verb—such as metamorphosis (noun) and adapt (verb). In this masterclass we’re interested in both dimensions.

For most of us, change can be painful. It makes us feel uncomfortable. Part of the reason is that when things remain the same, our minds can function efficiently along well-laid out neural pathways—conscious attention is not needed. However, as changes occur, our working memory is limited, and memory overload can lead quickly to fatigue. The act of simply paying attention corresponds to real chemical and physical changes that occur in the brain as we form new neural pathways. This takes effort. As we pay more attention and practice new ways of thinking, these pathways become stronger and more efficient.

### **Every Coach Ought to be Thinking About His or Her Own Leadership Development**

Why, you might ask, is it necessary to have a leadership development course for coaches already steeped in leadership? What makes this class different is I do not favor the easy to use feel-good pop psychology nor pseudo teambuilding; rather your journey should produce deep reflection and transformational action. One of the most important life experiences is helping others transform into the person they desire to be. My goal is to help you understand leadership at its deepest level. To do this requires that I balance the small details with the larger picture.

**First**, I take a bold approach that is at times critical of contemporary coaching and the development of student-athletes. **Second**, I take an interdisciplinary perspective on leadership. Much can be learned from other disciplines—such as history, business, social science, philosophy, and cognitive science. And **thirdly**, I endeavor to offer a **balanced perspective** on leader development offering up the pros and cons of various approaches, but settling in on the key change principles as offered in *The 20 Principles and Concepts*, *The 8 Roles of Teamwork*, *The 4 Minds of the Coach*, and the *Teamwork Intelligence* program developed by The Academy for Sport Leadership.

### Designing Your Team for Excellence

As a coach, you must determine how best to structure and motivate your team. You will need to determine the optimal methods for change, improvement, and personal and collective growth and development—all of which will have a big impact on team dynamics and performance. In this masterclass you will learn strategies and tactics grounded in research and practice to design your team for team leadership and teambuilding. The *Coaching for Leadership Masterclass* will provide you with practical tools, cases, activities, and action steps as a package of resources that will go a long way in helping you design your team for high-performance.

To be a great leader today you have to have a clear sense of purpose that will guide how you make decisions. When you have a purpose, and that purpose is clear, you can create a win-win situation. A clear sense of purpose also opens the door to cooperation and collaboration. When this happens we’re not talking about what you do, or what I do. We are talking about what we can do together to achieve higher goals.

### Coursework: What You Will Learn

Clearly, this masterclass is only as valuable as the effort you put into it. It’s truly a transformational learning opportunity for the serious improvement junkie. In attending a live workshop you have the opportunity to participate by asking questions. In this course you get to invite analysis and commentary from me. When you submit your coursework to me you will receive back a careful analysis of your responses to difficult questions.

This masterclass is a carefully designed learning experience. In each module you’ll encounter a variety of ideas, concepts, and lessons designed to help you expand your mind, try things out, and discuss new findings with your coaching staff and players. If you diligently work through each module and submit your work to me for deeper conversation, I am certain of the results—you will have a dynamic impact on your team.

### The Coaching for Leadership Game Plan

COURSE	COURSE OBJECTIVES
<p>Purpose: Development of ability to Coach for Leadership</p> <p>To be successful in this learning experience you need to:</p> <ul style="list-style-type: none"> <li>○ Stay open-minded and think carefully and critically.</li> <li>○ Carefully watch and prepare notes for each video segment.</li> <li>○ Effectively communicate your ideas to Dr. Dobbs for review, analysis, and comments.</li> <li>○ Begin developing your formalized leadership development program.</li> </ul>	<ul style="list-style-type: none"> <li>○ Demonstrate deep understanding of concepts, constructs, issues, and models presented in the coursework.</li> <li>○ Justify opinions with evidence and highly appropriate examples.</li> <li>○ Agree/disagree with facilitator; explain your reasoning.</li> <li>○ Outline and utilize The 20 Principles and Concepts by applying them to your current team.</li> </ul>
<p><b>Big Idea #1: Coaching for Leadership</b></p> <p><i>Coaches with a deep regard for people make developing leaders a priority.</i></p> <p>Few things in life are more important than teaching young people how to find and fulfill their purpose. One of the great leadership challenges of coaching is creating and teaching a</p>	<p><u>Module 1 Video Content:</u></p> <ul style="list-style-type: none"> <li>● Introduction</li> <li>● The 3 Disciplines</li> <li>● The 3 Responsibilities</li> <li>● The 4 Dimensions</li> <li>● 5 Core Concerns of all Team Members</li> <li>● The 5 Forces</li> <li>● Coaching for Leadership</li> </ul>

<p>compelling and transforming point of view. Therefore, it is of paramount importance that coaches assume the role of a leadership educator. As an educator a vital role the coach plays is to expand the experiences of those in his or her charge. The life lessons they teach, in addition to sport skills and strategy, help instill a broader perspective and help the student-athlete construct a new or revised picture of how to succeed in this world. In short, the great coaches lead by being great teachers.</p>	<ul style="list-style-type: none"> <li>• Breakthrough Leadership</li> <li>• Field Study</li> <li>• Crossing the Chasm</li> <li>• <b>Handouts</b> <ul style="list-style-type: none"> <li>a. Big WE, little me (case study)</li> <li>b. Field Study 1 / Oh Captain, My Captain</li> <li>c. Crossing the Chasm</li> <li>d. ASL 20 Teambuilding Principles &amp; Concepts</li> </ul> </li> <li>• <b>Turn In Q &amp; A</b> (Send to Dr. Dobbs for review, analysis, and vital comments for learning.)</li> </ul>
<p><b>Big Idea #2: A Leader in Every Locker</b></p> <p style="text-align: center;"><i>Leaders are made, not born, and how they develop is critical for teambuilding.</i></p> <p>When it comes time to lead, the typical team captain or team leader is often afraid to do something that feels incongruent with their values, assumptions, and the interpersonal nature of a peer relationship. Their first thought is “Who am I to tell her she needs to stop doing that?” The student-athlete feels a real conflict both psychologically and emotionally. The leader knows they are entrusted to act, but emotions overwhelm the leader’s judgment and volition making it too difficult to take action. It’s far easier to get along by going along.</p> <p>How then can you change the outcome of inaction? Practice, practice, practice. Just as you practice your offensive and defensive systems, you must practice leadership and team building through communication.</p>	<p><u>Module 2 Video Content:</u></p> <ul style="list-style-type: none"> <li>• No Pain, No Gain</li> <li>• The Big Shift</li> <li>• The 8 Roles of Team Leadership</li> <li>• The 4 Minds of The Adaptive Coach</li> <li>• Leadership Orientation</li> <li>• Thinking Fast or Slow</li> <li>• Leadership Mindset</li> <li>• Field Study</li> <li>• Wrap up Blocks</li> <li>• <b>Handouts</b> <ul style="list-style-type: none"> <li>a. The Big Shift</li> <li>b. The Building Blocks Box</li> <li>c. Field Study / What You Think is What You Do</li> </ul> </li> <li>• <b>Turn In Q &amp; A</b> (Send to Dr. Dobbs for review, analysis, and vital comments for learning.)</li> </ul>
<p><b>Big Idea #3: Teamwork Intelligence</b></p> <p style="text-align: center;"><i>As difficult as it is, building high-performing teams asks us to shift from the self-centered focus of “what’s in this for me” to thinking about “what’s in this for us.”</i></p> <p>So, what is Teamwork Intelligence? Teamwork Intelligence is the purposeful and intentional relational process of team members together raising one another to higher levels of motivation, collaboration, compassion, and performance. It’s deceptively simple: in order to build a high-performing team culture you have to create the conditions for team members to commit and unify—to coalesce into a single unit. Such oneness is not inevitable; it must be forged methodically and deliberately.</p>	<p><u>Module 3 Video Content:</u></p> <ul style="list-style-type: none"> <li>• Psychological Safety</li> <li>• Culture of Trust</li> <li>• Self-Awareness</li> <li>• Team Talk</li> <li>• The 5 Forces</li> <li>• Field Study / Conformity and the Lack of Initiative: An Exploration of the Social Construction of Followership</li> <li>• <b>Handouts</b> <ul style="list-style-type: none"> <li>a. Cracking the Code</li> <li>b. Field Study /</li> <li>c. The 8 Roles of Team Leadership</li> </ul> </li> <li>• <b>Turn In Q &amp; A</b> (Send to Dr. Dobbs for review, analysis, and vital comments for learning.)</li> </ul>
<p><b>Putting it all Together: Designing a Leadership Development Program</b></p> <p style="text-align: center;"><i>Learning to learn and learning to teach are self-actualization processes.</i></p> <p>In the Hollywood block-buster movie <i>The Matrix</i>, higher-order</p>	<p><u>Module 4 Video Content:</u></p> <ul style="list-style-type: none"> <li>• Plan for Development</li> <li>• Self-Directed Learning</li> <li>• Learning as Transformation</li> <li>• The Leadership Quest</li> </ul>

purpose finds its way into the choice between two pills; each with a unique outcome once ingested. In one of the more memorable moments of the movie, Morpheus offers Neo the choice of either a red pill or a blue pill. On the one hand, if he takes the blue pill he will continue believing what he has been programmed to accept as reality. On the other hand, if he chooses to take the red pill, the veil is removed and he will learn that what he has always thought to be a true reality is a hard-scrabbled façade designed to control people.

This masterclass offers you an opportunity to improve by self-designing change. You'll be presented with new ways of thinking about leadership and teambuilding that will call into question some of the fundamental understandings about the world of team sports. You'll find yourself challenging "the way we do things here." And you'll be challenged to take a deeper look at many of your cherished beliefs—not easy to do. Change is a double-edged sword: it's vital to improvement, but it hurts. This masterclass is about confronting and mastering the challenges of change.

- **Handouts**
  - a. The Vital Role of the Coach as a Leadership Educator
  - b. Field Study / The Developing Mindset
- **Turn In Q & A** (Send to Dr. Dobbs for review, analysis, and vital comments for learning.)