



Open Programs
Personal Leadership

Coaching Essentials for Senior Leaders

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WHU – Otto Beisheim
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Creating Trust, Empowerment & Followership in Uncertain Times

By having meaningful coaching conversations with the people around you, you can go from telling others what to do to becoming a leader that people want to follow.

Coaching as a Leadership Style

As you grow as a leader in terms of impact and career, it is important to update your own way of leading. Being able to adapt your leadership style to the situation and the people you are leading is the key to greater leadership effectiveness.

Coaching is one of the most impactful leadership styles, as shown by the work of Daniel Goleman and others. It has the potential to unleash the full creativity of people and help create a culture in which people can grow.

At the same time, coaching is not merely a leadership technique: it is also an attitude that requires a certain level of leadership maturity. The leadership maturity of the senior people in an organization both enables and demarcates the leadership culture within the organization. If coaching is used with the wrong intentions, it can easily backfire and even reduce the trust of your people.



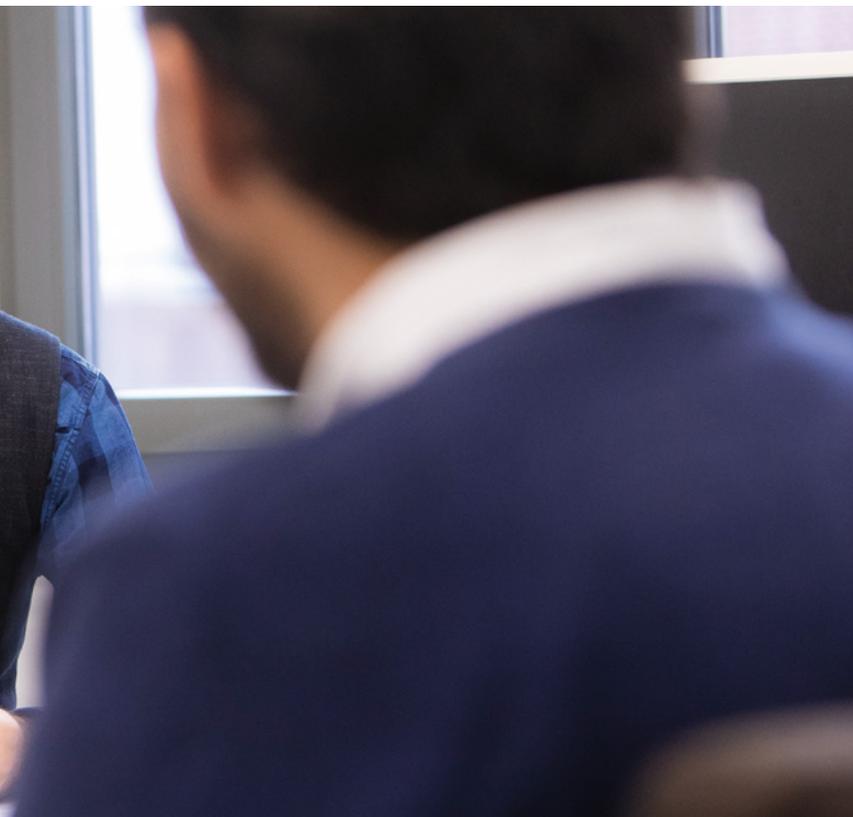
Participants will be asked to work with three real coachees during the program.

Crucial Coaching Skills for Senior Leaders

This program is offered by Leadership Choices and WHU – Otto Beisheim School of Management. You will learn how to authentically add coaching to your leadership signature. You will learn what your current leadership style portfolio looks like. Using the XLNC Leadership Assessment, you will see which styles you are actively using today and how comfortable you feel about applying them in any given situation. We will also discuss the leadership maturity and intention you need to coach others effectively. Using the concepts of vertical development, you will be able to reflect on your current action logic and learn how to improve this further.

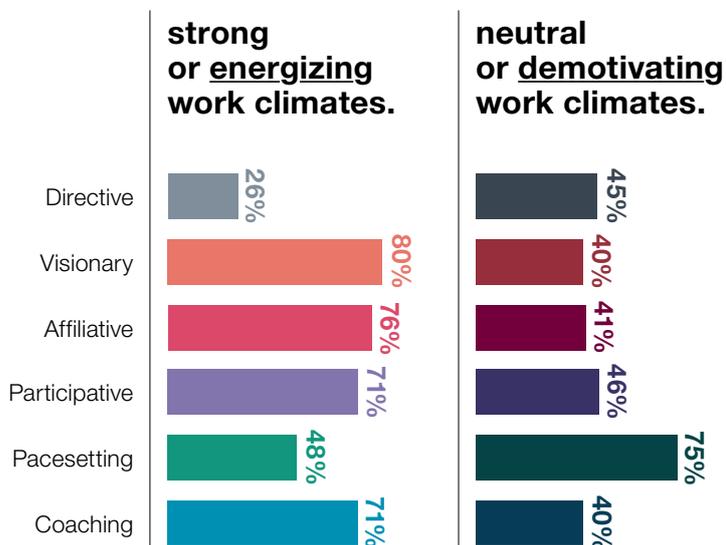
We will primarily learn how coaching works from a practical perspective. Using the Leadership Choices coaching model, you will be given insights into powerful questions and levels of listening. Moreover, you will learn to apply coaching interventions that have proven successful in a leadership context.

Further, we will apply the learnings of the course directly in live coaching cases that you will work with throughout the program. Plenty of practical coaching work will take place in the classroom. You will also be asked to work with three real coachees, i.e. coaching clients, during the program. After successful completion of the program, you will receive a WHU Executive Education Certificate.



Leadership Styles

Managers who created ...



Source: Leadership Run Amok;
Scott W. Spreier et al., 2006

Short Facts



Location:

WHU Campus Düsseldorf & virtual



Format & Dates:

6 days in class & 4 days virtual,
detailed information online



Language:

English



Certificate:

WHU Executive Education Certificate



Fees:

€ 5,950 including tuition, session materials,
case studies and most meals; excluding
accommodation/travel

Special fees available online.



Application:

ee.whu.edu/cesl



Participant Profile:

- Experienced managers who want to reflect upon and improve their leadership portfolio
- Managers who want to prepare themselves for their next leadership challenge
- HR professionals who want to help their managers grow and want to create a coaching culture in their organizations

“Coaching is an important and very powerful leadership and collaboration style to address people who are eager to contribute to a company’s success, yet want to grow and to develop. It has the potential to unleash creativity and create true accountability as well as strong emotional connections.”

Karsten Drath, Managing Partner Leadership Choices

Your personal benefits

- Enhance the impact and effectivity of your leadership
- Ascertain your own leadership style portfolio
- Learn how to turn random interactions into powerful coaching conversations
- Create greater empowerment for the people around you
- Unleash the creativity and accountability of the people you lead
- Maximize your potential as a senior leader through this unique learning experience with intensive, hands-on exercises
- Expand your professional network to an interdisciplinary team of leadership experts at one of Germany’s most renowned business schools
- Become part of an active network of peers and program alumni

Your company’s benefits

- Help your leaders become more effective
- Increase your managers’ job satisfaction and sense of purpose
- Create a healthier leadership culture in your organization



Participants will engage in tailored learning interventions, including interactive classroom and group reflection sessions, live coaching cases and peer-to-peer coaching.

Your path to success

Virtual kick-off webinar: 1h virtual session

- › Managing expectations for the course
- › Introducing life coaching clients as part of the course
- › Introduction to the XLNC Leadership Assessment
- › Questions & answers

Module 1 Foundation: 3 days in Düsseldorf

- › Coaching as a way of leading
 - Introduction to the Goleman leadership model
 - Leadership and business success
 - Your leadership signature

- › Coaching as a mindset
 - Manager vs. coach
 - How can leaders apply coaching?
 - Giving feedback that works

- › Coaching as a process
 - Phases in coaching
 - Powerful questions
 - Levels of listening

- › Coaching as a practice
 - Regular practical exercises in different settings
 - Working with the inner team
 - Life coaching sessions in the evening

Module 2 Application: 3 x 1.5 hrs virtual sessions

- › Coaching as a process
 - Recap of key concepts
 - Coaching demos

- › Coaching as a practice
 - Sharing of life coaching cases
 - Peer supervision and feedback

Module 3 Consolidation: 3 days in Düsseldorf

- › Coaching as a way of leading
 - Leadership requires self-leadership
 - Turning employees to followers
 - Resilience for coaches

- › Coaching as a mindset
 - Handling role conflicts
 - The concept of vertical development
 - How coaching shapes culture

- › Coaching as a process
 - Creating coaching moments
 - Core competencies in coaching
 - Boundaries and ethical considerations

- › Coaching as a practice
 - Regular practical exercises in different settings
 - Eliciting values & purpose
 - Transforming dysfunctional beliefs

Faculty

› **Karsten Drath**, Managing Partner Leadership Choices, Master of Engineering, MBA, Certified Master Level Coach (EMCC), Naturopath for Psychotherapy and WHU Alumni, Author of: Coaching and its roots, The Resilient Organization, Rules of Success

› **Dr. Ulrike Strasser**, Partner Leadership Choices, Degree in Business Administration, Certified Associate Coach (ICF) Author of: Cross Generational Intelligence

For more information regarding the faculty visit our website:

ee.whu.edu/cesi



Karsten Drath, Managing Partner Leadership Choices



Dr. Ulrike Strasser, Partner Leadership Choices



About WHU

WHU – Otto Beisheim School of Management is an internationally oriented and privately financed Business School based in Vallendar and Düsseldorf. Founded in 1984, WHU is now one of the most renowned German Business Schools with an exceptional national and international reputation.

WHU Executive Education participants profit from high-quality programs for managers, high-potentials, and (senior) executives – all of them representing the leading minds of today and tomorrow:

Leading Leading Minds.

Both Open Enrollment and Customized Programs enable executives to achieve their professional goals and improve their company's strategy by giving them deep insights into current global economic developments, by providing practice-oriented knowledge, and by offering excellent networking opportunities.

More information: ee.whu.edu

About Leadership Choices

Leadership Choices is an international professional services firm focusing on leadership and organizational development. It is headquartered in Wiesbaden, Germany, with clients all over the world. Founded in 2008, LC is a by-word for strong business and leadership expertise among its associates combined with a high level of psychological and methodical competence.

More information: www.leadership-choices.com

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